

LEADerShip at a Glance

CHLNet's "Top Three" Suggested LEADS Readings

Introduction:

The four references in this month's Top 3 (actually 4) are chosen to reflect a number of different leadership issues not obviously connected, but relevant to the work of CHLNet.

Reference 1 is a 2023 study that looks at the health of CEOs in Sweden. The CEOs are drawn from the private sector primarily and their health—on two dimensions, mental and physical health—is compared to three different professional groups and the population at large. Interestingly enough, CEO health is better than the general population; and in some instances, not as good as the professional groups when compared. This would be a fascinating study to investigate how people in different leadership roles compare, health-wise, to the professionals and employees they lead.

Reference 2 explores how to understand what networks are, and how they function, in low-and-middle income countries' health systems. The scoping review searched the literature in health systems networks and found there are identifiable common elements. Given CHLNet is a network, albeit in a highly developed country, the findings relative to what those common elements are, and how they can be made to optimally function, is of interest.

Reference 3 looks at a conceptual framework for the teaching of leadership at the university level, primarily in the context of leadership development within the armed forces in the USA. This framework—the Four Ce-PITO framework—has four elements: Character, Competence, Context, and Communication, across four ever-increasing levels of complexity. This conceptual framework is complementary to LEADS; and could be compared in terms of ease of use for developmental purposes.

Reference 4—a bonus reference—deals with an issue that continues to challenge leaders in all facets of health care: misinformation. It also differentiates between misinformation (unintentional) and disinformation (deliberately created) and provides an overview of efforts made in New York City's Department of Health and Mental Hygiene to deal with the problem. Of note is the high community engagement approach, and its efforts to connect with multiple cultures within New York City (i.e., monitoring non-English and non-U.S. information). The article describes how the issues of mis and disinformation were dealt with, and lessons learned.

References:

1. Keloharju M, Knüpfer S, Tåg J. CEO health. [The Leadership Quarterly](#). 2023 Jan 16:101672.

Summary:

Using comprehensive data on 28 cohorts in Sweden, the authors analyze CEO health and its determinants and outcomes. They find that CEOs are in much better health than the population and on par with other high-skill professionals. These results apply in particular to mental health and to CEOs of larger companies. They explore three mechanisms that can account for CEOs' robust health. First, health predicts appointment to a CEO position. Second, the CEO position has no discernible impact on the health of its holder. Third, poor health is associated with greater CEO turnover.

Here, both health at the time of the study and health at the time of appointment matter. Poor CEO health also predicts poor organization outcomes. They find a statistically significant association between mental health and corporate performance for smaller-firm CEOs, for whom a one standard deviation deterioration in mental health translates into a performance reduction of 6% relative to the mean.

Interestingly, what all these scenarios have in common is that they make CEOs and other high-skill professionals more likely to require health care—and thus appear less healthy.

2. Kalaris K, Wong G, English M. Understanding networks in low-and middle-income countries' health systems: A scoping review. [PLOS Global Public Health](#). 2023 Jan 11;3(1):e0001387.

Summary:

Networks are an often-employed approach to improve problems of poor service delivery and quality of care in sub-optimally functioning health systems. There are many types of health system networks reported in the literature and despite differences, there are identifiable common characteristics, uses, purposes, and stakeholders. This article explores the networks that form when groups of health system actors from across levels and sectors of care, entities, and geographies come together in a distinct way and work together with the aim to improve service delivery, quality of care, and/or health system functioning. These networks are not a parallel structure to the public sector health system but often represent a new layer on top of or within the existing health system, thereby potentially reinforcing it.

This scoping review systematically searched the literature on networks in health systems to map the different types of networks to develop an understanding of what they are, when and what they are used for, and the purposes they intend to achieve.

Drawing on existing frameworks and refining with the selected literature, a five-component framework (form and structure, governance and leadership, mode of functioning, resources, and communication), broadly characterizing a network, is proposed. The framework and mapping of uses, purposes, and stakeholders is a first step towards further understanding what networks are, when and what they are used for, and the purposes they intend to achieve in health systems.

3. Grunberg NE, Barry ES, Callahan CW, Kleber HG, McManigle JE, Schoemaker EB. A conceptual framework for leader and leadership education and development. [International Journal of Leadership in Education](#). 2019 Sep 3;22(5):644-50.

Summary:

The FourCe-PITO conceptual framework of leadership is used by the Uniformed Services University of the Health Sciences (USU) Leader and Leadership Education and Development (LEAD) Program in

Bethesda, Maryland, USA. USU educates healthcare leaders to serve in the U.S. Army, Navy, Air Force, and Public Health Service.

Conceptual frameworks for Leader and Leadership Education and Development guide the curriculum and assessment of students, faculty, and programs. This commentary defines leader and leadership and presents a leadership conceptual framework that includes four 'C' elements (FourCe) – Character, Competence, Context, and Communication – across four levels of psychosocial interaction – Personal, Interpersonal, Team, and Organizational (PITO). This FourCe-PITO framework delineates elements of leadership, considers interactions of these elements, guides curriculum content, and is the basis for assessments. The application of this framework is discussed for all levels of education.

It is being used successfully in the education and development of physician leaders in the USA and is being extended across graduate and professional leader and leadership development.

4. Knudsen J, Perlman-Gabel M, Uccelli IG, Jeavons J, Chokshi DA. **Combating Misinformation as a Core Function of Public Health.** [NEJM Catalyst Innovations in Care Delivery.](#) 2023 Jan 11;4(1):CAT-22.

Summary:

The New York City Department of Health and Mental Hygiene determined that the spread of misinformation about COVID-19 was having a harmful health impact, particularly on communities of color with low vaccination rates. It established a dedicated Misinformation Response Unit to monitor messages containing dangerous misinformation presented on multiple media platforms, including social media, non-English media, and international sites, and proliferating in community forums.

The Misinformation Response Unit and the Health Department collaborated with more than 100 community partners to tailor culturally appropriate, scientifically accurate messages to different populations. The Health Department and its partners were able to rapidly identify messages containing inaccurate information about COVID-19 vaccines, treatment, and other issues and to support the delivery of accurate information to various populations.

Although the harms of misinformation and benefits of addressing the problem require additional evaluation, internal and external interviews suggested that the Misinformation Response Unit helped the Health Department counter misinformation and disseminate accurate scientific information to the community, thus improving health and vaccine equity during the Covid-19 pandemic.

Link to LEADS:

LEADS—the acronym for the full title of the framework: *LEADS in a Caring Environment*—is connected to reference 1 because many of the CEOs in CHLNet embrace this framework as how to develop and practice leadership. Also, one of the capabilities of Engage Others is Contribute to the creation of healthy organizations; and CEO health is important for that. Reference 2 links to LEADS because of its emphasis on networks, a form of a coalition: i.e., Develop Coalitions domain of LEADS. Reference 3 provides an alternate conceptual framework for teaching leadership, but one that is compatible with many of the LEADS domains. And reference 4 describes a deliberate strategy adopted by a health system—New York—to counter the opposite of the capability of Develop Coalitions, i.e., Mobilize knowledge: i.e., mis and dis-information.