**Healthcare Leadership**

**Authentic leadership in healthcare organizations: A study of 14 chief executive officers and 70 direct reports.**
Saxe-Braithwaite M, Gautreau S. 2019 Dec 1

*Healthc Manage Forum.* 2019 Dec 1

There is limited research on authentic leadership in senior leaders of healthcare organizations. The purpose of this study was to investigate authentic leadership from the perspectives of 14 healthcare Chief Executive Officers (CEOs) and 70 senior-level direct reports. Interviews with the CEOs and direct reports underscore how healthcare leadership and authentic leadership specifically is viewed depending on organizational roles.

**How medical specialists experience the effects of a mindful leadership course on their leadership capabilities: a qualitative interview study in the Netherlands.**

*BMJ Open.* 2019 Dec 15;9(12)

Medical leaders are facing leadership challenges that ask for a leadership style that takes care of both themselves and their coworkers. Mindfulness may support this leadership style. We explored how a ‘Mindful leadership for medical specialists’ course affected medical specialists’ leadership. The results help us understand the core elements of mindful leadership, both with respect to one’s psychological attitude and behaviour towards oneself and others. More research on mindful leadership and the effects on self and others is needed. Mindful leadership courses could be a valuable part of clinical training and might contribute to more sustainable healthcare organisations.

**Clinical Leadership Development in Australian Healthcare; A Systematic Review.**

*Intern Med J.* 2019 Dec 8

Despite clear priority and high costs of leadership capability programs in healthcare, and significant investments into improving clinical leadership, there remains a prominent gap around evidence of effectiveness or impact on patient outcomes in Australia. We aimed to conduct a systematic review on postgraduate clinical leadership programs to gather learnings on the processes, theoretical underpinnings, and impact of such programs for medical and other health professionals.

**Pathway to professionalizing health leadership in Canada: The two faces of Janus.**
Dickson G, Van Aerde J, Tholl B.

This article looks at the current state of health leadership in terms of expectations for professionalism: controlled entry, exit, and licensure/certification; a social contract to provide public services for the good of Canadians; and a unique body of knowledge and practice generally accepted. Looking to the future, and using the same three criteria, a compelling case for pursuing the professionalization of health leadership is made using LEADS as a roadmap. The article also outlines how to realize the professionalization of health leadership in Canada and why it is important to do so.

The relationship between nurse managers’ leadership style and patients’ perception of the quality of the care provided by nurses: Cross sectional survey.
Int J Nurs Stud. 2020 Jan
In healthcare systems, human resources play a strategic role that has a significant impact on the whole caring process. When the wellbeing of professionals is low their performance decreases, counterproductive work behaviours may become more likely, and as a result the quality of care is compromised. Studies have shown that leadership style is particularly relevant in relation to the quality of work environments in healthcare organizations. The results of this study showed that the characteristics of the organizational context, the leadership, and the behaviours of nurses, influenced patients’ perceptions of nurses’ care. Therefore, managers of healthcare services should take these results into account seriously in order to improve the quality of care provided to patients.

Nurses’ Generational Differences Related to Workplace and Leadership in Two European Countries.
Stevanin S, Voutilainen A, Bressan V, Vehviläinen-Julkunen K, Rosolen V, Kvist T.
West J Nurs Res. 2020 Jan;42(1):14-23
A cross-sectional study was conducted with a convenience sample (N = 3,093) of Finnish and Italian registered nurses to identify differences related to generation, country, gender, and educational level in their perceptions and opinions about workplace-related dimensions of nursing and their managers' leadership practices. Generational differences existed between registered nurses of different generations and countries, and should be considered in leading multigenerational nurses' workforces.

Social media networks and leadership ethics in healthcare.
Ennis-O-Connor M, Mannion R.
Healthc Manage Forum. 2019 Dec 30
Social media has penetrated intrapersonal and professional communication, particularly among a younger generation of healthcare professionals and patients who have grown up in the digital age of communication. Social media tools provide a unique set of opportunities in healthcare, but with these new opportunities come a number of potential challenges. As health leaders navigate the increasingly complex world of social media, concerns have arisen regarding questions of ethics and professionalism and how the use of social media fits within the social contract between the medical profession and society. This article describes the changing parameters of professional conduct in digital environments and proposes a set of considerations and recommendations for health leaders to navigate this new frontier.

The Academy for Emerging Leaders in Patient Safety: developing a community of practice.
Oates K, Burgess A, Dalton S, Sammut J, Mayer D.
There is a high incidence of preventable error in health care. Many of these errors are the result of poor teamwork between different health professionals and not listening to the patient voice. We describe changes in attitudes to patient safety from potential future health care leaders who participated in an interactive programme focusing on these attributes. We showed that an interprofessional immersive course can change the thinking of young clinicians in a way that may be able contribute to improved health care.

Applying transformational leadership in nursing practice.
Collins E, Owen P, Digan J, Dunn F.
Nurs Stand. 2019 Dec 16
The updated Nursing and Midwifery Council (NMC) standards of proficiency for nurses emphasise the importance of nurse leadership, while the NHS has also developed models to support leadership development. There are several approaches to leadership that are applicable in nursing practice. Transformational leadership is an approach that focuses on the attributes and behaviours of the leader required to empower and motivate team members. This article outlines the four elements of transformational leadership – idealised influence,
inspirational motivation, intellectual stimulation and individualised consideration – and discusses these in relation to the NMC standards. It also describes the advantages and disadvantages of transformational leadership, and suggests ways that this approach can be applied in nursing practice.

**Being effective at the top table: developing nurses’ policy leadership competencies.**
Salvage J, Montayre J, Gunn M.
**Int Nurs Rev.** 2019 Dec;66(4):449-452
Nurse leaders at all levels, from ward to board to international stage, need to be savvy about politics, policy and power. They should be at the top table in every health-related organization, and they should know how to make an impact in these challenging environments. Yet top nurses worldwide have few opportunities to develop their policy leadership competencies. The ICN Global Nursing Leadership Institute is a rare and successful example. For 10 years it has prepared top nurses from around the world to drive policy that improves population health, enhances health care, and advances the profession.

**Are We Making an Impact? A Qualitative Program Assessment of the Resident Leadership, Well-being, and Resiliency Program for General Surgery Residents.**
Price ET, Coverley CR, Arrington AK, Nfonsam VN, Morris-Wiseman L, Riall TS.
After implementing a formal resident well-being and resiliency program in our surgery residency, we performed in-depth qualitative interviews to understand residents' perceptions of: (1) the impact and benefits, (2) the essential elements for success, and (3) the desired changes to the well-being program. Our qualitative assessment of a novel resident well-being program demonstrates reported benefits that reflect the intent of the program. Residents most benefited from sessions that were interactive, introduced readily applicable skills for their day-to-day lives, and included reinforcement of principles through experiential learning. Engagement of the department leadership is essential to the success of the program, as is ongoing feedback and modification to ensure that program is tailored to the needs of residents.

**Staffing**

**New NHS ‘head of flexible working’ appointment welcomed**
Mandy Garner
**Working Mums** 2019
Flexible working advocates have welcomed the appointment of the NHS’s new ‘head of flexible working’ as the UK’s largest employer seeks to become more flexible friendly. Jane Galloway, deputy director at the NHS London Leadership Academy, was recently appointed as the health service’s “head of flexible working”.

**Team efficacy and leadership in managing aggressive situations in the general hospital setting. A qualitative descriptive analysis of focus groups with ward managers.**
Heckemann B, Siegrist-Dreier S, Thilo FJ, Hahn S.
Nurse managers in general hospitals require more support to enable their teams to cope effectively with patient and visitor aggression. Policy and guideline implementation need to be prioritized. This study explores the perception and issues regarding the ability of nursing teams to manage patient and visitor aggression in clinical practice, from ward managers’ perspectives. Managing patient and visitor aggression is a challenge for nurse managers. A team’s ability to prevent, de-escalate and debrief after PVA incidents is an important leadership task in which ward managers are neither supported in nor trained for within their organizations.

**The Impact of Interprofessional Shared Governance and a Caring Professional Practice Model on Staff’s Self-report of Caring, Workplace Engagement, and Workplace Empowerment Over Time.**
Olender L, Capitulo K, Nelson J.
We describe the impact of the implementation of interprofessional shared governance and a caring professional practice model (Relationship-Based Care [RBC]) on the staff’s self-report of caring, work engagement, and workplace empowerment over a 4-year time frame. The sustainability of work empowerment is likely related to the periodic provision of education for leaders regarding leading within an empowered work environment. A stronger focus on staff caring, particularly within quality improvement initiatives, with leadership guidance, will be paramount moving forward.

**Equality**

**Health & Care Women Leaders Network newsletter**
**Health & Care Women Leaders Network 2020**

**A Report on the Representation of Women in Academic Plastic Surgery Leadership**
Chen W, Baron M, Bourne DA, Kim JS, Washington KM, De La Cruz C.

The year 2017 marked the first year women comprised a majority of United States medical school matriculants. While more women are pursuing surgical training, within plastic surgery, there is a steady attrition of women advancing in leadership roles. We aim to report the current status of women in academic plastic surgery, from trainees to chairwomen and national leadership positions. Our study shows a leak in the pipeline at all levels, from trainees to faculty to leadership on the national stage. This report serves as a starting point for investigating reasons for the under-representation of talented women in plastic surgery leadership.

**The shattered glass ceiling and a narrowing gender pay gap in NHS foundation trusts: gender and salaries of chief executives**
Ellwood, Sheila; García-Lacalle, Javier; Royo, Sonia

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.

**A gender comparison of motivations for seeking leadership positions among gastroenterologists**
Enestvedt BK, Diamond S, Laird A, Rodriguez SA.
*Gastrointest Endosc*. 2020 Jan;91(1):26-32

A gender gap exists in leadership positions in gastroenterology. However, individual motivations for seeking leadership positions within the gastroenterology community among men and women have not been explored. The primary aim of this study was to determine whether motivations for pursuing and attaining leadership positions in gastroenterology differ by gender. Many gastroenterologists are motivated for a leadership position and at the same time, many qualified individuals do not desire a leadership position because of factors that affect work-life balance. Ongoing efforts to engage motivated individuals into leadership positions and to revise the nature of leadership positions may allow for a larger talent pool from which to recruit.

**Women in oncology pharmacy leadership: A white paper**

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.

**Mentoring**

**Lift as you climb**
Anne Marie Archard

**NHS Employers 2020**

This blog talks about the positive benefits of coaching and mentoring and the key role it can play in supporting career progression.

**A Systematic Scoping Review of Ethical Issues in Mentoring in Surgery**
Lee FQH et al

Mentoring is crucial to the growth and development of mentors, mentees, and host organisations. Yet, the process of mentoring in surgery is poorly understood and increasingly mired in ethical concerns that compromise the quality of mentorship and prevent mentors, mentees, and host organisations from maximising its full potential. A systematic scoping review was undertaken to map the ethical issues in surgical mentoring to enhance understanding, assessment, and guidance on ethical conduct. Mentoring abuse in surgery involves
lapses in conduct, understanding of roles and responsibilities, poor alignment of expectations, and a lack of clear standards of practice. It is only with better structuring of mentoring processes and effective support of host organisation tasked with providing timely, longitudinal, and holistic assessment and oversight will surgical mentoring overcome prevailing ethical concerns surrounding it.

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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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