LEADerShip at a Glance

CHLNet's "Top Three" Suggested LEADS Readings for COVID-19[1]

Bohmer, R., Shand, J., Allwood, D., Wragg, A., & Mountford, J. (2020). Learning systems: managing uncertainty in the new normal of COVID-19. *NEJM Catalyst Innovations in Care delivery*, *1*(4).

Summary:
The uncertainty surrounding the first phase of the COVID-19 pandemic in the United Kingdom required health care organizations to learn quickly and act as fast as possible. At the National Health Services (NHS) Nightingale Hospital London (a temporary facility to provide expanded capacity set up inside a conference center), the authors built structures and processes into the operating model that supported learning activities designed to bring the best knowledge to every bedside, and to improve the patient and staff experience day by day. New approaches and changes to standard processes were put into practice using multiple channels, including a novel staff role, the Bedside Learning Coordinator, to both source ideas for improvements in clinical practice and to communicate changes to staff at the bedside. The basic architecture of Nightingale's learning system is applicable to any health care delivery organization and could help providers address both the challenges associated with the novel coronavirus pandemic, and of managing care systems in normal conditions.

LEADS Link: A capability within the LEADS domain of *Systems Transformation*, is *Encourage and Support Innovation.* This article profiles an innovative practice aimed at improving the learning capacity of a hospital in the NHS; which is itself an important quality of a high functioning health system.

Cooley, L. (2020). Fostering Human Connection in the COVID-19 Virtual Health Care Realm. *NEJM Catalyst Innovations in Care Delivery*. **May:1-6.**

Summary:
Social distancing practices resulting from the COVID-19 pandemic have accelerated the use of telehealth and virtual team meetings. Until recently, telehealth was embraced mainly as a way to enable remote patient care and specialist consultations and to provide convenience for patients. COVID-19 has changed that, and the health care community has clamored to adapt. This article offers a set of evidence-based tips for enhancing the personal quality of one's virtual communications by video or phone – be "present," identify needs, listen, respond with empathy, and share information – and some strategies for applying them with both patients and colleagues.

Link to LEADS: This article profiles how the world of communications is changing as a consequence of COVID-19 and the reliance on technology as a communication medium. It operationalizes the *Communicate Effectively* capability of the *Engage Others* domain of LEADS.

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[1] As recommended by Dr. Graham Dickson (CHLNet Senior Research Advisor)

Scoblic, J. P., Kessler, D., & A Roundtable with five CEOs. (2020). Article Collection Spotlight: Emerging from the Crisis. *Harvard Business Review*. July-August:2-19.

Summary:
In this anthology of three articles, the two authors and a Roundtable of CEOs reflect on the question: How can we formulate strategy in the face of uncertainty? That's the fundamental question many leaders are asking themselves as they prepare to keep their business or enterprise afloat; and as they try to remain viable in the future. During the COVID-19 crisis, this question has taken on greater urgency. The three articles in this collection provide fascinating perspectives on this challenge: many of which are applicable in health care.

Link to LEADS: The dynamic tension between facing the challenges of today and also preparing for the future demands a sophisticated combination of operational and strategic leadership. Indeed, the LEADS domain of *Systems Transformation* points out that successful leaders *Encourage and Support Innovation* (short term adjustments) while at the same time, *Orienting Themselves Strategically* to the future: two LEADS capabilities.