# Healthcare Leadership Bulletin

## May 2019

### NHS England funds £2million to boost system-wide leadership development

**NHS England** 8 May 2019

NHS England has funded a £2million programme to help 23 areas kick-start or boost leadership development activities to support and inspire workforce in health systems across England from GPs, consultants and therapists to nurses, social workers and managers. The programme builds on learning from five successful leadership models: Frimley Health and Care 2020 Programme, Surrey Heartlands Academy, Fylde Coast 100 Systems Leader Programme, North Cumbria and Leading Greater Manchester.

### Do We Have the Three Types of People Needed for Scale and Spread in the NHS?

**Diane Ketley**

**NHS Horizons** 8 May 2019

Recently Helen Bevan shared on Twitter a blog on how to spread and scale change: ‘Scaling Businesses as a Team’, by James Allen. The tweet resulted in lots of activity. The importance of the different communities or roles working and communicating well together and of leadership to encourage communication and to support shared learning is highlighted.

### Developing the mindset of a successful leader

**Andy Coombe**

**HPMA April Newsletter** April 2019

There are three scenarios that all leaders have faced, or will face:

- **Scenario 1**: “I’ve lost my direction. I’m off course and not heading where I intended.”
- **Scenario 2**: “I know my priorities, but I don’t feel effective. I’m not getting the results I want.”
- **Scenario 3**: “My work-life balance is out of sync. Sometimes the most important things get hijacked and I am like a hamster on a wheel.”

Sound familiar? These are critical moments for the leader. They play to the core of what it means to be successful. The effectiveness of your enterprise is at risk. How can you address these and avoid running aground?

### Creating a culture of excellence: How healthcare leaders can build and sustain continuous improvement

**KPMG International Cooperative** 2019

Empowered and engaged healthcare staff provide better care. Globally, healthcare leaders are increasingly looking to embed the principles of continuous improvement in their organizations. Empowering staff to deliver safe, high-quality, reliable care can provide a step-change in results.

### Priorities and challenges for health leadership and workforce management globally: a rapid review

**Figueroa, C. A. et al**

**BMC Health Services Research** 2019 19:239
Health systems are complex and continually changing across a variety of contexts and health service levels. The capacities needed by health managers and leaders to respond to current and emerging issues are not yet well understood. Studies to date have been country-specific and have not integrated different international and multi-level insights. This review examines the current and emerging challenges for health leadership and workforce management in diverse contexts and health systems at three structural levels. Contemporary challenges and emerging needs of the global health management workforce orient around efficiency-saving, change and human resource management. The role of health managers is evolving and expanding to meet these new priorities. Ensuring contemporary health leaders and managers have the capabilities to respond to the current landscape is critical.

**Leadership perspective on the implementation of guidelines on healthcare-associated infections**
Hegarty, J. et al  
*Bmj Leader* 2019;0:1–9.
Leadership is a key component for infection prevention and control and plays an important role in the implementation of guidelines on healthcare-associated infections. A body of literature exists on healthcare workers’ perspectives on implementing these types of guidelines; however, there is a paucity of data on the leadership perspectives on implementation. This study aims to contribute to the evidence base of leadership perspectives. This research highlighted that guidelines are complex interventions in complex organisations, perhaps leadership could help overcome the challenges posed by this complexity. Leadership may allow a systematic approach to all aspects of implementation despite the variety of challenges faced at different stages of implementation and sustainability of uptake of guidelines over time.

**Healthcare portraiture and unconscious bias**
Sivashanker, K.  
*Bmj* 2019; 365
In 2018 a decision to take down from our primary hospital auditorium the portraits of 31 past department chairs, all of whom are male and 30 of whom are white, ignited a fierce reaction in our hospital and surrounding community. Local media articles were flooded with comments accusing the institution of reverse discrimination, with many pledging never to return to our hospital. This incident presents an opportunity for us to examine how the symbols we consciously choose to honour and display can also unintentionally convey unconscious biases in race and sex. Finding the right balance requires that we honour people’s achievements, while also acknowledging the systematic advantages given to some over others.

**Women, healthcare leadership and societal culture: a qualitative study**
Kalaitzi, S. et al  
*Journal of Healthcare Leadership* Volume 2019:11 Pages 43—59
Women leaders encounter societal and cultural challenges that define and diminish their career potential. This occurs across several professions including healthcare. Scant attention has been drawn to the discursive dynamics among gender, healthcare leadership and societal culture. The aim of this study is to assess empirically gendered barriers to women’s leadership in healthcare through the lens of sociocultural characteristics. The comparative study was conducted in Greece and Malta. The interest in these countries stems from their poor performance in the gender employment gap and the rapid sociocultural and economic changes occurring in the European-Mediterranean region. The study appraised empirically the gendered barriers that women encounter in healthcare leadership through the lens of national sociocultural specificities. Findings unveiled underlying interactions among gender, leadership and countries’ sociocultural contexts, which may elucidate the varying degrees of strength of norms and barriers embedded in a society’s egalitarian practices. Cultural tightness has been found to be experienced by societal dividends as an alibi or barrier against sociocultural transformation. Findings informed a conceptual framework proposed to advance research in the area of women’s leadership.

**Exploring Women Healthcare Leaders’ Perceptions on Barriers to Leadership in Greek Context**
Kalaitzi, S. et al  
*Front. Public Health*, 09 April 2019
Gender inequalities have been identified as important derailment factors for health workforce and health
system sustainability. Literature holds responsible a list of gendered barriers faced by female health workforce. However, there is a gap in the evidence based research on women leaders’ own perceptions of barriers to leading positions advancement. This study aims to explore leadership barriers perceived by women healthcare leaders within country's context; research focused on Greece due to country's poor performance on gender equality index and current economic turbulence. Study supplements survey data and provides orientation for further gender sensitive research in health workforce development through country's specificity lens to better inform education and policy makers. His exploratory study reports the perceived barriers of women leaders in pursuing leading positions within Greek healthcare context. The findings point mainly to organizational and socio-cultural related barriers potentially aggravated by country's unfortunate current economic turbulence. Further extensive research is required to establish grounded conclusions and better inform education and policy makers in developing gender sensitive strategies to sustainable health workforce development.

**Developing culturally competent and compassionate healthcare leaders: A European model**
Kouta, C. et al
*Journal of Nursing Education and Practice*, 2019, Vol. 9, No. 7
This paper aims to describe the development of a European model that refers for healthcare leadership. The model promotes the values of cultural competence and compassion. Health care leaders need to guide, mentor and support their staff and collaborate among them and with patients and families, as to provide quality care within a safe, compassionate and culturally appropriate environment. This model highlights the key principles of culturally competent and compassionate health care leadership.

**Can shared leadership enhance clinical team management? A systematic review**
Aufegger L. et al
*Leadership in Health Services*, Volume 32 Issue 2, May 2019, pp. 309 – 335
Research in psychology or management science has shown that shared leadership (SL) enhances information sharing, fosters participation and empowers team members within the decision-making processes, ultimately improving the quality of performance outcomes. Little has been done and, thus, less is known of the value and use of SL in acute healthcare teams. The purpose of this study is to (1) explore, identify and critically assess patterns and behaviour of SL in acute healthcare teams; and (2) evaluate to what extent SL may benefit and accomplish safer care in acute patient treatment and healthcare delivery. Evidence to date suggests that SL may be of benefit to improve performance outcomes in acute healthcare team settings. However, the discrepancy of SL assessments within existing studies and their small sample sizes highlights the need for a large, good quality randomized controlled trial to validate this indication.

**Successful work cultures: recommendations for leaders in healthcare**
Vazquez, C.E. et al
*Leadership in Health Services*, Volume 32 Issue 2, May 2019, pp. 296 – 308
The purpose of this study is to gather information about work culture characteristics from four successful pediatric heart programs to better understand how they continue to maintain high standards of quality and safety. Recommendations have been made for leaders in healthcare settings to benchmark against the work being done at these programs that maintain high standards of quality and safety.

**Devolving healthcare services redesign to local clinical leaders: Does it work in practice?**
Storey, John
*Journal of Health Organization and Management*, Vol. 33 Issue: 2, pp.188-203
The purpose of this paper is to present the findings arising from a three year research project which investigated a major system-wide change in the design of the NHS in England. The radical policy change was enshrined in statute in 2012 and it dismantled existing health authorities in favour of new local commissioning groups built around GP Practices. The idea was that local clinical leaders would “step-up” to the challenge and opportunity to transform health services through exercising local leadership. This was the most radical change in the NHS since its inception in 1948. The findings carry practical implications stemming from positive lessons about securing change even under difficult circumstances. The paper offers novel insights into the processes required to introduce new systems of care in contexts where existing institutions tend to revert to the status quo. The national survey allows accurate assessment of the generalisability of the findings about the nature
Putting service back into health care through servant leadership.
Cottey L et al
Servant leadership theory is little reported on in NHS leadership development strategies despite clear alignment with the core values underpinning health care for all. This article reviews the key concepts of servant leadership and suggests that it should be viewed as a core leadership style for those working in health-care organizations.

Compassionate leadership in palliative and end-of-life care: a focus group study.
Hewison A. et al.
The purpose of this study was to explore compassionate leadership with those involved in leading system-wide end-of-life care. Its purpose was to: define compassionate leadership in the context of palliative and end-of-life care; collect accounts of compassionate leadership activity from key stakeholders in end-of-life and palliative care; and identify examples of compassionate leadership in practice.

Staff

What happens when you make nursing a more attractive profession?
Linda Aiken
Health Foundation 30 April 2019
Over the past 20 years the US has solved its nursing shortage so that nursing is now considered a ‘number one career choice in the US’. How was that achieved and what can the UK learn? Professor Linda Aiken is Director of the Centre for Health Outcomes and Policy Research, and Senior Fellow of the Leonard Davis Institute of Health Economics at the University of Pennsylvania. She spoke at a recent Health Foundation event about how the US has tackled its nursing shortage over the last few decades, allowing nurses to provide the highest quality care while delivering better nurse satisfaction and retention. Her pioneering research has created an evidence base showing the importance of improving nurse work environments.

Improving Staff Retention: A Guide For Employers
NHS Employers 23 / 04 / 2019
NHS Employers has engaged with a large number of NHS organisations to help understand their retention challenges and equip them with tools and resources to implement effective workforce retention plans. This guide showcases the work developed as a result of working with these organisations and contains key information. In addition, within the guide we have highlighted a number of case studies that illustrate the breadth of great work already taking place across the NHS, as well as resources to help you think about improving turnover and managing staff effectively.

Popular performance management toolkit for managers updated
NHS Employers 15/04/2019
Our popular people performance management toolkit has been refreshed to include links to new guidance and resources. The toolkit aims to support NHS managers to make time to discuss all aspects of performance with staff and to nurture talent in their teams. Working in an increasingly busy and pressured NHS, effective people performance management can positively impact how staff feel about their job and impact on the quality of patient care delivered. The interactive toolkit provides practical support to both new and experienced managers, helping individuals develop the skills needed to deal with key management situations confidently and consistently.

Workforce Stress and the Supportive Organisation – A framework for improvement through reflection, curiosity and change
Health Education England, 4th April 2019
Encourages employers to take a closer look at the systems they currently have in place for managing staff...
wellbeing, it challenges them to give greater consideration to the impact workforce stress has on staff and look at the role they can play in providing better support to staff who may need it. It also talks about the impact of leadership, capacity and capability on workforce mental wellbeing and what employers need to consider.

**Health and well-being at work: Survey report**
CIPD April 2019
This is the nineteenth annual CIPD survey to explore issues of health, well-being and absence in UK workplaces. In 2018 the survey was rebranded (from the Absence Management survey to the Health and Well-being at Work survey) to reflect an increased focus on health and well-being policies and practices, although, as in previous years, it continues to monitor absence management trends, policy and practice.

**Neurodiversity in the workplace**
ACAS 2019
Acas has published guidance to help employers learn about neurodiversity and to suggest changes that can be made in the workplace to better support neurodivergent staff. Neurodiversity refers to the way an individual’s brain works and interprets information. It looks at the fact that people think differently and have different interests and motivations. A “neurotypical” person is someone whose brain functions in the way society expects. A “neurodivergent” person is someone whose brain functions, learns and processes information differently. Examples of neurodivergence include autism, attention deficit disorders and dyslexia. The Acas guidance emphasises that people think differently and that some individuals are naturally better at some tasks and poorer at others and, as the Acas guide points out, employers need to accommodate this difference in practical ways – ways that don’t patronise or disparage individuals.

**Why men might be the answer to the staff shortfall**
Launder M.
Nursing In Practice, 1st May 2019
Statistics, predictions and analyses all tell the same tired tale: the NHS staff shortage is only getting worse. The situation is even more dire in nursing and midwifery, with vacancies higher than any other staff group at 40%. Yet there might be a simple solution to the growing crisis – recruiting more men, who account for only around one in 10 nurses in the UK.

**Mentoring**

**Mentorship of Women in Academic Medicine: a Systematic Review.**
Farkas A.H. et al
*J Gen Intern Med*. 2019 Apr 29
Women remain underrepresented in academic medicine, particularly in leadership positions. This lack of women in leadership has been shown to have negative implications for both patient care and educational outcomes. Similarly, the literature demonstrates that female physicians are less likely to have mentors, despite the proven benefits of mentorship for career advancement. The objective of this review is to identify and describe models of mentorship for women in academic medicine. Our review suggests that mentorship programs designed for women, regardless of the model, are met with high satisfaction and can help promote and retain women in academic medicine. No clear best practices for mentorship emerged in the literature. Institutions, therefore, can individualize their mentorship programs and models to available resources and goals. These results demonstrate the importance of more widespread implementation of mentorship programs to more effectively facilitate professional development and success of women in academic medicine.

**Development and initial validation of a dual-purpose questionnaire capturing mentors’ and mentees’ perceptions and expectations of the mentoring process.**
Heeneman S, de Grave W.
In health profession education, learners are often coached by mentors for development of competencies, self-direction of learning and professionalism. It is important that the mentee-mentor relationship is aligned in
terms of mutual expectations. Given the individualized, context-specific, and dynamic nature of mentoring, programmes would benefit from a regular evaluation of mentoring practices, e.g. by using questionnaires, in order to facilitate organizational revisions and further development of the mentoring competencies.

**Nursing profession and nurses' contribution to nursing education as seen through students' eyes: A qualitative study.**
Raso A et al
The behavior of clinical instructors, as observed by students, deeply influences their professional development. When instructors behave unprofessionally, they risk undermining the professional growth students gain from their clinical placement experience. Clinical instructors need to be aware of how their behavior can affect the students' learning process and the contributions they make to clinical nursing education. The nursing profession, as perceived by nursing students, does not always reflect their expectations and their ideas related to professionalism. Universities and schools of nursing should ascertain that clinical instructors are prepared to educate students. Faculty should clearly state to students what they can expect from the clinical experience, namely, preparing students to face real working environments that do not always reflect educational philosophies.

### Leadership books

- **Leadership : contemporary critical perspectives [electronic resource]**
  Carroll, Brigid, et al
  2019 SAGE

- **Exploring leadership drivers and blockers**
  Woodward, Ian C et al
  [2019] Palgrave Macmillan

- **No bullsh*t leadership : why the world needs more everyday leaders and why that leader is you**
  Hirst, Chris
  2019 Profile Books

- **Leadership : a critical text [electronic resource]**
  Western, Simon, author
  2019 SAGE

- **How to lead smart people : leadership for professionals**
  Mister, Mike e al
  2019 Profile Books

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/](https://blogs.bodleian.ox.ac.uk/tvw-knowledge-hub/home/)

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