Healthcare Leadership

**The best job in the world?**
*NHS Confederation* June 2019
Who would be a chief executive in the NHS? With quality and finance targets to juggle, and a shorter career lifespan than a football manager, it is sometimes portrayed as an increasingly unattractive option for managers and clinicians to aspire to. But the observations of nine new NHS chief executives, with tenures from 18 months to 2.5 years, outlined in this report might have you pose a different question: ‘why wouldn’t you want to be a chief executive in the NHS?’ Indeed, they describe how their roles are a privilege, providing them with opportunities to change lives and work for their communities.

**Leadership in the workplace**
*CIPD* Jun 2019
Leadership is a term used in a variety of ways, although it can be defined the capacity to influence people to achieve a common goal. Leaders adopt many different approaches and can operate at any level, so identifying and developing leaders can be challenging. Yet, when leadership is skilfully demonstrated, it can bring about positive outcomes for individuals, teams, organisations and wider communities. This is why it’s important to adapt the approach to developing leaders to fit the current needs of an organisation, as well as invest in environments that enable leaders to be effective.

**“Doctors need to step up”—why are there still so few medical chief executives in the NHS?**
Jacqui Thornton
*BMJ* 2019; 365
Despite high level encouragement, few NHS leaders are doctors. Jacqui Thornton spoke to five medical chief executives to find out what spurs on the few who do make the step up.

**Enhancing Junior Doctors’ Working Lives – annual progress report**
*Health Education England* 2019
Our previous reports, published in Spring 2017 and 2018 respectively, detailed progress made and allowed us to identify areas requiring further work. Over the past year, we have continued to work with doctors in training and system partners to build on successful initiatives and explore areas of need. This report summarises the progress we have made during this time. The ‘Enhancing Junior Doctors’ Working Lives’ initiatives are being progressed within HEE’s broader Medical Education Reform Programme (MERP) which aims to modernise our approach to medical education to support safe, high quality patient care. Through MERP, we will continue to tackle wider cultural change within the healthcare education system so that ‘Enhancing Junior Doctors’ Working Lives’ initiatives are implemented across England and all doctors in training can benefit from the improvements made.

**What makes an ideal hospital-based medical leader? Three views of healthcare professionals and managers:**
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<tr>
<th>Reference</th>
<th>Title</th>
<th>Journal</th>
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<tbody>
<tr>
<td>van de Riet MCP, et al</td>
<td>Translating research on quality improvement in five European countries into a reflective guide for hospital leaders: the ‘QUASER Hospital Guide’</td>
<td><em>PLoS One</em> 2019 Jun 11th, epub.,</td>
<td>2019</td>
<td>The aim was to translate the findings of the QUASER study into a reflective, dialogic guide to help senior hospital leaders develop an organization wide QI strategy. The QUASER Hospital Guide is empirically based, draws on a dialogical approach to Organizational Development and complexity science and can facilitate hospital leadership teams to identify the best solutions for their organization.</td>
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<tr>
<td>Anderson JE, et al</td>
<td>An inductive qualitative approach to explore Nurse Practitioners views on leadership and research: An international perspective</td>
<td><em>Int J Qual Health Care</em> 2019 Jun 12, epub ahead of print</td>
<td>2019</td>
<td>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.</td>
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<td>Ryder, Mary et al</td>
<td>Emergence of informal clinical leadership as a catalyst for improving patient care quality and job satisfaction</td>
<td><em>Journal of Advanced Nursing</em> May 2019, Vol.75(5), pp.1000-1009</td>
<td>2019</td>
<td>Research has historically proclaimed the beneficial effects of clinical leadership for optimizing care and improving patient outcomes. Few studies, however, have assessed the influence of clinical leadership at the staff nurse level and empirically tested the concept. The findings indicate that informal leadership at the clinical level may be an underused asset in health care and if identified and developed, staff nurse clinical leaders have potential to improve the delivery of patient care and may offer a tangible solution to the patient safety conundrum.</td>
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<td>Bailey S and Burhouse, A</td>
<td>From superhero to superconnector, changing the leadership culture in the NHS</td>
<td><em>Future Hospital Journal</em> June 1, 2019 vol. 6 no. 2106-109</td>
<td>2019</td>
<td>The NHS Long Term Plan recently published recognises the critical role of leadership to the delivery of high-quality, sustainable healthcare and sets out an ambition for compassionate and inclusive leadership behaviours. There is good evidence that the biggest influence on organisational culture is the quality of leadership, affecting patient outcomes and staff experience. However, the current NHS staff survey paints a sobering picture of the current experience of the 1.2 million staff who work in the NHS in England. Changing culture requires leadership effort and behavioural change at every level of the system, from the clinical microsystem to the national arms-length bodies. Leaders can take positive action by regularly seeking feedback, paying attention to the leadership behaviours within their team and finding ways to ensure the team can reflect and improve their team working. This opinion article offers an introduction to compassionate and inclusive leadership in healthcare. Our intention is to provide the reader with a sense of agency to act and improve local culture for the benefits of patients and staff.</td>
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The purpose of this article is to identify characteristics of different types of teams that determine the leadership style that best fits each type. We contend that there is a degree of teamness, or teamness intensity ("teamensity"), required by different teams' circumstances. Teamensity represents the degree to which the group must work as a team to be effective and the sources of this teamensity determine the most appropriate leadership style for the team.

Mobilising evidence to improve nursing practice: A qualitative study of leadership roles and processes in four countries
Harvey, Gill et al
The approach and style of leaders is known to be an important factor influencing the translation of research evidence into nursing practice. However, questions remain as to what types of roles are most effective and the specific mechanisms through which influence is achieved. National policies around quality and performance shape priorities for evidence-based practice, which in turn influences the roles and mechanisms for implementation that are given prominence. There is a need to maintain a balance between the mechanisms of managing and monitoring performance and facilitating critical questioning and reflection in and on practice. This requires a careful blending of managerial and facilitative leadership. The findings have implications for theory, practice, education and research relating to implementation and evidence-based practice.

Facial expressions of authenticity: Emotion variability increases judgments of trustworthiness and leadership
Slepian, Michael L.; Carr, Evan W.
Cognition, February 2019, Vol.183, pp.82-98
People automatically generate first impressions from others' faces, even with limited time and information. Most research on social face evaluation focuses on static morphological features that are embedded "in the face" (e.g., overall average of facial features, masculinity/femininity, cues related to positivity/negativity, etc.). Here, we offer the first investigation of how variability in facial emotion affects social evaluations. Participants evaluated targets that, over time, displayed either high-variability or low-variability distributions of positive (happy) and/or negative (angry/fearful/sad) facial expressions, despite the overall averages of those facial features always being the same across conditions. We found that high-variability led to consistently positive perceptions of authenticity, and thereby, judgments of perceived happiness, trustworthiness, leadership, and team-member desirability. We found these effects were based specifically in variability in emotional displays (not intensity of emotion), and specifically increased the positivity of social judgments (not their extremity). Overall, people do not merely average or summarize over facial expressions to arrive at a judgment, but instead also draw inferences from the variability of those expressions.

Developing Emerging Leaders to Support Team-Based Primary Care
Katie Coleman, et al
Journal of Ambulatory Care Management 2019 June 4
Teams are increasingly used to deliver high-quality, accessible primary care, yet few leadership programs support the development of team-based care leadership capabilities. The 12-month Emerging Leaders program presents a prototype for how inter-disciplinary training targeting frontline staff might be implemented. Emerging Leaders training included didactic content, mentorship, applied peer-to-peer learning, and personal leadership development components delivered in person and virtually. Attendance at training events was high. Nominators and Emerging Leaders noted improvements in knowledge, skills, and attitudes of program participants. Forty percent of participants went on to promotions or new jobs.

Impact of a compassionate care leadership programme
Saab M M et al
BJN 12 Jun 2019
Compassionate care delivery enhances patient satisfaction and quality of life and reduces nurse burnout. This study measured the perceptions of nursing and midwifery leaders regarding the impact of the ‘Leaders for Compassionate Care Programme’ on their personal development, learning experience, service and care delivery, programme quality, and satisfaction with the programme.
| Mindful Leader Development: How Leaders Experience the Effects of Mindfulness Training on Leader Capabilities  
Rupprecht S et al  
**Front Psychol.** 2019 May 15th  
Mindfulness training is a novel method of leader development but contrary to its rising popularity, there is a scarcity of research investigating how mindfulness training may affect leader capabilities. To gain a better understanding of the potential of a new research field, qualitative research is advantageous. We sought to understand how senior leaders experience the impact of mindfulness training in their work lives and leadership ability. |
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| Designing and pilot testing of a leadership intervention to improve quality and safety in nursing homes and home care (the SAFE-LEAD intervention)  
Johannessen T et al  
**BMJ Open.** 2019 Jun 17th  
Describes the design of a leadership intervention for nursing home and home care, including a leadership guide for managers to use in their quality and safety improvement work. The paper reports results from the pilot test of the intervention and describes the final intervention programme. A participatory approach with stakeholders is useful in designing a leadership intervention to improve quality and safety in nursing homes and home care, although patient participation in its implementation remains difficult. The participatory approach made it easier for managers to adapt the intervention to their context and to everyday quality and safety work practice. |
| Types of Organizational Development Interventions: Use of Self  
Saradevi Gopal Prabhakaran  
**Roffey Park Institute** June 2019  
There are many types of organizational development interventions that are useful for OD practitioners to have in their practice. For all these, OD practitioners need to deploy different types of organizational development interventions according to each project. The type of organizational development intervention we’re looking at here, is often the most critical because it is fundamental to OD practice – Use of Self. |
| Staff |
| Enabling effective talent management through a macro-contingent approach: A framework for research and practice  
King K A and Vaiman V  
**BRQ Business Research Quarterly**, 10 June 2019  
The forces and systems, which shape the available supply, composition and flow of talent into and out of organisations today have become increasingly complex and fluid. Most firms today extend their operations across regions and many compete globally, existing within one or more external contexts, known as macro talent management systems (MTM). Shaped by economic, political, regulatory, technological, and cultural conditions, MTM has the potential to directly or indirectly empower or disrupt organisational ability to attract, engage, and retain the talent crucial to achieving competitive business objectives. Yet organisations today may overlook the influence of external MTM systems to complement or constrain organisational talent management effectiveness, limiting the firm’s ability to generate benefit and mitigate risk stemming from variance in macro talent contexts. |
| UK Working Lives: A comprehensive survey of job quality for workers across the UK  
CIPD Jun 2019  
A quality job. What’s not to like? But what does good work look like, and how can we improve job quality for all? Since 2018, the CIPD has been measuring job quality in the UK through a comprehensive survey of around 6,000 workers across different sectors. Each year, we’ve asked them a range of questions about the work and jobs they do. The answers help us paint a picture of job quality across seven critical dimensions and guide our recommendations to employees, employers and policy makers. In 2019, we’ve introduced international... |
comparators for each dimension of job quality, and an expanded focus on work-life balance and flexible working arrangements. The report illustrates the collaborative steps that policy makers, employers and workers themselves need in order to help ensure work is a force for good for everyone.

**2019 Global Human Capital Trends: Leading the social enterprise—Reinvent with a human focus**

Deloitte 2019

Intensifying economic, social, and political issues are challenging organizations to reinvent themselves as social enterprises, engaging with stakeholders and cultivating performance in a human way. In 2019, an intensifying combination of economic, social, and political issues is challenging business strategies. Faced with the relentless acceleration of artificial intelligence (AI), cognitive technologies, and automation, 86 percent of respondents to this year’s Global Human Capital Trends survey believe they must reinvent their ability to learn. After nearly 10 years of economic growth,1 and despite a pervasive corporate focus on digital transformation, 84 percent of respondents told us they need to rethink their workforce experience to improve productivity. And in the face of new pressures to move faster and adapt to a far more diverse workforce, 80 percent believe they need to develop leaders differently.

**Workforce Stress and the Supportive Organisation**

The National Workforce Skills Development Unit 2019

One of the biggest challenges facing the NHS is workforce resilience, capacity and wellbeing. Key issues such as recruitment and retention of staff are reflected in publications such as the Health Education England draft health and care workforce strategy; ‘Facing the Facts, Shaping the Future’. With this in mind Health Education England commissioned the National Workforce Skills Development Unit (the Unit) to bring together an expert reference group to think differently about the problems facing the NHS workforce.

**Raising the ambitions of HR leaders**

Danny Mortimer

*NHS Employers* June 2019

Danny Mortimer, chief executive of NHS Employers, discusses the upcoming launch of the aspirant director of workforce scheme and the importance of having HR and organisational development at the most senior levels within NHS organisations.

**Watching over workforce wellbeing in the NHS**

Lisa Bayliss-Pratt

*NHE* May/June 2019

One of the biggest challenges facing the NHS is workforce resilience, capacity and wellbeing. It is important to acknowledge that the nature of the work done by anyone working in a caring profession can be challenging to their wellbeing, and their employing organisation has a substantial role to play in supporting the workforce. HEE is responding to the challenge of supporting and enhancing the wellbeing of NHS staff with the launch of the ‘Workforce Stress and the Supportive Organisation Framework’ — a framework for improvement through reflection, curiosity and change, aimed at changing our thinking about stress and resilience in the workplace.

**Equality**

**The shattered glass ceiling and a narrowing gender pay gap in NHS foundation trusts: Gender and salaries of chief executives**

Ellwood S, Garcia-Lacalle J and Royo S

*Public Money & Management*, Published online: 31 May 2019

Female chief executive officers (CEOs) of NHS foundation trusts have increased from 37% in 2012/13 to 47% in 2017/18. This paper shows that, in the five-year period analysed, the gender pay gap (GPG) has narrowed to become insignificant. The paper suggests the improvement of female presence and the narrowing of the GPG go hand-in-hand, at least for these public sector top managers. It also provides indication that the GPG is multifaceted, women may sacrifice high salaries for future financial security. Women and men could also be negotiating salaries in a different way, signalling gender traits differences.
25 Women Leaders in UK Healthcare
Andrew McConaghie
PME June 2019
Women trailblazers helping to shape the future of healthcare (Part 1). This year, we’ve picked out some key themes which women say are particularly relevant to helping overcome obstacles. The first of these is mentorship and women ‘sending the lift down’ for other women. To back up this concept, we asked several of the women included in last year’s list to nominate other women who they thought were particularly deserving of praise.

Life in the shadow of the snowy white peaks: race inequalities in the NHS workforce
Shilpa Ross
The King’s Fund June 2019
My son has a lot of questions about what I do at work and, although health and care policy is such a broad concept to grasp, he gets that a big part of what I do involves talking to people who work in (or around) the NHS. Recently I’ve struggled with his questions about a particular piece of research I’m involved in about race inequality in the NHS workforce. Racism is a reality that influences how many people – my son and I included – will experience life, including being at work. That doesn’t make it any easier or more comfortable to explain to an 8-year-old.

Diversity and inclusion in the workplace
CIPD Jun 2019
Promoting and supporting diversity in the workplace is an important aspect of good people management - it’s about valuing everyone in the organisation as an individual. However, to reap the benefits of a diverse workforce it’s vital to have an inclusive environment where everyone feels able to participate and achieve their potential. While UK legislation – covering age, disability, race, religion, gender and sexual orientation among others – sets minimum standards, an effective diversity and inclusion strategy goes beyond legal compliance and seeks to add value to an organisation, contributing to employee well-being and engagement.

Inclusive Leadership
Nazir Makda
Academy of Fabulous Stuff June 17th, 2019
EAST Lancashire Hospitals NHS Trust has launched its first “Shadow Board” to increase the numbers of black and minority ethnic staff in leadership roles. The trust is taking part in a strategic leadership development programme designed and funded by the Northwest Leadership Academy.

Mentoring

Coaching and mentoring
CIPD Mar 2019
Coaching and mentoring can be effective approaches to developing employees. Both have grown in popularity, with many employers using them to enhance the skills, knowledge and performance of their people around specific skills and goals. This factsheet offers a definition of coaching and mentoring, distinguishing between the two and emphasising the need to link with overall learning and development strategy. It looks at those typically responsible for coaching, both internal and external to the organisation, and how to develop a coaching culture. Deciding when coaching is the best development intervention is key to harnessing its potential. Lastly, the factsheet considers the central role of line managers, HR and L&D practitioners in managing coaching and mentoring activities.

Does Having Been Mentored Affect Subsequent Mentoring?
Angela Barron McBride, Jacquelyn Campbell, Katie Deming
Journal of Professional Nursing 2019, 35 (3): 156-161
How to be an effective mentor is typically not taught formally because good mentoring is thought to beget good mentoring, but there is little concrete data to support that connection. Effective mentoring does seem to beget effective mentoring because the interaction with mentors seems to leave a lasting impression and the
perceived obligation to "pay it forward."

### Leadership books

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<tr>
<th>Title</th>
<th>Author(s)</th>
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<tr>
<td>Leadership: contemporary critical perspectives</td>
<td>Carroll, Brigid et al</td>
<td>Sage</td>
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<tr>
<td>Leadership in nursing: experiences from the European Nordic Countries</td>
<td>Hafsteinsdóttir, Thóra B., editor</td>
<td>Springer</td>
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<tr>
<td>Self-leadership: the definitive guide to personal excellence</td>
<td>Neck, Christopher P., et al</td>
<td>SAGE Publications</td>
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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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