

# Library and Knowledge Services case study

# Leadership and inclusion – Lancashire Teaching Hospitals NHS Foundation Trust

29th June 2021

## Reason for enquiry

Our requestor, who is a Leadership & Organisational Development Advisor for the Trust, contacted the library service because he wanted to collect a range of information on different inclusion topics, including:

* Inclusive leadership
* Microagressions
* White privilege
* White fragility
* How to have conversations about race

He wanted the information to help the Organisational Development and Leadership team develop an educational approach to equality and equity in line with Trust values. They wanted to increase awareness of these key inclusion topics amongst leaders within the Trust and also to increase leaders’ cultural competence. They wanted to do this by developing a series of awareness sessions for leaders (similar to Leadership Circles) and the evidence would provide the basis for this. The search would also help form an evidence based resource that leaders could refer to. All the work was being conducted against the backdrop of the International Black Lives Matters movement and the social and healthcare inequalities raised though the Covid19 pandemic.

## What the knowledge and library specialist did

The library service carried out a comprehensive literature search on the topic. Due to the nature of the topic area, we split the topics into sections and provided details of national reports, documents, books, web pages, blogs and postcasts. We also provided lists of relevant research articles. It was not possible to be completely comprehensive for each topic but we were able to provide a good overview and key resources for each area.

# Impact of input from the library and knowledge service

The literature search results have been used to support the development of Leadership Support Circles within the Trust and have also contributed to evidence-based content for ILM courses and the design of an Equality and Inclusion Allies Programme.

## Immediate Impact

Following the delivery of the results, our requestor was able to use the evidence to create a range of teaching materials for a series of awareness sessions for Trust leaders and the development of leadership support circles. These were initially launched nationally as online sessions by NHS England and NHS Improvement in response to Covid-19, and featured 10 principles for leading compassionately during the pandemic. Within the Trust, the Organisational Development and Leadership team wanted to expand on this work. Leadership circles draw on practices from Schwartz Rounds and they offer leaders a reflective safe space for people to discuss and share experiences.

Our requestor has used the evidence to help develop 4 Trust leadership circles and these sessions are offered via MS Teams. The evidence has also contributed to course content for the ILM Level 3 award in Leadership and Management and the design of an Equality and Inclusion Allies Programme.

## Probable future Impact

It is difficult to know for certain what the future impact of the search results will be. The results have been used to develop Trust-wide training sessions, courses and programmes relating to leadership and inclusion and hopefully they will have an impact on staff awareness of equality, inclusion and diversity topics. In turn, this will hopefully lead to a better working environment for all and ultimately, better care for patients and staff.

## Submission by:

Ian Mills

Leadership & Development Advisor

Lancashire Teaching Hospitals NHS Foundation Trust

## For further information on how you can get similar support contact your local NHS library and knowledge service.

**Submission Details**

Name of Organisation Lancashire Teaching Hospitals NHS Foundation Trust

Knowledge and Library Service Contact Email [Joanne.Taylor@lthtr.nhs.uk](mailto:Joanne.Taylor@lthtr.nhs.uk)

NHS Region North West

Title of Case Study Leadership and inclusion

Sector Acute

Group Impacted Multiprofessional

Impact Types [Please select any which apply]

Contributed to personal or professional development.

Contributed to service development or delivery.

Facilitated collaborative working.

Health Information for Patients, Carers and the Public.

Improved the quality of patient care.

Mobilising evidence and organisational knowledge.

More informed decision making.

Productivity and efficiency.

Reduced risk or improved safety.

Saved money or contributed to financial effectiveness.

Improved health and wellbeing of staff and learners

I have consent from individuals referred to in this case study to share details nationally for advocacy and promotion.

Yes