Senior doctors praise medical leadership approach
Hywel Dda University Health Board 07 February 2020
The UHB’s approach is focused on engaging and enabling the workforce to improve the quality of its services. Using a whole system approach to quality improvement the collaborative programme features activities that give staff knowledge, skills and confidence to recognise and make changes which add value to the care received by patients, service users, their families and their carers.

Senior leaders unveil a blueprint for the future of NHS comms
Jonathan Owen
PR Week February 10, 2020
A major programme by NHS comms directors, with input from experts at Henley Business School, is being undertaken to overhaul the way comms is conducted and evaluated in the NHS.

Why Northamptonshire Healthcare NHS FT tore up the traditional management structure
Eleanor Whitehouse
People Management 23 Jan 2020
Learning from failures at other trusts, the community and mental health care provider implemented the concept of ‘distributed leadership’ to give staff autonomy and improve engagement

Leading with empathy
NHS England and NHS Improvement 2020
A case study of how East Lancashire Hospitals NHS Trust are using a modern, supportive approach to staff development to successfully combat longstanding recruitment challenges and rising rates of staff turnover and absence. Implementing a recruitment campaign and a training and development strategy to support and nurture their staff, the ED has seen nursing vacancies reduce, and sickness absence improve significantly - with a reciprocal improvement in bank and agency spending.
From clinical educators to educational scholars and leaders: strategies for developing and advancing a career in health professions education.

Clinical Teacher’s Toolbox (February 19, 2020)

This toolbox by a team of highly experienced and well-respected global scholars considers the journey from health professional to clinical educator and on to a career in academia. The content is based on experience and is guided by the literature.

Physician-leaders and hospital performance revisited.


Reflecting the increasing relevance of quality outcomes for hospital payments, some hospital boards have promoted physicians into top-management positions. So far, however, the literature regarding the impact of physician leadership on care quality or cost is limited. The aim of this study is to examine the link between the educational background of a hospital's CEO and its performance in terms of medical quality and financial success.

Leadership development trends and challenges in the twenty-first century: rethinking the priorities


The purpose of this paper is to understand challenges facing organizations in the twenty-first century and address these challenges through suggesting future leadership development based on relevant leadership theories, which would motivate and guide future research directions in a streamlined manner. Given that most organizations are suffering from one or more of the following issues: sexual scandals, unethical behaviors, individualism, crises and a low level of performance or productivity, the development of particular leadership skills has become a priority. This study is one of few studies guiding both future leadership development research directions and leadership development initiatives.

Staffing

Supporting staff as change leaders in consumer engagement in aged care: Learnings from action research.

Journal of nursing management (February 3, 2020)

The aim of this paper is to explore the process of staff leading change in consumer engagement practice in aged care. Shifting expectations make engagement practice increasingly complex for service providers. This requires adaptive change within organisations. Organisations need to empower and support staff to critically assess practice, identify issues and pursue opportunities for innovation. Staff are effective, proactive change agents who can provide valuable insights into directions for their organisations and can lead practice improvement in engagement. However, they require support through the organisational environment.

Job crafting mediates how empowering leadership and employees’ core self-evaluations predict favourable and unfavourable outcomes

European Journal of Work and Organizational Psychology, Volume 29, 2020 – Issue 1

Based on job crafting theory and workplace resources theories, the present study develops a model of both antecedents and consequences of job crafting. We hypothesized subordinates’ perceptions of empowering leadership and core self-evaluations influence employee job crafting behaviours, which subsequently influence four outcomes: improving three employee well-being outcomes, (a) work-family enrichment, (b) flourishing, and (c) life satisfaction; and simultaneously reducing the organizational outcome of (d) deviant behaviours. The present study advances leadership and job crafting theories, providing practical recommendations for promoting employee well-being and decreasing undesirable behaviours in the form of workplace deviance.

How Can Job Crafting Be Reproduced? Examining the Trickle-Down Effect of Job Crafting from Leaders to Employees

Int. J. Environ. Res. Public Health 2020, 17(3), 894

This study seeks to examine how and when job crafting trickles down from leaders to followers in a team context. Drawing on social learning theory, we hypothesize that team leaders’ job resources mediate the relationship between team leaders’ job crafting and team members’ job crafting. Empowering leadership is proposed to strengthen the mediation effect, such that under a stronger (higher) empowering leadership style the relationship between team leaders’ job resources and team members’ job crafting is further strengthened, thereby positively influencing the overall mediated relationship.
### Team Creativity in Public Healthcare Organizations: The Roles of Charismatic Leadership, Team Job Crafting, and Collective Public Service Motivation


Our research seeks to examine how and when charismatic leadership exercises influence on the creative behavior of teams in the public healthcare sector. Team creativity can contribute to the ongoing healthcare quality improvement as well as organizational growth. Our research proposes a model in which charismatic leadership has a direct impact on team creativity and an indirect impact on it via team job crafting as a mediator, as well as interacts with collective public service motivation to foster team job crafting. By utilizing the data from physicians and nurses in public hospitals in Vietnam, this study provides empirical evidence for the proposed model. Contributions to theory and practice, as well as paths for future research, are discussed.

### Equality

**NHS Workforce Race Equality Standard**

**The WRES Implementation team** Feb 2020

The challenge of achieving race equality in the workplace is real, and one that is not unique to the NHS. To meet this challenge, the Workforce Race Equality Standard (WRES) programme was established in 2015. It requires organisations employing the 1.4 million NHS workforce to demonstrate progress against nine indicators of staff experience; and supports continuous improvement through robust action planning to tackle the root causes of discrimination.

**Taskforce on Increasing Non-Executive Director Diversity in the NHS**

Joan Saddler

**NHS Confederation** March 2020

Chairs and non-executive directors are crucial to providing the governance needed to deliver the NHS Long Term Plan. They also play a key role in driving forward transformational change across the health service. But as a community of leaders, they are often not representative of the staff they govern or inclusive of the communities they serve. The NHS Confederation is establishing an independent taskforce to improve the diversity of chairs and non-executive directors in the NHS.

**The Health Inequalities Assessment Toolkit: Supporting Integration of Equity Into Applied Health Research**

Ana Porroche-Escudero and Jennie Popay

**J Public Health (Oxf).** 2020 Apr 23;

Despite insistent calls for more and better evidence to inform action to reduce health inequities, applied health research sensitive to these inequalities is rare. Recognising this problem, the Collaboration for Leadership in Applied Research and Care in the North West Coast (England) developed the Health Inequalities Assessment Toolkit (HIAT) to support those involved in health research to integrate equity into their work. This paper reports on an evaluation of the extent to which HIAT enhances the equity focus of the work of users. If we are to advance health equity goals delivering research and training needs to be combined with political commitment to create more equal societies.

### Mentoring

**One in 4 Million: The Nurse Who Mentored Me**

Julianna Paradisi

**Off the Charts: American Journal of Nursing Blog** 2019

Hostility among nurses is a well-documented topic of discussion, a phenomenon studied by both academics and hospital administrators wanting to create functional teams. Perhaps the remedy for healthy nurse–coworker relationships isn’t found by studying dysfunctional relationships but by observing the successful ones.

**The Effect of an Evidence-Based Practice Education and Mentoring Program on Increasing Knowledge, Practice, and Attitudes Toward Evidence-Based Practice in a Rural Critical Access Hospital**

Jamie Mudderman et al


The aim of this study was to determine the effect of an evidence-based practice (EBP) education and mentoring program on the knowledge, practice, and attitudes toward EBP among staff nurses and clinicians in a rural critical
access hospital. While rural nurses value EBP, they often have more limited resources to engage in EBP activities compared with urban-based nurses. Education and mentoring of healthcare clinicians in rural settings are crucial to the translation of evidence-based research into practice to improve patient outcomes.

**Leadership books**

*The Cambridge Handbook of The Changing Nature of Work*

*Leading With Mastery and Heart. A Coaching Companion for Thriving Nurse Leaders*
Catherine Robinson-Walker (author) *Elsevier* (16 Mar 2020)

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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