Evidence Brief: Leadership

Contents

Produced by the Knowledge Management team, Evidence Briefs offer an overview of the published reports, research, and evidence on a workforce-related topic.

There may have been an update to this Evidence Brief - to check you are reading the most current version please see the links below:
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Key publications – the big picture

NHS Long Term Workforce Plan
NHS England
The first comprehensive workforce plan for the NHS, putting staffing on a sustainable footing and improving patient care. It focuses on retaining existing talent and making the best use of new technology alongside the biggest recruitment drive in health service history.

NHS Long Term Plan
NHS England
As medicine advances, health needs change and society develops, the NHS has to continually move forward so that in 10 years time we have a service fit for the future. The NHS Long Term Plan is drawn up by frontline staff, patients groups, and national experts to be ambitious but realistic.

Review of health and social care leadership: terms of reference
UK Government
Terms of reference for the leadership review in health and social care led by General Sir Gordon Messenger, supported by Dame Linda Pollard.

Integrating care: Next steps to building strong and effective integrated care systems across England
NHS England
This document details how systems and their constituent organisations will accelerate collaborative ways of working in future, considering the key components of an effective integrated care system (ICS) and reflecting what a range of local leaders have told us about their experiences during the past two years, including the immediate and long-term challenges presented by the COVID-19 pandemic.

Health and social care integration: joining up care for people, places and populations
UK Government
This white paper sets out measures to make integrated health and social care a universal reality for everyone across England regardless of their condition and of where they live.

Leadership skills: How to demonstrate leadership skills within your career
RCN
This page talks about the different types of skills or behaviours you can adopt in order to become a leader, and gives examples of how you're probably already a leader without even realising it. Even though primarily aimed at nurses, it can easily apply to all healthcare professionals.

Leadership in the NHS
BMJ Leader
In healthcare, leadership is decisive in influencing the quality of care and the performance of hospitals. How staff are treated significantly influences care provision and organisational performance so understanding how leaders can help ensure staff are cared for, valued, supported and respected is important. Research suggests 'inclusion' is a critical part of the answer.

What does it take to lead an integrated care system?
NIHR
From 36 papers on leadership in complex teams, the researchers found evidence for 7 of the 10 mechanisms. They found that a successful leader was one who could:

- **inspire collaboration between teams** - this was the mechanism most commonly explored in research
- **create the conditions to work together** - a shared sense of direction and purpose allowed teams to align their goals
- **balance perspectives** - leaders should encourage team members to appreciate others' core skills and expertise, bridge differences in professional cultures and be mindful of the historic power imbalance which has kept social care on an unequal footing with healthcare
- **work appropriately with power** - have the authority to drive an agenda, but also the capacity to share power where necessary to foster a sense of collective responsibility
- **take a wider view** - in order to understand the motivations of the different teams
- **commit to learning and development** - act as a role model for the team in this way
- **simplify complex ideas** - for different teams, and define boundaries between different teams.

Thriving places: Guidance on the development of place-based partnerships as part of statutory integrated care systems
UK Government
This co-produced NHS England and NHS Improvement and Local Government Association document seeks to support all partner organisations in integrated care systems to collectively define their place-based partnership working, and to consider how they will evolve to support the transition to the new statutory ICS arrangements, anticipated from April 2022.

Published Peer Reviewed Research

Defining leadership

Healthcare Leadership Model
Publication date: unknown, accessed 2023
A model, tools and resources designed to develop and support non-clinical and clinical leaders and aspiring leaders.

Systems leadership: how chief executives manage tension between organisation and system pressures
Publication date: 2023
As a specific policy area, a direct focus on systems leadership is not necessarily helpful. Chief executives should be supported to make decisions in a complex environment, without a specific focus on healthcare systems as a unit of operation.

Nature versus Nurture: what Underpins Great Leadership?
Publication date: 2022
No one working within the UK National Health Service (NHS) would deny that there is a desperate need for effective leadership, but the question must be asked whether a cash-strapped organisation can really justify supporting this industry.

Leadership in healthcare
Publication date: 2022
Effective leadership by healthcare professionals is vital in modern healthcare settings. The major factor underpinning this is the drive to improve the quality of healthcare provision. There are many reasons why quality improvement programmes fail, however the lack of engagement of clinicians and their resistance to change are amongst the most important factors.

Does leadership matter for healthcare service quality? Evidence from NHS England
Publication date: 2020

This is the first paper to study this relationship using individual leadership styles, namely, task-, relations-, change- and integrity-oriented as independent variables and four different metrics of quality of healthcare as dependent variables, including staff and patient satisfaction survey measures and clinical performance indicators.

[Being conductor of the orchestra: an exploration of district nursing leadership](#)
Publication date: 2020
Findings suggested that district nurses managing teams and caseloads experienced a burden of responsibility. Being creative problem solvers, they adopted facilitative ways of engaging with patients but directive approaches to team management. District nurses sharing leadership with multidisciplinary colleagues did not appear to experience this burden.

Leadership styles and behaviours

[Systems leadership in clinical networks: a new perspective](#)
Publication date: 2023
Clinical networks are increasingly important in providing more integrated health and social care in an ever more complex world. and are reliant on the collective leadership of, amongst others, clinicians who may find themselves in positions of leadership through their clinical expertise and not necessarily their leadership expertise.

[Focus on people, the rest will follow](#)
Publication date: 2023
Navina shared powerful messages, searching and uncomfortable questions for leaders and touching personal stories. Navina spoke about the many narratives of equality and deep value of diversity for society, the importance of leaders

understanding the impact of their behaviours and the role of feedback, the need to understand what we're doing to prevent change and most crucially, the improvement in the quality of care for patients and their engagement with their care when leaders develop a culture of kindness and respect.

[Leadership practices and behaviours that enable and inhibit a continuous improvement culture in an NHS trust](#)
Publication date: 2023
Continuous improvement cultures depend on high staff engagement; leaders who show curiosity, invest time in listening, and act as partners in problem solving are more likely to elicit engagement and thereby enable a continuous improvement culture.

[Attributes, skills and actions of clinical leadership in nursing as reported by hospital nurses: a cross-sectional study](#)
Publication date: 2023
The current study looked at clinical leadership in Jordan's healthcare system, focusing on the role of gender in clinical nursing leadership. The findings advocate for clinical leadership by nurses as an essential element of value-based practice, and they influence innovation and change. As clinical leaders in various hospitals and healthcare settings, more empirical work is needed to build on clinical nursing in general and the attributes, skills and actions of clinical nursing leadership of nursing leaders and nurses.

[To dictate or collaborate? A phenomenological exploration of physiotherapists' leadership styles](#)
Publication date: 2022
Three superordinate themes exist: the individual, the team and the organisation and beyond. Each theme contained barriers and enablers which related to transactional and transformational leadership styles, respectively.

Finding the right leadership style
Publication date: 2021
Sam Foster, Chief Nurse, Oxford University Hospitals, suggests that there is no single best approach to problem-solving during the pandemic, and the best leaders will adapt to each problem by mixing and matching.

Role of emotional intelligence in effective nurse leadership
Publication date: 2021
This article explores emotional intelligence, discusses its importance as a characteristic of effective nurse leaders and managers, and suggests practical activities that leaders can undertake to develop their emotional intelligence skills.

Reflections on leadership in advanced and consultant radiographic practice within the UK
Publication date: 2021
This Educational Perspective provides an overview of how leadership fits into advanced and consultant radiographic roles within the UK setting. It draws on research in the area as well as reviewing some of the wider healthcare literature beyond the medical radiation sciences. The reflections outlined suggest how leadership at these levels may look and differ in practice.

Your leadership style: why understanding yourself matters
Publication date: 2020
This article gives a brief introduction to different leadership 'theories', leadership 'styles' and the effect they have on the 'climate' in organisations. Having an understanding of the different approaches can help leaders be more effective through comprehending how and why they do what they do, as well as helping them identify where and when they need to adapt their style.

Flapjack or jackboot? Reflections on leadership styles for the COVID-19 pandemic
Publication date: 2020
Our good leaders are comfortable with 'power and control'; our best leaders are the ones who know how to share this appropriately with their staff. I hope very much that during the unprecedented pressures that our leaders will face, they will always show respect, compassion and kindness towards their staff.

The Chief Registrar role in the UK: leadership capacity and development of hybrid leaders
Publication date: 2020
Chief Registrars enjoyed high levels of practical, professional, and leadership support from their employing organisations, the RCP, and the Faculty of Medical Leadership and Management. They had high degrees of autonomy in their roles. As a result, roles were enacted in different ways, making direct comparative evaluation problematic. In particular, we identified variation on two dimensions: first, the focus on medical leadership generally, or quality improvement more specifically, and second, the focus on personal development or organisational leadership capacity.

Too many cooks or cannot follow the recipe? A critical consideration of conceptualising the professional leadership of social work in England as a collective endeavour
Publication date: 2020
The article discusses how professional leadership has come to be placed on the social work agenda in England. It then examines various definitional and practical issues associated with putting collective models of leadership into practice, noting that collective leadership is made more challenging in hierarchical organisations and where there is the lack of a shared vision.

Responsibility as professional leadership and decision making: Interviews with non-medical Responsible Clinicians
Publication date: 2020
More widespread adoption of the non-medical Responsible Clinician role should not be seen solely as a solution to workforce shortages or lack of opportunities for professional advancement. Consultant nurses and psychologists who take on this role are seizing the opportunity to steer service developments more widely, influencing team dynamics and perceptions of accountability.

Quality Improvement and Patient Safety: How Leadership Can Create a Culture of Safety: AOA Critical Issues Symposium
Publication date: 2020
Orthopaedic leaders need to create a shared vision and must establish trust, open lines of communication, and buy-in from all team members in order to establish a culture that is supportive of quality improvement. Leaders should encourage teams to follow evidence-based guidelines, reduce variation, take an active role in supply chain processes, and develop new ideas to improve quality and safety of care. With rapidly changing medical and surgical advancements, orthopaedic leaders must continually adapt in the face of evolving challenges.

Putting service back into health care through servant leadership
Publication date: 2019
Servant leadership theory is little reported on in NHS leadership development strategies despite clear alignment with the core values underpinning health care for all. This article reviews the key concepts of servant leadership and suggests that it should be viewed as a core leadership style for those working in health-care organizations.

Models of leadership and their implications for nursing practice
Publication date: 2019
In this article, an MSc student undertaking the Developing Professional Leadership module at King's College London describes two leadership models and considers their application to two dimensions of the NHS Healthcare Leadership Model: 'Engaging the team' and 'Leading with care'.

Leadership styles in nursing
Publication date: 2017
Nurses who are aware of leadership styles may find this knowledge useful in maintaining a cohesive working environment. Leadership knowledge and skills can be improved through training, where, rather than having to undertake formal leadership roles without adequate preparation, nurses are able to learn, nurture, model and develop effective leadership behaviours, ultimately improving nursing staff retention and enhancing the delivery of safe and effective care.

Distributed, collective, and shared leadership

Why is collective leadership so elusive?
Publication date: 2023
Whilst much contemporary leadership theory and research remains highly leader-centric, since the 2000s there have been significant developments in conceptualising leadership as a collective process, widely distributed across people and contexts.

Distributed leadership: A new perspective on leadership in driving innovation and transformation in healthcare?
Publication date: 2023
The purpose of this article is to critically discuss, distributed leadership and its integral role as the potential solution to the above perceived leadership problem. The paper will conclude by summarising a case study, highlighting the usefulness and

application of distributed leadership in driving innovation and transformation on a large-scale.

Time to get serious about distributed leadership: lessons to learn for promoting leadership development for non-consultant career grade doctors in the UK
Publication date: 2022
There is a need to do things differently in healthcare, including better diversity and distribution of leadership. We make the case for senior non-consultant doctors, in the UK more usually referred to as specialty and associate specialist or locally employed doctors. These skilled, experienced medics have much to offer yet are frequently overlooked, with little guidance or support from central organisations and medical colleges or within NHS Trusts themselves. In this commentary, we suggest ways this workforce might be better tapped into, to the benefit of patients and healthcare systems, as well as the doctors themselves.

Distributed leadership as a predictor of employee engagement, job satisfaction and turnover intention in UK nursing staff
Publication date: 2021
By encouraging the practice of distributed leadership at work, health care staff can become more engaged and empowered, leading to higher rates of job retention, job satisfaction and organisational commitment.

Implementing collective leadership in healthcare organisations
Publication date: 2020
One approach that could be beneficial in NHS organisations is collective leadership, which involves developing a leadership culture where formal and informal leaders work together to generate actions. This article explores the implementation of collective leadership in healthcare organisations, the potential benefits of this approach, and the behaviours and qualities that nurses require to be collective leaders.

Change management in the NHS: distributed leadership
Publication date: 2019
The ongoing changes in UK health policies have aimed to promote competition, provide enhanced performance and deliver improved care to patients. To engage with these ongoing changes, the health service has had to become even more adaptable. This article explores the opportunity to apply distributed leadership across the healthcare environment in order to apply policy changes easily across the health service.

Exploring gendered leadership stereotypes in a shared leadership model in healthcare: a case study
Publication date: 2019
Within the group, a range of gender roles were performed, meaning that the group could represent itself to the outside world as either more masculine or more feminine as required. This was beneficial, as conflict with outsiders was minimised and hence anxiety reduced. However, we noted that within the group, traditional gender roles were not subverted and were probably reinforced.

Compassionate, ethical, and moral leadership

Organising Compassionate Care with Compassionate Leadership
Publication date: 2023
Compassionate leadership is described as a process of noticing, empathising, appraising and responding (NEAR) to the suffering of others. Workplace compassion has been identified as enhancing employees' physical and emotional wellbeing, social relations and individual organisational performance. In

healthcare compassionate leadership is associated with enhanced patient care outcomes.

Nurses finding a global voice by becoming influential leaders through advocacy
Publication date: 2023
Nursing has long faced barriers to effective advocacy, based on the gendered identity of the profession and its status as a second class or "softer" profession.

So close to love: compassionate leadership in healthcare
Publication date: 2022
The review found broad agreement regarding the definition of and need for compassionate leadership, as well as the existence of differences in practice, dependent on the hierarchical levels in healthcare organisations. However, current research lacks clarity and depth concerning the theoretical underpinnings of compassionate leadership. The question 'how can you be critical of something so close to love?' draws attention to the paucity of critical analysis and research.

UK Nurses' and Midwives' experiences of healthful leadership practices during the COVID-19 pandemic: A Rapid Realist Review
Publication date: 2022
Current available literature would suggest healthful leadership practices are not prioritized by nurse leaders. Perspectives of nurses' and midwives' about the impact of such practices on their wellbeing is also missing. Tentative theories are offered as a means of identifying healthful leadership strategies, the context that enable these and potential outcomes for nurses and midwives.

Leadership that puts people first

Publication date: 2022
Being empathetic to staff's personal lives and not putting pressure on individuals to work more than they are happy or willing to often results in people volunteering for additional hours when they can.

Compassionate Leadership: The Shortcut to Good Outcomes for Clinicians and Patients Alike
Publication date: 2022
The clinician burnout crisis ultimately stems from a failure of leadership. To provide high-quality, compassionate care for patients, health care leaders must provide high-quality, compassionate support for their staff.

Compassionate leadership: how to support your team when fixing the problem seems impossible
Publication date: 2021
While compassion towards patients is central to the nursing role, often 'compassion towards the compassionate' is lacking. The need for compassion is even more important now, and in the months ahead, due to the additional stressors experienced by nurses during the COVID-19 pandemic, whether they are on the front line, furloughed or shielding.

The Importance of Being a Compassionate Leader: The Views of Nursing and Midwifery Managers From Around the World
Publication date: 2021
Four overarching themes capture the study's results: (1) definition of compassion, (2) advantages and importance of compassion for managers, (3) advantages and importance of compassion for staff and the workplace, and (4) culturally competent and compassionate leadership.

How do we sustain compassionate healthcare? Compassionate leadership in the time of the COVID-19 pandemic

Publication date: 2021
Developing and sustaining leadership and cultures of compassion are key to the ability for healthcare organisations to provide safe, high quality, patient centred care, even at times of crisis.

The courage of compassion: Supporting nurses and midwives to deliver high-quality care
Publication date: 2020
It requires the courage of compassionate leadership from all leaders, at every level of our health and care systems across the four UK countries, to engage with and successfully address the challenges that nursing and midwifery services face. Doing so is critical to our ability to care for the health and wellbeing of everyone across the United Kingdom.

Maintaining High Professional Standards, morally, ethically and fairly: what doctors need to know right now
Publication date: 2020
By empowering all doctors with the knowledge of what performance management procedures exist and how best practice should be implemented, we aim to ensure that they are informed participants in any investigation should it occur.

Actions, style and practices: how leaders ensure compassionate care delivery
Publication date: 2020
Demands for more patient-centred care necessitate that leadership creates the conditions for more compassionate care that is sustainable even in periods of acute crisis. We draw on a growing body of empirical research in health services, management and medicine to highlight how the combination of interpersonal acts, leadership style and organisational structures underpins leading with compassion.

Compassionate leadership during COVID-19: an ABC approach to the introduction of new medical graduates as Foundation interim Year 1s (FiY1s)
Publication date: 2020
Applying compassionate leadership to induction creates positive effects on doctors' feeling of value and aligns with organisational strategic aims to support, develop and retain doctors in training programmes. We envision this model being applied to future postgraduate induction programmes.

NHS leadership and culture: our position [The King's Fund]
Publication date: 2020
Collaborative, inclusive and compassionate leadership is essential to deliver the highest quality care for patients and tackle deep-seated cultural issues in the NHS, including unacceptable levels of work-related stress, bullying and discrimination.

Five myths of compassionate leadership
Publication date: 2019
The most important starting point is compassion – a core value of the NHS as a whole and its NHS staff. Sustaining the NHS as a culture of high-quality compassionate care requires compassionate leadership at every level and in interactions between all parts of the system – from national leaders to local teams.

From super-hero to super-connector, changing the -leadership culture in the NHS
Publication date: 2019
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.

Compassionate leadership in palliative and end-of-life care: a focus group study
Publication date: 2019
The themes that emerged from the data included: the importance of leadership as role modelling and nurturing; how stories were used to explain approaches to leading end-of-life care; the nature of leadership as challenging existing practice; and a requirement for leaders to manage boundaries effectively.

Developing leadership skills

Integrating leadership into the undergraduate medical curriculum in the UK: a systematic review
Publication date: 2023
There are various approaches to teaching leadership in medical school, differing in mode of delivery and evaluation. Feedback on the interventions revealed that students gained insight into leadership and honed their skills.

Medical leadership training varies substantially between UK medical schools: Report of the leadership in undergraduate medical education national survey (LUMENS)
Publication date: 2023
Our findings demonstrate limited and variable teaching of MLM content. Delivery was independent of broader teaching and assessment factors.

A qualitative descriptive study of effective leadership and leadership development strategies used by nurse leaders in European island countries
Publication date: 2023
Four main themes and 12 subthemes captured the strategies and approaches of the nurse leaders: (1) Influences, (2) Communication, (3) Process and (4) Relationships. These

findings reflect and validate the five transformational leadership practices of the Exemplary Leadership Model. While cultural island identity was discussed, there was a shared cultural identity within the role of "nurse leader" that spanned all islands.

Clinical leadership training: a clinician's perspective
Publication date: 2023
The need to expand leadership and management training to develop clinical leadership capability is well accepted, but to achieve this needs "buy in" from both the individual and the organisation(s). Although content of training programmes will need to be adapted as a result of the current change of the clinical landscape, the basic principles of leadership and management remain applicable.

Enhanced model for leadership development for trainees and early career health professionals: insights from a national survey of UK clinical scientists
Publication date: 2022
From our research, we have developed an enhanced model for leadership development for trainee and early career clinical scientists that may have wider applicability to other health professions and groups not traditionally associated with clinical leadership. To foster their leadership, we argue that improving workplace affordances is more important than improving leadership education.

The relationship between leader support, staff influence over decision making, work pressure and patient satisfaction: a cross-sectional analysis of NHS datasets in England
Publication date: 2022
Our results provide evidence that leader support influences patient satisfaction through shaping staff experience, particularly staff influence over decisions and work pressure. Patients' care is dependent on the health, well-being, and

effectiveness of the NHS workforce. That, in turn, is determined by the extent to which leaders are supportive in ensuring that work environments are managed in a way which protects the well-being of staff.

Strengthening NHS management and leadership
Publication date: 2022
Good management is key to the NHS's ability to provide high-quality services and to maximise the impact of its resources in the face of growing demand for care. However, in recent years, the importance of good management has been somewhat forgotten in the policy debate at the expense of a focus on leadership.

Managing Minds at Work: Development of a Digital Line Manager Training Program
Publication date: 2022
This intervention was developed as part of the Mental Health and Productivity Pilot, a wider initiative aimed at supporting employers across the Midlands region of the United Kingdom to improve the future of workplace mental health and wellbeing. We identified positive impacts on manager attitudes and behavioral intentions related to preventing mental ill-health and promoting good mental wellbeing at work.

Topol digital fellowship aspirants: Understanding the motivations, priorities and experiences of the next generation of digital health leaders
Publication date: 2022
The analysis offers an insight into motivations, priorities and experiences of the next generation of digital health leaders. There is a need to link aspirants with local digital leaders and to support broader consideration of health inequalities. Supporting such needs and gaps is expected to further help meet recommendations proposed in The Topol Review and

contribute to optimising the skills of the future digital health workforce.

Evaluating the impact of a national strategic leader development programme for UK doctors: myth-busting, mind-changing, mood-enhancing
Publication date: 2022
The evaluation clearly demonstrates the impact of this programme and the benefits for the individuals and organisations involved, particularly around stimulating a shift in mood and a major mindset shift in what medical leadership is (and is not) and what they can achieve as medical leaders. The programme structure and activities allowed participants to learn from a range of senior decision-makers about policy and strategic developments and processes.

Interventions and strategies aimed at clinical academic pathway development for nurses in the United Kingdom: A systematised review of the literature
Publication date: 2021
Strong, strategic leadership is required to enable progression of clinical academic nursing research pathway opportunities. Clinical nursing practitioners need to collaborate with external partners to enable development of clinical academic pathways within the nursing profession; this can lead to improvements in patient care and high-quality clinical outcomes.

Developing Effective Senior Nurse Leaders: The Impact of an Advanced Leadership Initiative
Publication date: 2021
The effect of the intervention was seen in the postintervention survey rating SE higher in 5 of 7 domains as compared with the preintervention survey, reduction in overall turnover, and improvements in patient experience scores. Additionally, the participants evaluated the program in top categories, and

comments were highly positive around peer support, improved working relationships, and expectations.

How do you develop systems leadership in public health? Insights from a scoping study
Publication date: 2021
Four main themes were identified: the nature and purpose of systems leadership; development needs and opportunities for public health specialists; the enabling environment; and wider contextual factors impacting public health.

The NHS Digital Academy Digital Health Leadership Programme
Publication date: 2021
The Digital Health Leadership Programme is commissioned by Health Education England and part of the wider NHS Digital Academy. The Programme is a consortium of Imperial College London's Institute of Global Health Innovation, The University of Edinburgh's Usher Institute and Harvard Medical School. In 2021, Health Data Research UK joined Imperial and Edinburgh to deliver phase 2. The aim is to develop a new generation of digital health leaders to drive transformation of the NHS through digitisation.

Population health as a 'platform' for nurse education: A qualitative study of nursing leaders
Publication date: 2020
Seven outcomes were identified to equip student nurses for practice in any setting. These formed the mnemonic FULCRUM: Find and interpret evidence; Understand the psychology of behavior and change; Link epidemiology to population health; Consider others and themselves in context; Recognise social determinants of health; Understand the impact of policy and politics on health; Motivate to encourage behaviour change.

A nationwide initiative to increase nursing and midwifery research leadership: overview of year one programme development, implementation and evaluation
Publication date: 2020
Internationally, there is a lack of nursing and midwifery research and policy contribution to healthcare sectors. To address this, funding was obtained for a Senior Nurse and Midwife Research Leader Programme in England. The programme aimed to increase nursing and midwifery research capacity and capability and support the development of future research leaders.

Development and delivery of a clinical leadership programme for integrated community teams
Publication date: 2020
The programme followed the principles of the NHS Leadership Framework and consisted of six full-day training sessions. During the programme, staff identified issues within their team and developed a plan to address these issues over the following 6-12 months. The next two cohorts of the programme included staff from out-of-hours community nursing teams. The feedback from all delegates and managers was overwhelmingly positive, and delegates continue to implement their plans.

Developing effective nurse leadership skills
Publication date: 2019
This article examines the importance of effective leadership for nurses, patients and healthcare organisations, and outlines some of the theories of leadership such as transformational leadership. It also details how nurses can develop their leadership skills, for example through self-awareness, critical reflection and role modelling.

Developing nursing leadership talent—Views from the NHS nursing leadership for south-east England

Publication date: 2018
Talent identification and support need to be timely, structured, experientially based, and focused on building resilience and confidence. Coaching, mentoring, and support networks are considered crucial.

Managing conflict

'Us versus them': A social identity perspective of internal medicine trainees
Publication date: 2023
Silos and group boundaries in the clinical workplace can result in interprofessional conflict which can be a source of anxiety for Scottish doctors in training. The social identity perspective (SIP) incorporates theories of social identity and self-categorisation, and may provide a useful lens to understand the socialisation and identity development of doctors.

A psychosocial exploration of resistances to service user involvement in United Kingdom National Health Service (NHS) mental health services
Publication date: 2022
Service user involvement was found to highlight conflicts within clinicians' roles. Central to this conflict was an ambivalent relationship to the power associated with these roles. Power could protect professionals from work related stresses, but could also be used to dominate, silence and coerce service users in ways that conflicted with the core function of providing care. Whilst important, raising awareness of such conflict will arouse discomfort and resistance where psychological defences are challenged.

Tackling bullying and harassment in the NHS: the critical roles played by managers
Publication date: 2019

No abstract available. If you need help accessing an article, or have any other questions, contact the Knowledge Management team for support KnowledgeManagement@hee.nhs.uk

Achieving consensus advice for paediatricians and other health professionals: on prevention, recognition and management of conflict in paediatric practice
Publication date: 2019
All healthcare professionals working with children and young people encounter parental concerns about treatment plans from time to time. Experience teaches us that disagreements in healthcare can usually be managed by a process of shared decision making with active early involvement of parents and whenever possible with the child/young person. The importance of honest and open communication with families as early as possible cannot be understated.

Conflict and resolution
Publication date: 2019
My message for this dark month is be proud and brave to be a perioperative practitioner. Go to war against poor practice and standards. Use kindness as your weapon to counteract conflict every single day of the year. Above all never ever be afraid to stand up and fight for what is right.

Aggression directed towards members of the oral and maxillofacial surgical team
Publication date: 2018
Oral and maxillofacial surgery (OMFS) is an acute surgical specialty, and members of the surgical team may be exposed to challenging incidents. We have evaluated the experiences of members of OMFS teams and their experiences of aggressive and abusive behaviour. Education and training in the resolution of such conflicts should be offered to all members of the team to allow a safe and secure working environment.

[Training paediatric healthcare staff in recognising, understanding and managing conflict with patients and families: findings from a survey on immediate and 6-month impact](#)
Publication date: 2017
Conflict is a recognised component of healthcare. Disagreements about treatment protocols, treatment aims and poor communication are recognised warning signs. Conflict management strategies can be used to prevent escalation, but are not a routine component of clinical training.

[The fundamental managerial challenges in the role of a contemporary district nurse: A discussion](#)
Publication date: 2017
Issues that compromise positive and productive team working are identified, and strategies dealing with conflict and also change management are debated. These factors are interrelated with the everyday demands of caseload management, the development of educational needs to meet the demands of increased complexity in care needs, and the place of technology in modern health care.

[Conflict management: importance and implications](#)
Publication date: 2017
This paper explores the concept of conflict, the importance of addressing causes of conflict, effective management, and the relevance of positive approaches to conflict resolution. Good leadership, nurturing positive team dynamics and communication, encourages shared problem solving and acceptance of change.

[The right to be rude: managing conflict](#)
Publication date: 2016
While abusive behaviour is unacceptable from patients, what may be perceived as "rudeness" is often a result of emotions or other factors that may not be obvious. If healthcare staff see such patients as rude, it may negatively affect the care they give. This article discusses what may lie behind "rude" behaviour and presents a model that staff can use to reframe their perceptions of and responses to it to ensure a positive outcome.

Diversity and inclusion

[It's ok to be different: Supporting black and minority ethnic nurses and midwives in their professional development in the UK](#)
Publication date: 2023
Findings highlight the value of a diverse workforce, and of an inclusive organisational culture being crucial for effective team work, and of overall benefit to workforce management. Finally, a collaborative initiative like this can successfully improve team work to deliver better patient care.

[Inclusive leadership and voice behavior: The role of psychological empowerment](#)
Publication date: 2023
Using the data collected from 252 employees and their respective supervisors working in cargo companies across the United Kingdom, this study finds a positive relationship between inclusive leadership and voice behavior. The results further confirm the mediating role of psychological empowerment in the relationship between inclusive leadership and voice behavior. We use causal attribution theory to support the findings and discuss implications for research and practice.

[Public health women doctors in England: from backwater to strategic roles in 20 years](#)
Publication date: 2022

This paper outlines the history of public health medicine in England between 1974 and the 1990s when, through a combination of design, and happenstance in response to organizational changes, a gender-neutral specialty was created, benefiting both men and women, and enabling the latter, in particular, to flourish.

Women in neurosurgery in the United Kingdom: past, present and future
Publication date: 2022
In this article we present a snapshot of women who have played, and who are playing, a key role in UK neurosurgery, highlighting their diverse career paths. We also present the current training distribution and subspecialties of women in UK neurosurgery. We use these data to reflect upon the possible barriers to completion of neurosurgical training, obtaining a substantive consultant position, and reaching positions of academic and clinical leadership.

Motivators and deterrents for early career female doctors applying to surgical training programmes in the UK National Health Service: a mixed-methods study
Publication date: 2022
Thematic analysis suggested that seniors involving women in theatre and a supportive work environment would encourage entry of more female surgeons. Therefore, the proposed implementations are the active engagement of women in theatre and destigmatising less than full-time training. Further research into ethnicity and personality on motivations to enter surgery is advised.

Implementing the HEART score in an NHS emergency department: can identity leadership combined with quality improvement promote racial equality?
Publication date: 2022

The results demonstrated significant improvements in the reduction (60%) of waiting time by chronic chest pain patients in the ED. The use of the HS as a stratified risk assessment tool resulted in a more efficient and safe way to manage patients. There are specific leadership challenges faced by an MTI doctor when they arrive in the NHS, as the MTI doctor is considered an outsider to the NHS, with reduced influence. Drawing upon the Social Identity Theory of Leadership, NHS Trusts can introduce inclusion strategies to enable greater alignment in social identity with doctors from overseas.

It is not Black and White: A spotlight on racial diversity in paediatrics
Publication date: 2022
We explore key areas of concern including differential attainment and the under-representation of paediatricians from minoritised ethnic groups in leadership roles. We use the recent measures adopted by the Royal College of Paediatrics and Child Health in the United Kingdom as a framework for achieving inclusive work environments and equitable opportunities for all paediatricians.

Women in neurosurgery: where does the United Kingdom stand?
Publication date: 2021
The authors set out to explore the opinions and attitudes of UK neurosurgeons and neurosurgery trainees on gender issues via a large-scale national survey. The results highlight key perceptions and gaps in mentorship and leadership and provide ideas for change.

What it means to be an ally
Publication date: 2021

Sam Foster, Chief Nurse, Oxford University Hospitals, considers what it takes to be an ally of people in less privileged groups in the workplace.

[Reaching A Female Majority: A Silent Transition for Dentistry in the United Kingdom](#)
Publication date: 2021
A collaborative effort between the dental profession and wider health systems is required to ensure that there are opportunities for everyone to flourish and contribute back to the profession and society. Our medical counterparts have been considering how healthcare should be shaped creatively, particularly in relation to working patterns, economic models and quality patient care: we need to catch up.

[On leadership that leads to racial justice](#)
Publication date: 2021
The conversation about leadership needs to change – thinking through what leadership is for, and how to determine what good looks like. This straight-talking blog is aimed at leaders who want to 'get it' on inclusion. It's candid because its purpose is to provoke leaders to lead better for racial justice.

[Diversity in NHS clinical leadership: Is better talent management the route to gender balance?](#)
Publication date: 2020
Gender diversity in leadership can be enhanced through the combination of several measures; Increased mentorship, talent management, training and network opportunities, improvements to advertising, interview panel diversity and succession planning.

[Ethnic inequalities in health: should we talk about implicit white supremacism?](#)
Publication date: 2020

If you live in the United States or the United Kingdom and have black or brown skin, your health is likely to be poorer on average than if you have white skin. You are also likely to receive healthcare of a lower standard. The statistics are dismal.

[Inclusive leadership: how ready are we to learn?](#)
Publication date: 2019
Speaking truth to power, we have some work to do on inclusion. At times it appears that we're not all on the same page about what is meant by 'inclusion' and, importantly, what we should expect to see as evidence of inclusive practice from leaders.

Perspectives of leaders

[Is there anybody there, does anybody care? Experience and perceived importance of senior psychological leadership](#)
Publication date: 2023
This paper summarises key literature relevant to senior leadership in the NHS and how that relates to the conditions required to deliver high quality psychologically informed healthcare. Despite the increasing demand for psychological services from the public as well as the increased centrality of psychological approaches in policy, this has not translated into optimizing the leadership for the most effective delivery of these services.

[Team engagement theory: a trainee perspective of trainer clinical leadership and engagement](#)
Publication date: 2023
Half of the trainees surveyed rarely experienced the full spectrum of engagement behaviours from clinical leaders, with approximately one in seven perceiving little or no engagement at all. Inferior performance in the General Medical Council's fifth

professional capability domain requires focused leadership correction.

[A qualitative study on relationships and perceptions between managers and clinicians and its effect on value-based healthcare within the national health service in the UK](#)
Publication date: 2022
The study findings identified areas of potential barriers to engagement for clinicians and managers which were related to regulatory burden, financial challenges and workforce shortages. Key recommendations on what will be required to improve clinicians and managers engagement and the leadership approaches towards improving value-based healthcare are discussed.

[Barriers and facilitators of use of analytics for strategic health and care decision-making: a qualitative study of senior health and care leaders' perspectives](#)
Publication date: 2022
Organisational fragmentation hindered use of analytics by creating siloed data systems, barriers to data sharing and different organisational priorities. Where trusted and collaborative relationships existed between leaders and analysts, organisational barriers were circumvented and access to and support for analytics facilitated. Trusted and collaborative relationships between individual leaders of different organisations also aided cross-organisational priority setting, which was a key facilitator of strategic health and care decision-making and use of analytics.

[Trauma-informed care in the UK: where are we? A qualitative study of health policies and professional perspectives](#)
Publication date: 2022
We analysed 24 documents and interviewed 11 professionals from healthcare organizations and local authorities. TI approach

was included in national, regional and local policies, however, there was no UK- or NHS-wide strategy or legislation, nor funding commitment. Although documents and interviews provided differing interpretations of TI care, they were aligned in describing the integration of TI principles at the system level, contextual tailoring to each organization, and addressing varied challenges within health systems.

[International nurse education leaders' experiences of responding to the COVID-19 pandemic: A qualitative study](#)
Publication date: 2021
Internationally, while nursing education leaders faced different problems, they shared a common goal amidst the crisis to remain student-centred. They demonstrated they were able to face major challenges, respond to large scale logistical problems and make decisions under significant and ongoing pressure.

[What does Success Look Like for Leaders of Integrated Health and Social Care Systems? a Realist Review](#)
Publication date: 2021
Evidence was identified for seven potentially important components of leadership in integrated care teams and systems: 'inspiring intent to work together'; 'creating the conditions'; 'balancing multiple perspectives'; 'working with power'; 'taking a wider view'; 'a commitment to learning and development' and 'clarifying complexity'.

[Redeployment of Health Care Workers in the COVID-19 Pandemic: A Qualitative Study of Health System Leaders' Strategies](#)
Publication date: 2021
Redeployment strategies should critically consider the process of redeploying and supporting the health care workforce, decentralized leadership that encourages and supports local

implementation of system-wide plans, and communication that is transparent, regular, consistent, and informed by data.

The future of integrated care in England: health leaders' views on how to make system working a success
Publication date: 2020
This report details the findings from six months of extensive engagement with our members to support the development of new policy and legislation relating to the future of system working.

Responsibility as professional leadership and decision making: Interviews with non-medical Responsible Clinicians
Publication date: 2020
More widespread adoption of the non-medical Responsible Clinician role should not be seen solely as a solution to workforce shortages or lack of opportunities for professional advancement. Consultant nurses and psychologists who take on this role are seizing the opportunity to steer service developments more widely, influencing team dynamics and perceptions of accountability.

The Chief Registrar role in the UK: leadership capacity and development of hybrid leaders
Publication date: 2020
The Chief Registrar scheme, unlike many other leadership fellowships, maintains a high level of clinical practice (with a minimum 40 per cent leadership work). This suggests a clearer preparation for future hybrid leadership roles.

Guardians of public interest: the expectation and experience of non-executive directors in National Health Service commissioning boards in England
Publication date: 2020

NEDs saw themselves as guardians of the public interest. NEDs' power is a product of the explicit levers set out in the constitution of the board, but also how they choose to use their knowledge and expertise to influence decisions for, as they see it, the public good. They contribute to governance by holding to account executive and professional colleagues, acting largely within the rational goal model. CCG NEDs felt less powerful than in those in PCTs, operating largely in conformance and representational roles, even though government policy appears to be moving towards a more networked, open systems model.

Competency Frameworks

Clinical Leadership Competency Framework
Publication date: 2012
Through publishing this framework the National Leadership Council (NLC) is promoting leadership development for all clinical professions that work in health and care, it will ensure that leadership competences will be incorporated into education and training for all clinical professions and establish a stronger foundation for developing leadership capability across healthcare and in delivering the changes needed to meet future challenges.

Clinical leadership competency framework project
This report confirms that the professions themselves are ready to step up and deliver as a collective and in unison. The consensus on approach and the desire for progress that flows from this report is uplifting.

Development and Use of the Leadership Competencies for Healthcare Services Managers Assessment
Publication date: 2019

The Leadership Competencies for Healthcare Services Managers (Global Competency Directory) framework developed by the International Hospital Federation's global consortium for healthcare management serves as a catalyst and resource for defining the skills, knowledge, and abilities needed for the healthcare management profession. This article documents the purpose, development, validation, and use of the framework.

Leadership Development
Publication date: 2018
Developing the right people with the right skills and the right values is recognised as a key priority to enable the sustainable delivery of health services, as leadership is one of the most influential factors in shaping an organisational culture. Ensuring the necessary leadership behaviours, strategies and qualities are developed is fundamental.

Leadership Qualities Framework for Adult Social Care
The Leadership Qualities Framework explains what good leadership looks like and describes the attitudes and behaviours needed for high quality leadership at all levels across the social care workforce. It can be used by everyone in the social care workforce, no matter what the size of their organisation or the nature of their role.

Healthcare Leadership Model
A model, tools and resources designed to develop and support non-clinical and clinical leaders and aspiring leaders.

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only the abstract is available. If you do not have an OpenAthens account you can self-register here.

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