### Healthcare Leadership

**How can we create effective digital leaders within the NHS?**

Ian Pettigrew, Programme Adviser, reflects on what it takes to create successful leaders in digital transformation in the NHS, based on his experiences advising DigitalHealth.London’s NHS Digital Pioneer Fellowship. Addressing a real need within the system, finding the right participants, appropriate design, and a clear evaluation framework are key ingredients, he says.

**Support for present and future leaders**

Sam Foster

*British Journal of Nursing* Vol. 28, No. 2

Sam Foster, Chief Nurse, Oxford University Hospitals, considers how clinical leaders in the NHS can best be empowered to lead, in light of the recent Kerr report.

**NHS leaders need guidance to navigate abundance of advice, think tanks say**

Valeria Fiore

*Healthcare Leader* 21 March 2019

NHS employers should receive guidance to help them navigate the extensive number of recommendations they receive on culture and leadership, three think tanks have said in a report published today. The Nuffield Trust, The King’s Fund and the Health Foundation said in the report that a wide range of suggestions have been put forward to local NHS bosses on how they should improve their leadership, making it difficult for them to know which advice to prioritise.

**Musical chairs in the NHS leadership waltz**

Andy Cowper

*BMJ* 2019;364:l1093

Do the latest changes signify the end of internal competition in the NHS? Plans for NHS England and NHS Improvement to work more closely together are worth taking some time to understand. The NHS Commissioning Board, which likes to call itself NHS England, represents NHS commissioning, planning, and provision. Monitor and the Trust Development Authority, which call themselves NHS Improvement, represent the NHS provider sector.

**Supporting women into leadership roles—men must act as “allies”**

Sam Allen

*BMJ Opinion* April 1, 2019

Senior male leaders in healthcare, who hold a great deal of power and privilege, should offer their allegiance to those who may benefit from it, as outlines in ‘Men as allies’ report. (see below)
In this report, the Health & Care Women Leaders Network, delivered by NHS Confederation and NHS Employers, explores some of the important actions and behaviours men can take to support the development of female leaders in the NHS. The report was compiled following conversations with a number of male senior leaders who shared their views on the barriers facing women getting to leadership roles in the NHS and how those can be overcome. It also includes contributions from a Tweet chat held by the network on the topic of men as allies in January 2019.

Tensions and expectations: what’s our real ask of trust chief executives?
Stephen Hart
HSJ 25 March 2019
In light of an evaluation of the NHS Leadership Academy’s Aspiring Chief Executive programme, it would seem timely to consider what we expect of our NHS chief executives, and the demands we place upon them.

Women in medical school leadership positions: Implications for research.
Schor, N. F.
Ann Neurol. 2019
Recent studies suggest that the fraction of leadership positions at US medical schools occupied by women has been relatively static over the past two decades. In addition, the topical focus of these positions is heavily weighted toward education and public image making and away from clinical service, research, finance, and institutional policy. The present studies test the related hypothesis that the overall and neuroscience research grant portfolios of medical schools with women in research leadership are weighted toward grants for institutional education and mentorship programs and community-based public service research, areas that are stereotypically ascribed to women and away from basic and clinical research.

Implementing Daily Leadership Safety Huddles in a Public Hospital: Bridging the Gap.
Castaldi M. et al.
A Leadership Safety Huddle was instituted in efforts to improve communication and make safety culture a priority at our institution. The Huddle is a transparent, regularly recurring forum of clinical and administrative hospital leaders, in which safety issues and concerns are identified, shared, and swiftly addressed. These metrics demonstrate how huddles are instrumental in infusing and sustaining a culture of patient safety in hospitals.

The Role of Frontline Leaders in Building Health Professional Support for a New Patient Portal: Survey Study.
Kujala S. et al
Effective leadership and change management are thought to contribute to the successful implementation of health information technology innovations. However, limited attention has been paid to the role of frontline leaders in building health professional support for new technical innovations. Findings suggest that assuring good informing, communicating a clear vision to frontline leaders, and acknowledging organizational readiness for change can increase health professional support for electronic health (eHealth) services in the pre-implementation phase. Results highlight the role of frontline leaders in engaging professionals in the planning and implementation of eHealth services and in building health professionals' positive attitudes toward the implementation of eHealth services.

Paradoxes in Healthcare Leadership: Being-Nonbeing.
Clarke P.N. and Berkland D.
Nurs Sci Q. 2019 Apr;32(2):116-119. The paradox of being-nonbeing is explored from the perspective of the Vice President of Nursing and Clinical Services for a large rural integrated healthcare system in the United States. Being-nonbeing for the nurse leader is experienced daily. Being-nonbeing is experienced with self and others as she provides vision, leadership, and courageous support to the workplace and care environment.
The complexities of solving challenges to improve population health necessitate that public health practitioners work with partners from multiple sectors. As public health leaders increase their involvement in multisectoral collaboration toward the goal of building healthy communities, they often encounter a range of obstacles and barriers. Typically, working with other groups and organizations presents challenges resulting from different assumptions and guiding principles and a lack of understanding of the expertise and regulatory or other barriers of the partner. Although multisectoral collaborations are common in public health practice, many fail to reach their full potential. In this column, we outline a promising practice—boundary spanning leadership (BSL)—that offers a research-based and field-tested conceptual framework along with practical tools that have recently been enthusiastically adopted by a few public health agencies.

Leadership development through the patient care coordinator role.
Sarver W. et al
Formal nurse manager succession planning programs are beneficial strategies for recruiting and retaining intellectual capital internally within an organization. External leadership candidates may be less successful than internally promoted leaders. Promotion of internal candidates who’ve been adequately prepared can positively impact employee morale, role transition, organizational culture, and retention.

An inductive qualitative approach to explore Nurse Practitioners views on leadership and research: An international perspective
Ryder, M. et al.
The original concept of the NP role was to expand nursing practice in order to provide high-quality, accessible health care to patients. This placed NPs at the crux of changes to healthcare delivery. Implementing these changes requires leadership. Research demonstrates the effects of these changes to healthcare delivery and contributes to healthcare knowledge from the nursing profession. Nurse Practitioners are clinical leaders focused on improving healthcare delivery for patient populations. There is a lack of understanding of the NP role. Nurse Practitioners lack confidence to be independently research active. Research by NPs requires support from nurses in academia. There is no difference in the role in Ireland and Australia.

Developing the personal qualities required for effective nurse leadership
Lucas B
Nursing Standard, 27th March 2019  
Leadership within the healthcare system should be visible at all levels, rather than being dependent solely on the characteristics of those who exert control from the top of the organisation. All nurses can act as leaders, and providing effective leadership requires them to develop specific personal qualities and behaviours. This article explores four ‘leadership intelligences’ – spiritual, emotional, business or practice, and political – and discusses how understanding these can assist nurses to enhance their leadership skills. It also considers the evidence base for the use of these intelligences and how they can be adopted by individual nurses and healthcare organisations.

Levels of Innovativeness Among Nurse Leaders in Acute Care Hospitals
Stilgenbauer, D. J. et al
The purposes of the study were to describe levels of innovativeness in nurse executives, clinical directors, and nurse managers in acute care settings in the United States and to compare innovativeness between the groups. Nurse leaders must navigate the complex ever-changing landscape of healthcare. New strategies are necessary for managing resources and improving patient outcomes. Understanding the levels and components of innovativeness may assist nurse leaders to affect change in themselves and their organizations.

Leader development begins at home: Overparenting harms adolescent leader emergence.
There is increasing interest in the early roots and influencing factors of leadership potential from a life span development perspective. This conceptual and empirical work extends traditional approaches focusing on adults in organizational settings. From the perspective of early influences on leader development, the goal of this study was to examine the effects of overparenting on adolescent leader emergence, influencing mechanisms, and sex differences. Implications for life span leader development theory, for youth and adult leadership development practices, and for parenting practices on future generations are discussed.

**Liu, Z. et al.**
*Journal of Applied Psychology* 2019 (e-print ahead of publication)

**Transformative agency and tensions in knowledge management-A qualitative interview study for nurse leaders.**
Lunden A. et al.

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. A description of nurse leaders' perceptions of and experiences with knowledge management could improve recognition of nurse leaders' agencies for knowledge management, identification of related tensions and application of lessons learned from tensions. This description could also promote nurses' professional competence and supplement nurse leaders' training.

Leaders equipped to develop high quality local health and care systems in partnership
Developing People Improving Care
**National Improvement and Leadership Development Board** April 2019

This short guide is the first in a series of five which aims to provide more information to those with a deeper interest in any of the five conditions that underpin Developing People Improving Care. This first guide relates to Condition One of the framework ‘Leaders equipped to develop high quality local health and care systems in partnership’. In 2016 the organisations that sponsor Developing People Improving Care recognised this condition as being crucial to achieving the continuous improvement in care for people, population health and value for money that the framework strives for. Developing People Improving Care is founded on the principle that systems will not succeed without compassionate and inclusive leaders who have knowledge of improvement methodologies and how to use them. The framework sets out a series of actions to ensure that this is the case, with many of these actions on the way to being achieved.

**Staff**

**NHS Confederation launches new network to strengthen the voice of BME leaders**
*NHS Confederation* 18/03/2019

A new network has been launched to strengthen the voice of BME leaders in England and support health and care organisations to meet the needs of all communities. The NHS Confederation, which represents organisations from across the health service, has set up the BME Leadership Network to help leaders address the barriers to delivering the NHS Constitution’s commitment to meet the needs of all our communities.

**First Chief Midwife appointed to drive world-class NHS care for new mums**
*NHS England News* 14 March 2019

The NHS has appointed England’s first Chief Midwife to improve care for new and expectant mothers and their children and promote safer births as part of the NHS Long Term Plan. Simon Stevens, chief executive of NHS England, announced today that Professor Jacqueline Dunkley-Bent will be the first to take on the new role, to oversee delivery of a package of measures building on increased safety and support in maternity care.

**NHS Streamlining Resource Hub**
*NHS Employers* April 2019

The hub is designed to help you and your organisation to implement effective streamlined HR processes for all NHS to NHS staff transfers and to manage doctors in training rotations. You will find guidance documents, case
studies, and links to useful sources of information, all of which have been tried and tested and incorporate learning from previous streamlining implementations.

**Learning Together: Integration of Advanced Practice Providers into a General Medicine Ward Team.**

Gottenborg E et al  
The Accreditation Council for Graduate Medical Education (ACGME) demands that physicians should be trained to engage in clinical activities with other health profession providers. Incorporation of advanced practice providers (APPs) into medicine ward teams has not yet been described. n interprofessional general medicine ward team is feasible, has the potential to optimize service to education balance, and exposes learners to a collaborative interprofessional clinical environment.

**Nursing survey infographic - what do nurses want?**

**NHS Employers 08/04/2019**  
This infographic focuses on what matters most to nurses and student nurses when it comes to recruitment and retention. For each of the factors raised by the nurses surveyed, we have signposted to some of most relevant resources, to assist employers in considering their approach to each area. The findings are based on data collected at the 2018 Nursing Times Careers Live events.

**An exploration of how the concept of the ‘well led’ hospital trust is defined and understood by NHS staff across a range of organisational managerial levels.**

**Chaffer, Denise 2019**  
The aim of this PhD study was to gain greater understanding of staff experience of being well led within a NHS Hospital Trust rated ‘well led’ by the Care Quality Commission (CQC), to better understand the potential contribution leaders could make to improve quality of patient care. A qualitative case study method was utilised to explore staff experiences in the ‘well led’ Trust. A theoretical framework was developed to underpin the methodological process, incorporating components of learning organisational theory and an interpretive grounded theory approach was applied. Four main themes were identified.

**Closing the gap: Key areas for action on the health and care workforce**

**Beech, J. et al.**

The Health Foundation 2019  
Our report lays out a set of high-impact interventions that, if put into action now, could help to ameliorate the current workforce crisis. We focus on the areas where severe national problems are having an immediate impact – in particular, nursing and general practice. Our recommendations do not amount to a full workforce strategy for the future or a plan for the NHS; this would be an enormous task, taking several years and that is the job of system leaders. In relation to the NHS, we focus on five main opportunities: training new staff - specifically nurses, pay, helping the NHS become an employer of choice for health care workers, the right teams with the right skills, and international recruitment.

**Differing pathways to resiliency: A grounded theory study of enactment of resilience among acute care nurses.**

Ang S.Y. et al  
It is well-recognized that nurses are exposed to high levels of stress, thus resilience has been postulated as a key trait in enabling nurses to cope successfully and remain in the profession. The emerging theory provided an understanding of the different pathways to resiliency and how nurse leaders can potentially develop and grow the level of resiliency among nurses.
Healthcare educational leadership in the twenty-first century.
Sandhu D.


Education leadership has to intimately lead our future champions of students and nurture them as professional, dynamic, reflective scholars to deal with the complex world of healthcare in a post-truth era. In addition the organization structure needs to develop faculty from clinical and educational supervisors through to program directors and Deans. Leadership theories have taken over from the previous decades of teaching on management. The current dogma is intransigent, and produces silos such as leadership and followership or leaders and managers as class differences which reinforces the obdurate and narrow-minded approach. This contradicts the open society of creating change agents, critical thinkers, and scholars of the conceptual age of post modernity who in a knowledge based economy need to take our world forward. Additionally healthcare is rapidly becoming unaffordable as returns on GDP investment do not give the returns that we as patients and tax payers need. There is the obvious waste of people and funding on constant reorganizations and short-term thinking. This reflects the sort of leaders and organizations we are developing and how decisions are made.

This paper through ideas confronts the myths and flaws of current leadership teaching in an education framework. It makes the case for innovative, creative, adroit, adept, experiential learners who can see the bigger picture, avoid harm and be able to cope with complexity and uncertainty, thereby creating a paradigm shift so that future leaders can problem solve, through the ongoing seismic changes that healthcare faces.

The Need for Leadership Training in Surgical Residency.
Vu J.V. et al


Surgeons lead team members across disciplines in the operating room, executive positions, and other settings. There is growing evidence that leadership skills can be learned, and formal leadership development programs for faculty surgeons have thus gained attention. This Viewpoint is about filling a critical gap in leadership development during surgical residency.

Development and psychometric testing of the clinical leadership needs analysis (CLeeNA) instrument for nurses and midwives.
McCarthy V.J.C. et al


The aim of this study is to report the development and psychometric testing of the clinical leadership needs analysis instrument (CLeeNA). Limited emphasis is placed on the clinical leadership needs of nurses and midwives that are fundamental to supporting the delivery of high quality, safe patient care. Potentially, after further testing, this instrument could be used by nursing management and educators to measure clinical leadership needs, inform the design of clinical leadership training programmes and provide valuable information about health care leadership development.

Mentoring

The Coaching Experience of Advanced Practice Nurses in a National Leadership Program.
Waldrop, J. et al


Coaching is a relatively new application to promote the development of leadership skills in health care and nursing. Coaching circles are a technique used in the Duke-Johnson & Johnson Nurse Leadership Program to provide guidance and expertise to small groups of advanced practice nurse (APN) Fellows to facilitate completion of a transformational project. The purpose of this report is to describe the current literature related to coaching among APNs and the results of this coaching experience.

Understanding the Mentoring Environment Through Thematic Analysis of the Learning Environment in Medical Education: a Systematic Review.
Hee J.M. et

Mentoring's success has been attributed to individualised matching, holistic mentoring relationships (MRs) and personalised mentoring environments (MEs). Whilst there is growing data on matching and MRs, a dearth of ME data has hindered development of mentoring programme. Inspired by studies likening MEs to learning environments (LEs) and data highlighting common characteristics between the two, this systematic review scrutinises reports on LEs to extrapolate the findings to the ME context to provide a better understanding of ME and their role in the mentoring process. LE is the product of culture and structure that influence and are influenced by the tutor-learner-host organisation relationship. LE structure guides the evolving tutor-learner-host organisation relationship whilst the LE culture nurtures it and oversees the LE structure. Similarities between LEs and MEs allow LE data to inform programme designers of ME's role in mentoring's success.

When profession trumps potential: The moderating role of professional identification in employees’ reactions to talent management
Kajsa Asplund
The International Journal of Human Resource Management 2019
his study aimed to investigate the role that a professionalized context plays in shaping employee reactions to talent management decisions. We examined the mediating role of felt obligation in the relationship between talent ratings and organizational citizenship behavior. Further, the study tested whether professional identification moderates the relationship between talent ratings and felt obligation towards the organization. These results indicate that conventional talent management might be less effective for increasing favorable attitudes and behaviors among employees in highly professionalized contexts, such as the education sector.

Leadership books

[ Leadership with impact : preparing health and human service practitioners in the age of innovation and diversity ]
Araque, Juan C. and Weiss, Eugenia L.
Oxford University Press 2019

[ Systems leadership in health and social care ]
Edmonstone, John,
Routledge 2019

[ Textbook of medical administration and leadership ]
Loh, Erwin, et al
Springer 2019

[ Leadership in healthcare : delivering organisational transformation and operational excellence ]
Turner, Paul
Palgrave Macmillan 2019

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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