Healthcare Leadership
Richard Murray: ‘leadership is such a rare commodity – you need to nurture and support it’
Angela Sharda
Healthcare Leader 13 February 2019
Angela Sharda talks to King’s Fund chief executive Richard Murray about the long term plan, leadership, his hopes for the health sector and how the workforce crisis can be addressed.

Compassion: your greatest leadership contribution?
Bailey, Suzie
The King’s Fund blog 25 February 2019
After months of waiting, we finally have the NHS long-term plan. So, was it worth the wait? Does it really matter to the day-to-day work of staff delivering care? And what changes will be required to deliver on its ambitions?

The Kark review: what it means for leadership in the NHS
Hiba Mahamadi
Healthcare Leader 8 February 2019
This week saw the publication of the Government’s independent review into the fit and proper person test (FPPT) – commissioned by the then health and social care minister Stephen Barclay last year. Carried out by Tom Kark QC, the review has suggested a number of changes designed to make the test more effective in ensuring that those in senior leadership positions in the NHS are qualified and equipped for the posts they hold. The article describes the most important things you need to know about the review

Support For Care And Health Leaders
Local Government Association 2019
We know local leaders want to help their communities stay healthy and receive the best possible care. Reforming our care and health system is vital to be able to meet these challenges.

New leaders announced to help deliver the NHS Long Term Plan
NHS England 1 March 2019
A leading GP and one of England’s foremost health experts have been chosen to co-chair a new forum which will help oversee the delivery of the NHS Long Term Plan. Following a nationally-advertised recruitment process, Dr Clare Gerada has been appointed as clinical chair, and Professor Sir Chris Ham as non-clinical chair, of the NHS Assembly.

Bottom up working for effective place-based leadership
Kate Arden

NHS Confederation  March 2019
Letting go of power for stronger leadership is recommended by Kate Ardern, director of public health for Wigan Council. In the first of two blogs, Kate reflects on place-based working and the qualities NHS leaders need to consider as they develop the Neighbourhood, Place and System vision for ICS working described by the NHS Long Term Plan.

Assessing Behavioral Styles Among Nurse Managers: Implications for Leading Effective Teams.
Keogh T.J. et al
Nurse leaders must use behaviors that foster effective teams. The purpose of this study was to determine the behavioral style by 3,396 nurse leaders who attended leadership and communication continuing education courses. Sessions included identifying behavioral style preferences using the DiSC® Personal Profile Instrument. Of the four behavioral dimensions, Dominance, Influence, Steadiness, and Conscientiousness, 73% scored highest in Dominance and Conscientiousness. The remaining 27% scored highest in preferences for Influence and Steadiness. Nursing leaders may benefit from awareness of differences in behavioral style preferences to enhance communication and team effectiveness, as well as improve satisfaction among team members.

The impact of informal leader nurses on patient satisfaction.
Douglas Lawson T. et al
The relationship between informal leaders, i.e., highly competent individuals who have influence over peers without holding formal leadership positions, and organisational outcomes has not been adequately assessed in health care. We evaluated the relationships between informal leaders and experience, job satisfaction and patient satisfaction, among hospital nurses. While significant relationships were not detected between patient satisfaction and styles/proportion of informal leaders, we found that informal leaders had more years of experience and higher job satisfaction. More work is needed to understand the informal leaders' roles in achieving organisational outcomes.

Transformative agency and tensions in knowledge management-A qualitative interview study for nurse leaders.
Lunden A. et al
To describe Finnish nurse leaders' perceptions of and experiences with knowledge management. Health science research has traditionally focused on knowledge transfer and research evidence instead of knowledge management, culture and organisational learning. Systematic reviews indicate a lack of awareness about nurse leaders' activities in knowledge management.

What's in a Word? Qualitative and Quantitative Analysis of Leadership Language in Anesthesiology Resident Feedback.
Arkin N. et al
Individuals who have agentic traits (eg, assertive, confident, competent) that are more commonly associated with men are often selected for leadership roles. For women, this poses a potential barrier to entry into the higher ranks of academic medicine. We analyzed anesthesiology resident feedback for differences in the use of agentic descriptors using qualitative and quantitative methods based on resident gender and year of training. Female residents were described as agentic less often than male residents in early years of training, but the gap was not present among senior residents.

A Survey of Nurse Leaders to Explore the Relationship Between Grit and Measures of Success and Well-being.
Seguin C.
The aim of this study was to explore how a personality quality termed grit impacts the well-being and success of nurses who serve in positions of healthcare leadership. As the responsibilities of nurse leaders become increasingly complex, there is concern that job satisfaction is becoming more difficult, and burnout and attrition more common. Grit, perseverance, and passion for long-term goals are associated with reduced burnout and predictable success in other industries, but less is known about its impact on nurse leaders.

Mindfulness in organizations (part 1): a critical literature review
Jonathan Passmore
Industrial And Commercial Training Volume 51, Issue 2
The purpose of this paper is to explore the growing science and application of mindfulness as an intervention within organizations. The paper notes that while there has been considerable research into health outcomes, organizational mindfulness research is still developing a comprehensive case for the wide-scale application of mindfulness. The paper calls for greater research into organizational mindfulness interventions through collaborations between organizations and consultants. The paper calls for organizations to adopt an evidence-led approach to using mindfulness and evaluate its impact on employees and organizational performance.

Mastering Your Distinctive Strengths as an Introverted Nurse Leader.
Wisser K.Z. and Massey R.L.
This article contrasts the nursing leadership styles of introverts and extraverts and examines what each brings to the nurse leader role. While introverts and extraverts bring unique strengths, it may appear to introverts that extraverts garner the preponderance of attention in meetings and committee work. Strategies for the self-identified introvert nurse leader to successfully lead in an extraversion-centric workplace are described. The article ends with the personal journey of 2 nurse leaders who embraced their introversion traits and learned ways to flourish in health care and academic settings.

Staff

Allied Health Professionals’ Careers Resource
Laura Rogers et al

e-Learning for Healthcare

This careers resource for AHPs identifies eight core areas that you could consider to develop your career, all whilst continuing your clinical practice. We’ve included insight from AHPs working within these areas, with voices from across all 14 allied health professions – plus useful information and links to resources to demonstrate the art of the possible for your career development.

Regional Talent Boards: Balancing a national approach to talent with regional priorities
Martin Hancock
HSJ 18 February 2019

Discusses how Regional Talent Boards came about and the core principles that underpin them

New Chief People Officer to help build the NHS workforce of the future
NHS England 1 March 2019

NHS Improvement and NHS England have appointed Prerana Issar to the role of Chief People Officer. The new position is part of the NHS Executive Group and will play a leading role in ensuring that NHS in England has enough people, with the right skills and experience to deliver the improvements for patients set out in the Long Term Plan.

Developing People Improving Care: short guides
NHS Improvement 2019

We’ve broken down the conditions of Developing People Improving Care into five short guides. Each guide explains how different organisations have put the conditions into action, to help you develop your own solutions.

- **Condition one** — Leaders equipped to develop high quality local health and care systems in partnership
- **Condition two** — Compassionate, inclusive and effective leaders at all levels
- **Condition three** — Knowledge of improvement methods and how to use them at all levels
- **Condition four** — Support systems for learning at local, regional and national levels
- **Condition five** — Enabling, supportive and aligned regulation and oversight

Exploit e-staff record to improve workforce planning, NHS Improvement tells physio leaders
Chartered Society of Physiotherapists Feb 2019

A new guide shows physiotherapy clinical leaders how to make best use of England’s NHS e-staff record (ESR) to improve workforce planning.

Psychological Detachment from Work during Nonwork Time and Employee Well-Being: The Role of Leader’s Detachment
Sabine Sonnentag and Caterina Schiffner
The Spanish Journal of Psychology Volume 22 2019 , E3

Research has shown that psychological detachment from work during nonwork time is an important recovery experience and is crucial for employee well-being. Integrating research on job-stress recovery with research on leadership and employee mental health and well-being, this study examines how a leader’s psychological detachment from work during nonwork time directly relates to subordinate psychological detachment from work and indirectly to employee exhaustion and need for recovery. Based on self-report data from 137 employees and their supervisors, this study revealed that leader psychological detachment was related to subordinate psychological detachment and that leader psychological detachment was indirectly related to low subordinate exhaustion and low subordinate need for recovery, also when controlling for negative affectivity and leader-member-exchange. Overall, this study demonstrates that leaders might have an impact on subordinate strain symptoms not only via leadership behavior at work but also via detachment processes during leisure time. These findings suggest that employee recovery processes might not only be regarded as an individual phenomenon, but could be seen as embedded in the larger organizational context.
This NHS Staff and Learners’ Mental Wellbeing Commission has set out to discover and review evidence of good practice where the mental health and wellbeing of staff and learners in NHS organisations has been made an organisational priority. HEE recognises its central role in supporting the current and future workforce to deliver high quality, safe care and the Commission has examined successful interventions from around the country, to identify what has worked well and what could be adopted widely.

**Training**

*Training routes into the NHS*

**NHS Employers** 14/02/2019

This infographic shows the additional options that are available to complement traditional training and recruitment routes. This resource can help employers to identify and consider additional routes that can be used to support workforce challenges, recruit from the local community, and build career pathways.

**Mentoring**

*Where philosophy meets culture: exploring how coaches conceptualise their roles.*

Watling C.J. and LaDonna K.A.

**Med Educ.** 2019 Jan 23.

Although conceptually attractive, coaching in medicine remains ill-defined, with little examination of the transferability of coaching principles from other fields. Here we explore how coaching is enacted both within and outside of medicine; we aim to understand both the elements required for coaching to be useful and the factors that may influence its translation to the medical education context. Medical education's embrace of coaching should be informed by an understanding of both coach and learner behaviours that need to be encouraged and trained, and the cultural and organisational supports that are required to foster success.

**Existential leadership coaching in a medical partnership**

Eric David Spencer,

**Leadership In Health Services** Volume 32, Issue 1 2019

This paper aims to report on a case study conducted in a private medical partnership of more than 50 specialist physicians where the researcher applied a leadership coaching model grounded in existential philosophy. The paper asserts that existential leadership coaching can be a novel and effective means to address leadership development needs in the unique context of a professional partnership. Such a qualitative phenomenological case study provides glimpses into the lives of real-life leaders and offers the coaching, academic and medical fraternities an insider understanding of leadership development in the case of professional partnerships.

**Leadership books**

*The Fearless Organization, Chapter 1 The underpinning*

Amy C Edmondson

**Wiley** 2018

This book explores this culture of psychological safety, and provides a blueprint for bringing it to life. The traditional culture of "fitting in" and "going along" spells doom in the knowledge economy. Success requires a continuous influx of new ideas, new challenges, and critical thought, and the interpersonal climate must not suppress, silence, ridicule or intimidate. Not every idea is good, and yes there are stupid questions, and yes dissent can slow things down, but talking through these things is an essential part of the creative process. People must be allowed to voice half-finished thoughts, ask questions from left field, and brainstorm out loud; it creates a culture in which a minor flub or momentary lapse is no big deal, and where actual mistakes are owned and corrected, and where the next left-field idea could be the next big thing.

**Leadership in Healthcare: Delivering Organisational Transformation and Operational Excellence**

Turner, Paul

**Springer** 2019

This innovative book analyses the evolving nature of leadership, exploring an ever-increasing range of theoretical concepts and applying these to practices within healthcare organisations. A wide range of theories are covered, from behavioural to attitudinal, socio-cognitive to contingency, and social exchange to team.
This bulletin is based partly on the leadership blog for Thames Valley and Wessex Leadership Academy: 
https://blogs.bodleian.ox.ac.uk/tvw-knowledge-hub/home/

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