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.

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Key publications – the big picture

[10 Year Health Plan for England: fit for the future](#)
Department of Health and Social Care, July 2025
This is a Plan to create a new model of care, fit for the future. It will be central to how we deliver on our health mission. We will take the NHS' founding principles - universal care, free at the point of delivery, based on need and funded through general taxation - and from those foundations, entirely reimagine how the NHS does care so patients have real choice and control over their health and care.
'Leadership' is discussed throughout the plan, but please see
[An NHS workforce fit for the future](#)

[Embedding and sustaining Quality Management Systems](#)
Q Health, March 2025
Health organisations around the world are recognising the need to shift from a focus on quality improvement methodology to a broader approach to managing and improving quality. This project gathers insight from Quality Management Systems (QMS) across the UK and Ireland and shares recommendations and learnings for those embarking on or sustaining their own QMS.

[Strengthening clinical leadership and management](#)
The Health Foundation, September 2024
This long read looks at what the NHS will gain from strengthening clinical leadership and management, the challenges involved in doing so and how they might be overcome. It draws on 30 interviews we carried out with hospital-based clinician leaders and managers in the UK and the US in 2022–23 and relevant academic studies. Our US interviewees are based in clinically-led academic medical centres, while our UK interviewees work in large teaching and district general hospital-based NHS trusts that have sought to strengthen their clinical leadership and management.

[Public Health And Population Health: Leading Together](#)
The King's Fund, October 2024
The King's Fund was interested in exploring how all these changes are playing out in practice and what it means for leaders in both public health and population health. During 2023 and early 2024, we ran a series of roundtables with professional groups, conducted interviews with key leaders, and explored a range of case study sites around England to explore how change is happening in practice. From this, we set out recommendations for national leaders and principles for local systems to help support the further development of strong cohesive leadership for the population's health.

[Guidance for NHS trusts and foundation trusts: assessing the well-led key question](#)
Care Quality Commission, April 2024
Good leadership has a significant impact on staff morale and patient experiences of care.
This guidance describes how we assess the well-led key question. It helps NHS trusts and foundation trusts understand what good leadership looks like.
Good leadership enables better care for patients, and a more sustainable health and care service.
The guidance has been jointly developed by CQC and NHS England. It incorporates key developments in health and care policy and best practice. It includes expectations around system working, freedom to speak up and continuous improvement.
This guidance, alongside [the Single Assessment Framework](#), replaces the previous inspection framework for NHS trusts and foundation trusts.

Excellence through equality
NHS Confederation, April 2024
Examples of anti-racist initiatives from BME Leadership
Network members, to help advance equality within the
workforce and for service users.

Leadership Project: developing midwifery leadership pathways
in practice and education
The aim of the project was to understand how best to support
the development of CMWs and LMEs in the UK. The project
was in two phases:
• A scoping exercise to review what existing
development pathways there are for midwifery
leaders across clinical and education settings
and what the educational needs are for those
aspiring to the roles of CMW and LME.
• A series of engagement activities to explore
with those midwives, what professional
development would support them in their role.

Leading Across The Health And Care System: Lessons From
Experience
The King's Fund, January 2024
those who are leading new systems of care some guidance on
how to address the challenges they face. It draws on the Fund's
work on the development of new care models, sustainability
and transformation plans, and accountable care organisations.
It is also informed by the experience of people who have
occupied system leadership roles and draws on case studies
from our research and organisational development work.

NHS management and leadership
NHS England
Suite of resources to support leadership within the NHS.

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

NHS Long Term Workforce Plan
NHS England, June 2023
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.

Developing Primary Care Leadership For Population Health
And Equity
The King's Fund, May 2023
Lancashire and South Cumbria Integrated Care System (ICS),
like many ICSs across England, wants to improve population
health and tackle inequalities.
Having articulated this aspiration and set up a Population
Health and Health Equity Academy in May 2022, in partnership
with The King's Fund, it has taken the first steps to making this
a reality by developing its primary care workforce. In this long
read, we outline key aspects of the approach taken in
Lancashire and South Cumbria, and share reflections that may
help others undertaking a similar journey.

What does it take to lead an integrated care system?
National Institute for Health and Care Research, June 2022

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.

[Health and social care review: leadership for a collaborative and inclusive future](#)
Department of Health and Social Care, June 2022
In October 2021 the government announced a review into leadership across health and social care, led by former Vice Chief of the Defence Staff General Sir Gordon Messenger and supported by Dame Linda Pollard, Chair of Leeds Teaching Hospital Trust.
As outlined in the [terms of reference](#), the review focused on the best ways to strengthen leadership and management across

health and with its key interfaces with adult social care in England.

[Timeline Of Health Care Leadership Developments In England](#)
The King's Fund, March 2022
In September 2021, the Secretary of State for Health and Social Care, Sajid Javid, launched a review of leadership in health and social care, led by former Vice Chief of the Defence Staff, General Sir Gordon Messenger, and Dame Linda Pollard, Chair of Leeds Teaching Hospitals NHS Trust. The review has been described by the Secretary of State as 'the most far-reaching review' of health and social care leadership since Roy Griffiths' report in 1983, which led to the introduction of general managers in the NHS.
There have been a large number of reviews and other significant developments affecting NHS leadership in recent years and these are set out in this timeline. While we planned to include social care reviews, we [found very few](#) leadership initiatives for this sector.

[Health and social care integration: joining up care for people, places and populations](#)
UK Government, February 2022
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.

[Strengthening NHS management and leadership](#)
The King's Fund, 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.

What Is Compassionate Leadership?
The King's Fund, February 2022
Compassion can be defined as 'a sensitivity to suffering in self and others with a commitment to try to alleviate and prevent it' (Gilbert 2013). We can experience compassion in different ways: we can feel compassion for other people; we can experience compassion from others; and there is also the compassion we can direct towards ourselves.
Compassionate leadership involves a focus on relationships through careful listening to, understanding, empathising with and supporting other people, enabling those we lead to feel valued, respected and cared for, so they can reach their potential and do their best work. There is clear evidence that compassionate leadership results in more engaged and motivated staff with high levels of wellbeing, which in turn results in high-quality care (West 2021).

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.

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.

Building strong integrated care systems everywhere
NHS England, September 2021
ICS implementation guidance on effective clinical and care professional leadership

Thriving places: Guidance on the development of place-based partnerships as part of statutory integrated care systems
Local Government Association, September 2021
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.

Review of health and social care leadership: terms of reference
UK Government, 2021
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, 2020
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.

The future of integrated care in England: health leaders' views on how to make system working a success

NHS Confederation, 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.

Five myths of compassionate leadership
The King's Fund, May 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. Compassionate leadership in practice means leaders listening with fascination to those they lead, arriving at a shared (rather than imposed) understanding of the challenges they face, empathising with and caring for them, and then taking action to help or support them. Such leadership will help us begin to address the problems the service faces because top down national solutions are not working. Meanwhile, patient care and staff health are being undermined.
But there are some myths that must be addressed to ensure people see the value of compassionate leadership.

NHS Long Term Plan
NHS England, January 2019
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.

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 3, 2019
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.

Case Studies

Developing leadership behaviours
NHS IMPACT
A collection of guidance, resources and case studies around leadership.

Examples of clinical and care professional leadership in practice
NHS Confederation, April 2024
How three systems are using clinical and care professional leadership in practice and the steps they are taking to deliver the five principles.

The Culture and Leadership Programme: Case Studies
NHS England, 2021

Four years after Maggie Oldham took on the task of turning around Isle of Wight NHS Trust, the NHS Staff Survey identified it as one of the most-improved trusts. Maggie explains how the NHSE&I Culture and Leadership Programme helped her revive its fortunes and put compassionate leadership at the heart of change.

Leadership Academy Case Studies
NHS Leadership Academy
A collection of leadership case studies from the Leadership Academy.

The Star for workforce redesign

More resources and tools are available in the **Leadership** section of the Star

Published Peer Reviewed Research

Defining leadership

Redefining leadership within the NHS' complex adaptive system
Future Healthcare Journal 11(1), 2024
The NHS is continuously evolving and with it, traditional notions of leadership and management must be reimagined and redefined. In order to be effective leaders, however, we must first gain a deeper understanding of the context in which we lead and recognise how to navigate the system's intricacies. This article explores the characteristics of Complex Adaptive Systems and how we can understand the patterns of these

systems through our experiences leading in the NHS. It then analyses leadership approaches both past and present and considers how future leaders can be effective in tomorrow's NHS. Finally, this article identifies potential barriers and challenges that leaders must overcome as they adapt and tailor their leadership approach to meet the needs of a dynamic health service.

Systems leadership: how chief executives manage tension between organisation and system pressures
BMJ Leader 7, 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?
Clinical Oncology 35(1), 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 Abstract only*
Clinics in Integrated Care 10, 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 Abstract only*
International Public Management Journal 26(2), 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](#) Abstract only*
British Journal of Community Nursing 25(5), 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

[Health Care Workers' Trust in Leadership: Why It Matters and How Leaders Can Build It](#)
Joint Commission on Quality and Patient Safety 51(1), 2025
Rebuilding patient trust in the US health care system has received considerable attention recently, but there has been little focus on health care workers' (HCWs) trust in the leaders of health care delivery organizations. This study explores (1) the professional impact on HCWs of trusting the leaders of the organizations where they work and (2) the leadership actions that build HCWs' trust.

[Healthcare leadership and management: skills and strategies for effective leadership](#)
Skills for Health, November 2024

In today's evolving healthcare landscape, effective leadership and management are crucial. As the sector encounters changes such as technological advancements, new regulations and an increasing emphasis on patient-centred care, strong leadership is essential for navigating and adapting to these complexities. This article explores six key skills and strategies that define effective leadership and management in healthcare, highlighting examples from the NHS.

[Contexts and complexities: a realist evaluation of integrated care system leadership](#)
Leadership in Health Services, 2024
PURPOSE: This paper presents a realist evaluation of leadership within an integrated care system (ICS) in England. This paper aims to examine which aspects of leadership are effective, for whom, how and under what circumstances.

[Systems leadership in clinical networks: a new perspective](#)
BMJ Leader 7(Supp 1), 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](#)
BMJ Leader 7(3), 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](#) Full text available with NHS OpenAthens account*
BMJ Leader 7(2), 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](#)
BMJ Leader 7(3), 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](#) Full text available with NHS OpenAthens account*
BMJ Leader 6(3), 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](#) Abstract only*
British Journal of Nursing, 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](#) Abstract only*
Nursing Standard 36(12), 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](#) Abstract only*
Journal of Medical Imaging and Radiation Sciences 52(2), 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](#)
BMJ Leader 4(4), 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
BMJ Leader 4(3), 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
Journal of Health Organization and Management, 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
Critical and Radical Social Work 8(1), 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 Abstract only*
International Journal of Law and Psychiatry 71, 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 Abstract only*
The Journal of Bone and Joint Surgery 102(6), 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 Abstract only*
British Journal of Hospital Medicine 80(4), 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
Abstract only*
British Journal of Nursing 28(6), 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 Abstract only*
Nursing Standard 31(43), 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

Exploration of the representation of the allied health professions in senior leadership positions in the UK National Health Service
BMJ Leader 8(2), 2024
BACKGROUND: Allied health professionals (AHPs) are an important group within the National Health Service (NHS) in the UK and make up a large portion of the workforce. Investment in AHP leadership is believed to lead to improvements in patient care, resource use, collaboration and innovation. This study aims to assess the current state of AHP strategic leadership within the NHS.

Why is collective leadership so elusive?

Leadership 19(2), 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?
Hospital Administration and Medical Practices 2, 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 Full text available with NHS OpenAthens account*
BMJ Leader 6(1), 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](#)
Journal of Nursing Management, 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](#)
Abstract only*
Nursing Standard, 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](#)
Abstract only*
British Journal of Healthcare Management 25(7), 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](#) Full text available with NHS OpenAthens account*
Medical Humanities 45(4), 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

[Can compassionate leadership of senior hospital leaders help retain trainee doctors?](#) Full text available with NHS OpenAthens account*
BMJ Leader, 2024
BACKGROUND: High burnout and low retention rates among trainee doctors threaten the future viability of the UK medical workforce. This study empirically examined factors that can sustain trainee doctors.

[Nurses finding a global voice by becoming influential leaders through advocacy](#) Abstract only*
Clinics in Integrated Care, 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.

[How to become a compassionate leader](#)
British Journal of Nursing 32(6), 2023
Sam Foster, Chief Nurse, Oxford University Hospitals, discusses a set of attributes that will enable managers to create workplace environments within which colleagues are empathetic and supportive of one another.

[So close to love: compassionate leadership in healthcare](#)

British Journal of Healthcare Management 28(4), 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
Journal of Nursing Management, 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
Medical Radiation Sciences Narratives 53(4), 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 Abstract only*
NEJM Catalyst Innovations in Care Delivery, 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
Nursing Management 28(1), 2021 Abstract only*
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
Journal of Transcultural Nursing 32(6), 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 Full text available with NHS OpenAthens account*
Clinics in Integrated Care 8, 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.

Maintaining High Professional Standards, morally, ethically and fairly: what doctors need to know right now
Postgraduate Medical Journal 96(1141), 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](#)
BMJ Leader 4, 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)](#) Full text available with NHS OpenAthens account*
BMJ Leader 5(3), 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.

[From super-hero to super-connector, changing the -leadership culture in the NHS](#)
Future Healthcare Journal 6(2), 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](#) Abstract only*
Leadership in Health Services 32(2), 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

[Mixed-methods evaluation of targeted leadership development training to support the career progression of the black and minority ethnic NHS workforce](#)
BMJ Leader, 2025
INTRODUCTION: Black and minority ethnic (BME) workers within the National Health Service (NHS) experience barriers to attainment of senior leadership roles. The NHS Leadership Academy delivered two Leadership Programmes addressing barriers to progression among the BME workforce, the Stepping Up (middle managers) and Ready Now (senior leaders) programmes.

[Developing leadership and resilience through early access master's education for newly graduated, adult nurses: A cross-sectional survey](#)
Nurse Education in Practice 83, 2025
AIM: To explore the impact of an early access master's experiential programme on leadership skills and resilience in new graduate nurses. BACKGROUND: Succession planning for nursing, requires leadership and resilience development in new nurses. Literature suggests that early access to master's education can produce nurses with the necessary skills.

[Fostering leadership and innovation in UK healthcare: insights from the NHS clinical entrepreneur programme and application of clinical leadership models - a systematic review and reflective analysis](#) Abstract only*
Leadership in Health Services, 2025
PURPOSE: The NHS Clinical Entrepreneur Programme (CEP) was established to promote leadership and innovation within the UK health-care system, though its implementation raises important questions about resource allocation and alignment with NHS founding principles. This study aims to systematically review the literature on the CEP and provide a critical reflective analysis of its impact, considering both its potential benefits and tensions with frontline service delivery in an already strained NHS.

[Navigating healthcare leadership: Theories, challenges, and practical insights for the future](#)
Journal of Postgraduate Medicine 70(4), 2024
Effective healthcare leadership is essential to ensure high-quality patient care and foster a supportive work environment for healthcare professionals. This review aims to consolidate existing healthcare leadership literature to provide evidence-based insights that can guide leadership development, improve team performance, and enhance patient care outcomes.

[How to get started in medical leadership](#) Full text available with NHS OpenAthens account*
BMJ 387(8445), 2024
Leadership is a core component of the work of any practising doctor. Good medical leadership is essential to the successful delivery of optimal clinical care, and is associated with better team functioning, improved patient outcomes, and positive cultural change. Application of leadership has the potential to transform individuals, teams, working practices, and outcomes while improving job satisfaction. Here, we offer an insight into

potential leadership opportunities for doctors in training from local to national level, using case studies to illustrate how early career clinicians have built up their leadership skills.

[Inequitable barriers and opportunities for leadership and professional development, identified by early-career to mid-career allied health professionals](#)
BMJ Leader 8(3), 2024
INTRODUCTION: Interprofessional leadership is essential to sustain the National Health Service (NHS) in pressured times, which should include the NHS's third largest clinical workforce in England: allied health professionals (AHPs) (AHPs as defined by NHS England: Art therapists; Dramatherapists; Music therapists; Dietitians; Occupational therapists; Operating department practitioners; Orthoptists; Osteopaths; Paramedics; Physiotherapists; Podiatrists, Prosthetists and Orthotists; Radiographers; Speech and language therapists). Therefore, a feasibility study was undertaken, to explore the views of AHPs working in early to mid-career positions, regarding the barriers and opportunities they encounter, in both leadership and career development.

[UK trainees' perceptions of leadership and leadership development](#) Full text available with NHS OpenAthens account*
BMJ Leader 8(3), 2024
PURPOSE: This paper reports on trainees' perceptions of leadership and leadership development, to inform the support that may be provided to them. It draws on a formative evaluation of the new role of clinical leadership mentor (CLM), introduced by Health Education England South-West in 2018. CLMs are responsible for 'overseeing the process and progress of leadership development among the trainees within their Trust/Local Education Provider'.

Integrating leadership into the undergraduate medical curriculum in the UK: a systematic review
BMJ Leader 8(3), 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)
Medical Teacher 45(1), 2023
Doctors are increasingly expected to demonstrate medical leadership and management (MLM) skills. The Faculty of Medical Leadership and Management (FMLM) has published an indicative undergraduate curriculum to guide the development of MLM content at UK medical schools. 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
Nursing Open 10(2), 2023
Nurse leaders influence workplace culture; however, little is known about ethnic cultural influences on nurse leader development. This research aims to identify personal strategies promoting effective leadership by nurse leaders from European small island countries.

Clinical leadership training: a clinician's perspective
Clinical Radiology 76(4), 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
BMJ Leader 6(3), 2022
The importance of shared or distributed leadership in healthcare is recognised; however, trainees, early career professionals and others for whom the exercise of leadership is a recent development report being underprepared for leadership roles. Trainee clinical scientists exemplify such groups, being both early in their career and in a profession for which clinical leadership is less well established. Their insights can inform understanding of appropriate forms of leadership development for health professionals.

The relationship between leader support, staff influence over decision making, work pressure and patient satisfaction: a cross-sectional analysis of NHS datasets in England
BMJ Open 12(2), 2022
To explore the relationships between leader support, staff influence over decisions, work pressure and patient satisfaction.

Managing Minds at Work: Development of a Digital Line Manager Training Program
International Journal of Environmental Research and Public Health 19(13), 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](#)
Future Healthcare Journal 9(1), 2022
The Topol Programme for Digital Fellowships in Healthcare is a flagship national programme for digital health aspirants in England. This programme is heavily over-subscribed with applicants, representing a cross section of healthcare professionals interested in a future digital health career. The aim this study was to identify motivations, priorities and experiences of these applicants.

[Evaluating the impact of a national strategic leader development programme for UK doctors: myth-busting, mind-changing, mood-enhancing](#)
BMJ Leader 6(3), 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](#)
Journal of Clinical Nursing 30(11-12), 2021

To review interventions and strategies designed to progress UK clinical academic career pathways in nursing and identify barriers and facilitators to aid wider implementation.

[Developing Effective Senior Nurse Leaders: The Impact of an Advanced Leadership Initiative](#) Abstract only*
Journal of Nursing Administration 51(5), 2021
The aim of this study was to measure structural empowerment (SE) and capture short-term changes in perception for senior nurse leaders before and after a formal development experience.

[How do you develop systems leadership in public health? Insights from a scoping study](#) Abstract only*
Public Health 196, 2021
Systems leadership is widely acknowledged to be needed to address the many 'wicked issues' challenging public health systems. However, there is a lack of evidence on how to develop public health professionals into effective systems leaders. This study scoped the possibilities for developing the systems leadership capacity of public health specialists in England.

[The NHS Digital Academy Digital Health Leadership Programme](#)
IOS Press, EBook, 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 Full text available with NHS OpenAthens account*
Nurse Education Today, 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 Full text available with NHS OpenAthens account*
Journal of Clinical Nursing 32 (15-16), 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 Abstract only*
British Journal of Community Nursing 24(11), 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 Abstract only*
Nursing Standard 34(6), 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 Abstract only*
Journal of Nursing Management, 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
Perspectives on Medical Education 11(6), 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 Abstract only*

Health 27(6), 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](#)
British Journal of Healthcare Management 25(1), 2019
This article outlines some of the key insights gained from 30 years of personal involvement with NHS Trusts in tackling bullying and harassment. It seems more pertinent than ever to raise the critical importance of the role played by managers in stopping this most malevolent of issues. Failing to do so will lead to even greater problems for managers, leaders, the wider NHS workforce and ultimately patients. The article begins with some case illustrations gathered from different NHS Trusts. These illustrate why managers need to be attuned to some of the underlying causes why bullying and harassment continues to flourish in the NHS.

[Achieving consensus advice for paediatricians and other health professionals: on prevention, recognition and management of conflict in paediatric practice](#)
Archives of Disease in Childhood 104(5), 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](#)
Journal of Perioperative Practice 29(11), 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](#) Abstract only*
British Journal of Oral and Maxillofacial Surgery 56(6), 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](#)
Archives of Disease in Childhood 102(3), 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](#) Abstract only*

British Journal of Community Nursing 22(10), 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 Abstract only*
British Journal of Nursing 26(2), 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 Abstract only*
Nursing Times 112(1-2), 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

Increasing the ethnic diversity of senior leadership within the English National Health Service: using an artificial intelligence approach to evaluate inclusive recruitment strategies in hospital settings
Human Resources for Health 23(1), 2025
BACKGROUND: The English National Health Service (NHS) strives for a fair, diverse, and inclusive workplace, but Black and Minority Ethnic (BME) representation in senior leadership roles remains limited. To address this, a large multi-hospital acute NHS Trust introduced an inclusive recruitment programme, requiring ethnically and gender diverse interview panels and a letter to the Chief Executive Officer (CEO) explaining hiring manager's candidate choice. This generated large amount of valuable structured and free-text data, but manual analysis to derive actionable insights is challenging, limiting efforts to evaluate and improve such equality, diversity, and inclusion (EDI) recruitment initiatives.

Changing characteristics of medical directors in mental health trusts in England
Bjpsych Bulletin 1-4, 2025
AIMS AND METHOD: The medical workforce in psychiatry is increasingly diverse, but not necessarily in its senior leadership in the UK's National Health Service (NHS). We aimed to describe the characteristics of psychiatrists with board-level responsibility in mental health trusts in England in 2024, comparing the current picture with that of 2016 and 2020, using publicly available data.

A silver lining: did COVID-19 accelerate the road to gender equality?
British Journal of Healthcare Management 30(6), pp. 1–9
BACKGROUND/AIMS: As part of a larger study on gender inequality in the NHS, this study examined the impact of the COVID-19 pandemic on gender equality in NHS leadership. The aim was to investigate whether the pandemic facilitated conditions that better enabled workplace promotions for female leaders.

It's ok to be different: Supporting black and minority ethnic nurses and midwives in their professional development in the UK
Nurse Education in Practice, 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 Abstract only*
Journal of Social Psychology 163(2), 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
Journal of Public Health 4, 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 Abstract only*

Journal of Neurosurgical Sciences 66(3), 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
BMJ Open 12(12), 2022
To perform a mixed-methods study identifying motivators and deterrents to female doctors interested in core surgical training (CST). To provide tangible implementations based on the findings. 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? Abstract only*
Leadership in Health Services, 2022
The purpose of this paper is to report on the dynamics of "identity leadership" with a quality improvement project undertaken by an International Medical Graduate (IMG) from Sri Lanka, on a two year Medical Training Initiative (MTI) placement in the National Health Service (NHS) [Academy of Medical Royal Colleges (AoMRC), 2017].

It is not Black and White: A spotlight on racial diversity in paediatrics
Journal of Paediatrics and Child Health 58(8), 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?
Journal of Neurosurgery 50(3), 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 Abstract only*
British Journal of Nursing 30(7), 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
Primary Dental Journal 10(2), 2021
This paper highlights the process of transition to a female majority for dentistry, examines various influences on this trajectory, and considers the implications for the profession, health systems and patients, as well as individual dentists.

Diversity in NHS clinical leadership: Is better talent management the route to gender balance? Full text available with NHS OpenAthens account*
BMJ Leader 4, 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? Abstract only*
Postgraduate Medical Journal 96(1132), 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.

Perspectives of leaders

Doctors as system leaders: medical professionalism and 'making a stand'
Social Science & Medicine 381, 2025
Regional collaborative networks are an important focus of healthcare policy around the world. Doctors are increasingly taking up roles as 'system leaders' in these networks. These roles are seen as important for facilitating collaboration between stakeholders to coordinate services and foster innovation. Drawing from a study of 12 senior medical leaders who have taken on the new role of 'Chief Medical Officer' in the Integrated Care Systems in England, we explore how they understand and enact these new system leadership roles. We develop a novel

theoretical perspective on medical professionalism as a mode of governance.

Leading and managing a multidisciplinary team in health and social care: a critical and personal reflection
British Journal of Nursing 33(12), 2024
his article presents a synthesis of the leadership and management knowledge and experience gained while participating in project work in health and social care. The first part presents a critical evaluation of leadership and management across health and social care services, with a focus on a multidisciplinary team in a ward setting. The second part presents a critical reflection on a personal leadership and management experience during the project using an appropriate model of reflection, a synthesis of lessons learnt and application to future practice as a registered nurse. A range of theories and frameworks related to leadership, management and team working are critically evaluated and a critical understanding of both political and economic perspectives within today's healthcare system is presented.

Bringing people together through shared purpose and identity: lessons learnt from NHS Providers CEO Sir Julian Hartley Full text available with NHS OpenAthens account*
BMJ Leader 8(4), 2023
INTRODUCTION: The healthcare sector is facing increased demand with reduced resources, yet despite these challenges, leaders such as NHS Providers CEO Sir Julian Hartley have created cultures where the workforce can realise shared values, through a focus on staff engagement. This article describes Julian's journey, through the eyes of a doctor-in-training working in an organisation he has led, to understand what we can learn from his approach to leadership.

Is there anybody there, does anybody care? Experience and perceived importance of senior psychological leadership
Clinical Psychology Forum 363, 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
The Bulletin of the Royal College of Surgeons of England 105(4), 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
Health Services Management Research 35(4), 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](#)
BMJ Open 12 (2), 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](#)
BMC Health Services Research 22, 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](#)
Journal of Advanced Nursing 77(9), 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](#)
International Journal of Integrated Care, 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](#) Abstract only*
Journal of Patient Safety 17(4), 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.

[The Chief Registrar role in the UK: leadership capacity and development of hybrid leaders](#)
Journal of Health Organization and Management, 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
Journal of Health Organization and Management, 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

Leadership and Management Framework Development - Information Pack 2025
NHS England, February 2025
NHS England is working with the service and an external consortium of expert partners, to co-design and develop a new NHS Management and Leadership Framework ("the framework").

NHS leadership competency framework for board members
NHS England, February 2024

Leaders in the NHS help deliver better health and care for patients by setting the tone for their organisation, team culture and performance.
We have worked with a wide range of leaders from across the NHS to help describe what we do when we operate at our best. We have engaged with stakeholders including NHS Providers, NHS Employers and NHS Confederation, and built in best practice from other industries. We have used the feedback to design the 6 competency domains in the Leadership Competency Framework (the framework) to support board members to perform at their best.

Development and Use of the Leadership Competencies for Healthcare Services Managers Assessment
Frontiers in Public Health 7(34), 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
NHS England and Health Education England, 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.

Clinical Leadership Competency Framework
NHS Leadership Academy, 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
NHS, 2010
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.

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.