Healthcare Leadership

**Do quality management systems influence clinical safety culture and leadership? A study in 32 Australian hospitals**
Robyn Clay-Williams, et al
*International Journal for Quality in Health Care* 2020 February 6, 32 (Supplement_1): 60-66
This study aimed to explore the associations between the organization-level quality arrangements, improvement and implementation and department-level safety culture and leadership measures across 32 large Australian hospitals. The influence of organization-level quality management systems on clinician safety culture and leadership varied depending on the hospital department, suggesting that whilst there was some consistency on patient safety attitudes and behaviours throughout the organizations, there were also other factors at play.

**Stroke Inpatient Rehabilitation Team Conferences: Leadership and Structure Improve Patient Outcomes (Article in press)**
David S Kushner, Dale C Strasser
Consensus on how rehabilitation teamwork and services are optimally coordinated continues to be a work in progress. One area of recent research has been inpatient-rehabilitation team conferences in stroke. This scoping review paper identifies and analyzes literature on theory and structure of effective teams with the focus on stroke interdisciplinary rehabilitation team conferences and offers suggestions for improvement.

**Are we preparing for collaboration, advocacy and leadership? Targeted multi-site analysis of collaborative intrinsic roles implementation in medical undergraduate curricula (Open access)**
Jan Griewatz, et al
*BMC Medical Education* 2020 February 4, 20 (1): 35
The Collaborator, Health Advocate and Leader/Manager roles are highly relevant for safe patient management and optimization of healthcare system in rehabilitation and prevention. They are defined in competency-based frameworks and incorporate competencies empowering physicians to master typical daily tasks in interdisciplinary, interprofessional and institutional collaboration. However, appropriate implementation of roles remains difficult in
undergraduate medical education (UME) and needs to be closely monitored. The aim of this cross-institutional mapping study was to examine for the roles of Collaborator, Health Advocate and Leader/Manager.


BMJ Open, 2020 Jan 12
Richter, A et al
The present study aimed to evaluate the iLead intervention and to investigate whether or not transfer of training can be supported by contextualising the intervention (recruiting all managers from one branch of the organisation while focusing on one implementation case, as well as training senior management). iLead introduces a new approach to how implementation leadership can be trained when knowledge of effective leadership for implementations is combined with findings on the importance of environmental factors for the transfer of training. Even though managers reported general positive effects, transfer was not facilitated through the contextualisation of the intervention. There is a need to further develop approaches to help participants subsequently apply the learnt skills in their work environment.


Al-Habib NMI.
*Saudi J Anaesth* 2020
Neoteric studies have called attention to the prominence of management in healthcare sectors. Positive relationship have been noticed between performance management, clinical performance, and clinical outcome. However, there is still debate related to which managers have to lead healthcare organizations, and what kind of management should be followed.

**The authority of courage and compassion: Healthcare policy leadership in addressing the kidney disease public health epidemic. (Open Access)**

Maddux FW.
*Semin Dial* 2020.
Recent developments in US kidney-related healthcare policy have made chronic kidney disease (CKD) a societal focus in the United States. This manuscript seeks to outline key factors that can enable this milestone moment to evolve a policy framework that improves the health of society while being economically sustainable. Understanding the sociohistorical context of healthcare policy and the related lessons learned demonstrates that policy must take a broader view of the societal and system wide factors that affect chronic illness.

**Testing a theory of strategic implementation leadership, implementation climate, and clinicians’ use of evidence-based practice: a 5-year panel analysis (Open Access)**

Williams NJ, et al.
Implementation theory suggests that first-level leaders, sometimes referred to as middle managers, can increase clinicians’ use of evidence-based practice (EBP) in healthcare settings by enacting specific leadership behaviors (i.e., proactive, knowledgeable, supportive, perseverant with regard to implementation) that develop an EBP implementation climate within the organization; however, longitudinal and quasi-experimental studies are needed to test this hypothesis.

**How-to guide: non face-to-face clinics - Leadership to facilitate change**

UCL Partners 2020
Good and effective leadership from individuals – and across the system – is an essential part of facilitating and leading change. This is important when setting up Nf2f clinics. This section focuses on the key domains where we require leaders to facilitate change, using change models and frameworks to support them.

**An unnecessary divide: the impact of pensions taxation on NHS trust leaders**

NHS Providers 2020
The impact of annual allowance and lifetime allowance pensions tax charges on clinical capacity in the NHS is well documented, with evidence of large numbers of consultants reducing their hours or the number of additional sessions they are willing to do, creating a significant effect on the effective running of NHS services. Almost half of all clinical and non-clinical trust executive directors (44%) responding said they are planning to leave or are considering leaving the NHS in the next two years due to pension taxation. A lasting solution to the pension problem must include a commitment to review flexibilities for lower paid staff who can struggle to afford high contribution rates.

What can NHS leaders learn from a crisis?
Steve Gulati
School of Social Policy, University of Birmingham January 2020
The ongoing bushfire crisis in Australia has thrust the response of leaders into sharp focus, with criticism of the Australian Prime Minister, Scott Morrison. Whilst both the causes of and solutions to the bushfires are not the responsibility of one single individual, how leaders respond to extraordinary events can often attract as high a profile as the event itself. So, what can NHS leaders learn from this? The management of unexpected, unusual or unforeseeable events tests the very essence of leadership skills, and the challenge for leaders in public services is exacerbated by the nature of the services and the diversity of stakeholders. The fact that these events almost always have a high profile and attract wide commentary can create a pressure-cooker environment in which leadership action (or inaction) attracts forensic scrutiny, making the challenge for NHS leaders (and those in other public services) intense. How leaders react has implications for service users, the public and, of course, their reputation.

Staffing
Recruiting graduates: The Graduate Management programme
Skills for Care March 2020
Applications for organisations to host a graduate and develop future leaders in health and social care are now open until Monday 6 April 2020.

The bright and dark sides of employee mindfulness: Leadership style and employee well-being
Megan M Walsh, Kara A Arnold
Stress and Health: Journal of the International Society for the Investigation of Stress 2020 January 20
In this study, we use a social information processing perspective to propose that employee mindfulness will boost the positive relationship between transformational leadership and employee well-being and will amplify the negative relationship between abusive supervision and employee well-being. We found, using a time-lagged survey of 246 employees (controlling for baseline well-being), that employee mindfulness strengthened the positive relationship between transformational leadership and psychological well-being. Furthermore, employee mindfulness intensified the relationship between abusive supervision and employee psychological well-being. This study shows the benefits of employee mindfulness in certain contexts and reveals one potential dark side of mindfulness at work. We conclude with a general discussion of this study and outline future directions for research.

Equality
Strategies for Nursing Leaders on Recruiting and Retaining a Diverse Workforce
Mika Sunago
Creative Nursing 2020 February 1, 26 (1): 17-22
There are many benefits to diversity in nursing teams; for example, diverse teams are more cognitively diverse, innovative, collaborative, creative, and inclusive, and have more satisfied employees (Douma, 2017). Diversity includes variations in religion, ethnicity, personality traits, sexual orientation, gender identity, generational differences, socioeconomic status, and disability status. This article presents strategies that have been successful in hiring employees with varied backgrounds, recognizing that they bring unique values and professional goals. It also provides recommendations for retaining a diverse staff, including awareness of differences in the concept of time and of religious customs, promoting inclusivity in the team, initiating crucial conversations, and encouraging participation.
Women’s leadership in academic medicine: a systematic review of extent, condition and interventions (Open Access)
Lulu Alwazzan, Samiah S Al-Angari
BMJ Open 2020 January 15, 10 (1): e032232
Because culture reflects leadership, the making of diverse and inclusive medical schools begins with diversity among leaders. The inclusion of women leaders remains elusive, warranting a systematic exploration of scholarship in this area. We ask: (1) What is the extent of women’s leadership in academic medicine? (2) What factors influence women’s leadership? (3) What is the impact of leadership development programmes?

Leading diversity: Towards a theory of functional leadership in diverse teams
Astrid C Homan, et al
Journal of Applied Psychology 2020 January 23
The importance of leaders as diversity managers is widely acknowledged. However, a dynamic and comprehensive theory on the interplay between team diversity and team leadership is missing. We provide a review of the extant (scattered) research on the interplay between team diversity and team leadership, which reveals critical shortcomings in the current scholarly understanding. This calls for an integrative theoretical account of functional diversity leadership in teams. Here we outline such an integrative theory.

Mentoring
Comparing empowering, transformational, and transactional leadership on supervisory coaching and job performance: A multilevel perspective
Michelle C C Lee, Alyssa Y L Ding
PsCyCh Journal 2020 February 5
With a leader being able to possess different types of leadership styles, there is a lack of literature investigating which leadership style best facilitates supervisory coaching behavior. The current study aimed to investigate which leadership style would exhibit supervisory coaching behavior, and if supervisory coaching behavior would mediate the relationship between leadership styles and job performance. The study compared the effects of three leadership styles-transformational, transactional, and empowering leadership-on supervisory coaching behavior, which has been reported to influence job performance. A multilevel approach was adopted in this study using 500 employees from 65 organizations within Malaysia. The study found that only empowering and transactional leadership styles exhibited supervisory coaching behavior, which in turn mediated their relationships with job performance. Overall, the findings suggest the importance of leadership styles that prioritize employee development, as these would lead to improved job performance in employees.

Leadership books
A Guide to Medical Leadership & the NHS 2020-21
Oxford Medical 2020
Organizational Leadership
John Bratton
Sage 2020
Mapping Motivation for Leadership
Sale, James and Thomas, Jane
Routledge, 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/

Need further help? The outreach team at the Bodleian Health Care Libraries is here to support the information needs of all OUH Trust staff.
We’re happy to help you with literature searches, search skills training and advice, keeping you up to date, and general references enquiries.

Contact us:
01865 221936
hcl-enquiries@bodleian.ox.ac.uk