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| **New money to strengthen PCN nursing leadership**  
Annabelle Collins  
HSJ 24 September 2019  
The chief nurse of England Ruth May has announced new plans to strengthen nursing leadership in primary care networks and encouraged PCNs to appoint nurses as clinical directors. Speaking at The Queen’s Nursing Institute conference in London chief nurse Ruth May announced £130,000 funding for the development of nursing leaders in the emerging 1,250 primary care networks. |
| **New leadership structure to support pioneering strategy**  
London Ambulance Service 24th September 2019  
Eighteen months into the London Ambulance Service’s ambitious strategy to better support the wider NHS by integrating urgent care across the whole capital, the Trust today will announce its new top team. The brand new structure will provide greater bandwidth, taking full advantage of the best experience of those recently appointed into key roles. |
| **Strengthening midwifery leadership: a manifesto for better maternity care**  
Royal College of Midwives August 2019  
Around three-quarters of a million babies are born in the UK each year, making childbirth one of the most common reasons for admission to hospital and our maternity services a ‘shop window’ for the NHS. Everyone – NHS staff, politicians, the public and those who use the service – all want maternity care to be the best and safest it can be. Midwives and all maternity staff work hard to deliver that, and given the importance of what we do the spotlight is rightly on maternity services continually to improve. A vital part of delivering that improvement is strong, effective midwifery leadership, focused on getting the best out of every member of staff. |
| **Tackling ‘imposter syndrome’: working with third sector leaders**  
David Naylor  
The King’s Fund 19 September 2019  
The King’s Fund hosts a vibrant network of senior leaders working in the third sector, who represent almost 90 award-winning charities working in health and care from across the UK. Its members are all experienced, imaginative and highly capable people. So, when we received multiple requests from them to run a workshop on ‘imposter syndrome’, it was a bit of a surprise on two counts. First, these individuals were all seasoned leaders; second, people did not usually talk about this sense of being an imposter. ‘Imposter syndrome’ spans sectors and roles, from global chief executives, through NHS managers and third sector leaders, to senior consultants in The King’s Fund. The term describes a high-achieving individual who struggles to internalise success; who feels fraudulent; and who attributes success to factors such as hard work, charm or luck. Those with ‘imposter syndrome’ experience a chronic sense of inadequacy. It is an experience shared by women and men. |
Deborah Lee on mental health - leading the way and tackling stigma

Deborah Lee
NHS Confederation 25/9/19
In this podcast Deborah Lee, chief executive of Gloucestershire Hospitals NHS Foundation Trust talks about her decision to share her own experience of mental health with her staff, and the importance of leading the way and tackle stigmas associated with mental illness. She encourages leaders to develop organisational cultures that prioritise the mental wellbeing of staff and enable open discussion of mental health, saying “one of the responsibilities of leaders is not just to lead the organisation you are in, but to recognise that you can set the tone for leadership more generally.”

Investigating the Role of Stress-Preventive Leadership in the Workplace Hospital: The Cross-Sectional Determination of Relational Quality by Transformational Leadership.
Stuber F et al
Front Psychiatry. 2019 Sep 3;10:622
A good relationship quality between leaders and staff members promotes mental health and prevents stress. To improve the relationship quality, it is important to identify variables which determine relationship quality at the workplace. Therefore, this study aims to identify specific leadership characteristics which support the development of a positive relationship between hospital leaders and staff members. The results of our study are in line with previous investigations in other working contexts and point to a profession-independent association as the professional group of participants did not contribute to the variance explanation of the regression analysis. The exploration of potential determinants of relationship quality at work can, for example, support the development of leadership training programs with a focus on transformational leadership style. This might be an opportunity to foster high relationship quality between leaders and staff members and consequently might represent one strategy to prevent stress in the health care sector.

Staff

BU develops model to help keep nurses in the NHS
Bournemouth University September 26, 2019
Nurses comprise 50% of the healthcare workforce and therefore care quality depends on maintaining workforce numbers. In collaboration with Royal Bournemouth and Christchurch Hospitals NHS Foundation Trust (RBCH), researchers from Bournemouth University have been looking into ways in which the NHS can retain nursing staff in times of increased care demand, declining resources and uncertainties post-Brexit.

Creating room for evidence-based practice: Leader behavior in hospital wards.
Renolen Å et al
The integration (routinizing and sustaining) of evidence-based practice (EBP) into hospital management is a key element for improving patient safety and ensuring better patient outcomes. Hospital managers and clinical leaders play crucial roles in this integration. Interactions between leaders and integration context influence the improvement’s quality, but leader-based actions that are effective for improving nursing practice remain unclear. The relationship between leaders could also either hinder or enable this implementation process. The aim of this study was to generate a theory about patterns of leader behavior that leaders are engaged in when attempting to integrate EBP in a clinical setting.

Why nursing associates are splitting opinion
Mimi Launder
Nursing in Practice 1st October, 2019
The Nursing and Midwifery Council’s (NMC) newest protected title reached its first major milestone when the 1,000th nursing associate joined the register in June. With Health Education England (HEE) ramping up recruitment this year, the role is only set to grow. To analyse its impact so far and potential to contribute to the profession, Nursing in Practice spoke to a variety of stakeholders, including nursing associates, academics
Gender disparity exists in leadership roles within healthcare. While the majority of the healthcare workforce is comprised of women, significantly fewer women occupy leadership positions, particularly at executive and board levels. As the field of oncology pharmacy continues to rapidly expand and evolve, an assessment of the current state of women in oncology pharmacy leadership roles is vital to the growth and development of the profession. The purpose of this white paper is to (1) summarize key issues that were identified through a membership survey; (2) review ongoing efforts to address the needs of female oncology pharmacists in leadership development; (3) serve as a call to action for individuals and professional organizations to assist with and disseminate these efforts and highlight available resources, and (4) to provide practical steps to meet the needs of individuals, training programs, and institutions/employers.

**Equality**

**Women in oncology pharmacy leadership: A white paper.**
Shillingburg A et al

Expo 2019: NHS Confederation BME Leadership Network offers influence, voice and opportunity for BME leaders
Joan Saddler

**Expo 2019: NHS Confederation BME Leadership Network offers influence, voice and opportunity for BME leaders**

NHS Confederation 30 Sep 2019
During NHS Health & Care Expo 2019, the BME Leadership Network hosted an open reception session for members and supporters. The session was opened by Joan Saddler OBE, director for partnerships and equality at the NHS Confederation, co-facilitator BME Leadership Network and co-chair of NHS Equality and Diversity Council (EDC) Chair; and Wayne Farah, BME Leadership Network co-facilitator. Brief comment was given from Wayne about the need for BME leaders who are informed by communities.

**Evaluation of the NHS Workforce Race Equality Standard (WRES)**

NHS England September 2019
This document is an interim report detailing the first six months of an evaluation of the WRES. This is an independent evaluation, conducted at the University of Sheffield, in conjunction with Lancaster University, with funding provided by NHS England.

**Diversity and inclusion - the roadmap to success. Workshop presentations**

Local Government Association Oct 2019

**Mentoring**

**Mentoring millennials for nursing leadership.**
Bittner A.

As baby boomers continue to retire and millennials become the leading generation in the nursing workforce, nurse leaders must promote professional development and leadership opportunities for millennials moving forward. This article describes challenges and opportunities across the multigenerational nursing workforce along with suggestions on how to remove barriers and align with millennial nurses to provide meaningful mentorship and promote understanding and a positive work environment.

**A model to streamline career progression for nurse managers and retain emerging leaders.**
Stamps DC et al
Reflection on creating a coaching approach to student nurse clinical leadership development.
Leigh J et al
Coaching is an intervention that facilitates another person’s learning, development and performance. Applied to student nurse practice placement learning, coaching has the potential to boost leadership learning that is student led, less focused on following the directions of a mentor and more focused on students taking responsibility for identifying their learning goals and objectives. This article gives personal perspectives about how a collaboration between four Greater Manchester (GM) universities and their partner practice organisations developed, implemented and evaluated a coaching approach to student nurse clinical leadership development and peer learning, while increasing practice placement capacity—the GM Synergy model. Perspectives are given on setting up a project team, testing the model before implementation and developing a robust evaluation framework. Coaching as a model for student support and clinical leadership development is in line with the Nursing and Midwifery Council’s Future Nurse: Standards of Proficiency for Registered Nurses document, with the practice supervisor role complementing the role of the coach in clinical practice.

Leadership books
Leadership in surgery
Kibbe, Melina R, and Chen, Herbert
2019 Second edition. Springer

Leadership in health care
Barr, Jill, and Dowding, Lesley

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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