**Bluecoats Phase 2: Early Planning and Discussion**

**Date**: 2023/02/22, 1:00pm-2:00pm

**Attendees**: Brenna, Art, Ken

**Topics**: Phase 1 learnings and phase 2 proposal; frontend and backend structure and operational flow; data sources, data integration, process and outcome metrics; organizational, funding, resource, and data hierarchies; systems integration to support scalable feedback mechanisms

* **Phase 1 takeaways**:
  + **Scope**: Change best addressed at unit level
  + **Leadership**: Disconnect between local and high-level leaders in terms of staff relationships/HTB, operational support, and organizational authority
  + **Resources**: Complex ownership of and access to funding/resources leading to unnecessary friction in driving change
  + **Data**: High volume (many units generating data), varied (data is highly context dependent), complex (many variables for grouping/stratification/clustering), and disjointed sources (difficult to connect data within units and compare data across units).
* **Phase 2 goals**: automate/scale, unify, integrate
  + **Characterize Organizational Structure**: Develop hierarchical maps of personnel/leadership, funding sources and authority/access, data/metrics
  + **Automate and Scale**: A well-defined data model for linking sources, development of process and outcome metrics, wellbeing metrics, automated data collection and processing

**Manuscripts/Articles**:

1. Interventions to develop collectivistic leadership in healthcare settings: a systematic review: https://link.springer.com/article/10.1186/s12913-019-3883-x
2. Distributed leadership as a unit of analysis: <https://www.sciencedirect.com/science/article/pii/S1048984302001200>
3. Change agency in a primary health care context - The case of distributed leadership: <https://journals.lww.com/hcmrjournal/Abstract/2010/04000/Change_agency_in_a_primary_health_care_context_.9.aspx>
4. Measuring distributed leadership agency in a hospital context: Development and validation of a new scale: <https://www.emerald.com/insight/content/doi/10.1108/JHOM-05-2015-0068/full/html?utm_campaign=Emerald_Health_PPV_Dec22_RoN>
5. Distributed leadership patterns and service improvement: Evidence and argument from English healthcare: https://www.sciencedirect.com/science/article/pii/S1048984312001014
6. Potential challenges facing distributed leadership in health care: evidence from the UK National Health Service: https://onlinelibrary.wiley.com/doi/full/10.1111/1467-9566.12171
7. Distributed leadership in health care: The role of formal leadership styles and organizational efficacy: <https://journals.sagepub.com/doi/abs/10.1177/1742715016646441?journalCode=leaa>
8. Do autonomous and trusting hospital employees generate, promote and implement more ideas? The role of distributed leadership agency: https://www.emerald.com/insight/content/doi/10.1108/EJIM-08-2019-0234/full/html
9. Exploring the neglected and hidden dimensions of large-scale healthcare change: <https://onlinelibrary.wiley.com/doi/full/10.1111/1467-9566.12923>
10. Leadership and change mobilization: The mediating role of distributed leadership: <https://www.sciencedirect.com/science/article/abs/pii/S014829631930579X>
11. Distributed Leadership Agency and Its Relationship to Individual Autonomy and Occupational Self-Efficacy: a Two Wave-Mediation Study in Denmark: <https://link.springer.com/article/10.1007/s41463-017-0023-9>
12. Distributed Leadership Agency and Work Outcomes: Validation of the Italian DLA and Its Relations With Commitment, Trust, and Satisfaction: <https://www.frontiersin.org/articles/10.3389/fpsyg.2020.00512/full>
13. Distributed Leadership in Organizations: A Review of Theory and Research: <https://onlinelibrary.wiley.com/doi/full/10.1111/j.1468-2370.2011.00306.x>
14. Alternative Approaches for Studying Shared and Distributed Leadership: https://onlinelibrary.wiley.com/doi/full/10.1111/j.1468-2370.2011.00312.x