Nightingale Challenge Compendium of Resources

Last Updated: 21/10/2019

The Nightingale Challenge Compendium of Resources contains links to current international articles on leadership and management, service improvement and other related topics, as well as articles which provide guidance on the Nightingale Challenge. The Compendium aims to provide Nightingale Challenge participants with an overview of the latest guidance from stakeholders related to the subjects listed.

The Compendium includes links to webinar subjects which are available for all Nightingale Challenge participants in any care setting. As well as a practical and suggestive guide for producing leadership programme content, Nightingale Challenge resources and webinar content, this Compendium includes links to supporting materials such as literature reviews, tools and audio, andvisual recordings. Access to the Nursing Now 2020 and Nightingale Challenge social media and marketing resources and information can also be found within the Compendium.

The Compendium is updated and published on a monthly basis by the Nightingale Challenge team in response to policy and guidance updates, review or removal from the listed stakeholder or organisation. The updates are approved by the Nursing Now Steering Group.

Disclaimer: No responsibility will be taken for any omissions to the content of the compendium. Any questions regarding any of the content should be directed to the appropriate organisation.

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1. Nightingale Challenge Online Resources

Year	Guidance	Summary	Author
2019	Welcome to the Nightingale Challenge https://www.nursingnow.org/nightingale/	Opening welcome page detailing the aim of the Nightingale Challenge and relation to the Nursing Now 2020 campaign.	NC
2019	Disclaimer https://www.nursingnow.org/disclaimer/	Disclaimer demonstrating that the Nightingale Challenge is a pledge supported by the Burdett Trust for Nursing, acting through its programme committee Nursing Now. It also describes the purpose, and that employers signing up to the pledge are fully responsible for the quality and content of the training provided to their staff.	NC
2019	About the Challenge https://www.nursingnow.org/about-nightingale/	Description and purpose of the Nightingale Challenge, and organisational benefits of accepting the challenge.	NC
2019	Signing up for the Challenge https://www.nursingnow.org/nightingale-sign-up/	Sign up form for organisations to complete to join the Nightingale Challenge, that includes sign up details, numbers of participants and an outline of main activities and interventions.	NC
2019	Participating Organisations & Case Studies https://www.nursingnow.org/participating-organisations/	Interactive world map of participants and their projected programmes of involvement. Case studies provide detail on how selected organisations are planning to respond to the Challenge.	NC
2019	Blogs/Vlogs https://www.nursingnow.org/blog/?doing_wp_cron=1570608857.5657699108123779296875	Collection of Blogs/Vlogs that relate to Nursing Now and the Nightingale Challenge.	NC
2019	Resources https://www.nursingnow.org/nightingale-resources/	Collection of Resources relating to content of the Nightingale Challenge that are Open Source and free to all participants.	NC
2019	Social Media and Marketing Materials https://www.nursingnow.org/nightingale-marketing/	Social media and marketing materials to help you promote the Nightingale Challenge	NC
2019	Nightingale Challenge Brochures https://www.nursingnow.org/nightingale-challenge-brochure/	A succinct outline of the challenge for new participants available in six languages	NC

2019	Existing Courses and Programmes https://www.nursingnow.org/existing-courses-and-programmes/	Open Source list of links to existing programmes and courses that are available to be accessed globally, or across a region of several different countries to supplement local programmes or as more substantial, stand-alone training courses.	NC
2019	Articles https://www.nursingnow.org/nightingale-articles/?doing_wp_cron=1570610533.1911380290985107421875	Articles about the Nightingale Challenge.	NC
2019	Funding https://www.nursingnow.org/nightingale-funding/	Details on financial support and funding for Nightingale Challenge Participants.	NC
2019	Contact the Team https://www.nursingnow.org/contact/	Contact details and background of the Nightingale Challenge Team.	NC

2. Existing Courses and Programme Details

Year	Guidance	Summary	Author
2019	Institute of Healthcare Improvement (IHI) Open School www.ihi.org/NightingaleChallenge	IHI are offering four of their most popular Open School courses for free to nurses and midwives taking part in the Nightingale Challenge. Until **12th May 2020**, you can access the following engaging and interactive programmes online as part of your Nightingale Challenge development programmes: ● QI 101: Introduction to Healthcare Improvement ● PS 101: Introduction to Patient Safety ● L 101: Introduction to Health Care Leadership ● PFC 101: Introduction to Person- and Family-Centred Care	IHI
2019	International Council of Nurses (ICN): Global Leadership Programmes Overview https://www.icn.ch/what-we-do/projects	Overview of resources that ICN have developed, including a range of leadership development programmes specifically designed for nurse leaders, from short intensive programmes over a few days, to longer-term ongoing programmes.	ICN
2019	Nursing Policy Leadership Programme https://www.icn.ch/what-we-do/projects/nursing-policy-leadership-programme	New programme launched to meet the challenge set by Nursing Now. This new initiative delivers short, effective, local programmes to develop established and emerging nurse leaders in hospitals, community services, universities, regulators, ministries of health and nongovernmental organisations. This unique offer focuses on developing both individual leaders and their organisations, and the synergy of both. Tailored to each organisation's needs and circumstances, it is cost-effective, offers partnerships with regional and global health organisations,	ICN

		and badges your organisation as a visible and active partner in the Year of the Nurse and the Midwife 2020.	
2019	Leadership for Change (LFC) https://www.icn.ch/what-we-do/projects/leadership-change-lfc	Designed to build the capacity of senior and executive level nurses from low, middle and high-income countries. It provides participants with opportunities to develop understanding of global health challenges, obtain insight into international leadership styles, and be exposed to and analyse change management in the context of health system redesign. LFC has been implemented in more than 70 countries, including a 'Train the Trainers' version in 40 of these countries.	ICN
2019	Global Nursing Leadership Institute (GNLI) https://www.icn.ch/what-we-do/projects/global-nursing-leadership-institute-gnli	A unique leadership development opportunity aimed at senior and executive nurse leaders across the world, focusing on policy understanding and influence. Established in 2009, the GNLI employs an action-learning approach within a collaborative and stimulating learning culture. Working in small teams, participants will develop their leadership skills and behaviours through exposure to international faculty, group and plenary work, site visits and workshop mode activities. The six-day residential programme takes place annually in Geneva, Switzerland during the month of September.	ICN
2019	edX Leadership Courses https://www.edx.org/learn/leadership	Free online courses in inclusive leadership,communication, management and more. Courses either have individual start dates or are self-paced.	edX
2019	FutureLearn https://www.futurelearn.com/courses/categories/business-and-management-courses/management-and-leadership	Free short online management and leadership courses. Online registration is required, with course commencements on set days.	FL
2019	The Open University, OpenLearn: Leadership & Management	● The Open University offers OpenLearn, short courses that introduce participants	OU

	https://www.open.edu/openlearn/money-management/management/leadership-and-management	to the subjects that can be explored later on longer programmes and also provide a free statement of participation on completion. Subjects include: Discovering managementWorking in groups and teamsCommunication,management and your own context	
2019	NHS Leadership Academy Edward Jenner Leadership Programme https://www.leadershipacademy.nhs.uk/programmes/the-edward-jenner-programme/	The Edward Jenner Leadership Programme builds a strong foundation of leadership skills that can help enhance confidence and competence. There are two levels within the Edward Jenner programme: Launch and Foundations. Both Launch and Foundations are accessed via the NHS Leadership Academy website, after registering with the leadership community website NHSx and continue to be open access, online and with no charge.	NHSLA
2019	Open Learning Campus. [ONLINE] Available at: https://olc.worldbank.org/. [Accessed 21 October 2019].	Dynamic learning opportunities provided by the World Bank Group where audiences can learn at their own pace and access the knowledge they need. Open Learning Campus (OLC) equips individuals with the knowledge and capabilities to tackle the toughest development challenges. The OLC helps scale development learning by offering a comprehensive learning curricula with wider access and an enhanced learner experience.	WBG

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3. Webinars

Year	Guidance	Summary	Author
2019	Nightingale Challenge Webinar Overview https://www.nursingnow.org/nightingale-resources/	Live Webinars are planned and forecast throughout the year until the end of the Nightingale Challenge and recordings can be found in the Nightingale Challenge resource webpage.	NC
2019	Webinar "Voices from nurses in practice – ICN's Leadership for Change (LFC)™"	Webinar focus on ICN's "Leadership for Change (LFC)™" Programme.	ICN
2019	Webinar "Leadership: The Heart of Care"	Webinar focus on leadership and compassionate, person centred leadership.	NC

4. Programme Themes and Content
4.1 Leadership
4.1.1 Communication

Year	Guidance	Summary	Author
2019	Listening to Understand, A Core Leadership Skill. Journal of Public Health Management and Practice, 25/5, p508-510.	Article exploring the use of listening as a key leadership skill.	Baker, E.
2011	Julian Treasure: 5 ways to listen better. [ONLINE] Available at: https://www.ted.com/talks/julian_treasure_5_ways_to_listen_better. [Accessed 8 October 2019].	Julian Treasure shares five ways to re-tune your ears for conscious listening -- to other people and the world around you.	TED
2013	Julian Treasure: How to speak so that people want to listen. [ONLINE] Available at: https://www.ted.com/talks/julian_treasure_how_to_speak_so_that_people_ want_to_listen. [Accessed 8 October 2019].	Sound expert Julian Treasure demonstrates the how-to's of powerful speaking - from some handy vocal exercises to tips on how to speak with empathy.	TED
2015	Celeste Headlee: 10 Ways to have a better conversation. [ONLINE] Available at: https://www.ted.com/talks/celeste_headlee_10_ways_to_have_a_better_conversation [Accessed 8 October 2019].	Celeste Headlee has worked as a radio host for decades, and she knows the ingredients of a great conversation: Honesty, brevity, clarity and a healthy amount of listening. In this insightful talk, she shares 10 useful rules for having better conversations.	TED

2018	Julia Dhar: How to disagree productively and find common ground. [ONLINE] Available at: https://www.ted.com/talks/julia_dhar_how_to_disagree_productively_and_find_common_ground [Accessed 8 October 2019].	Drawing on her background as a world debate champion, Julia Dhar offers three techniques to reshape the way we talk to each other so we can start disagreeing productively and finding common ground.	TED
2019	Interview with Navina Evans. [Online Video]. 6 August 2019. Available at: https://www.kingsfund.org.uk/audio-video/navina-evans. [Accessed: 7 October 2019].	At the recent leadership summit we took the opportunity to ask Dr Navina Evans, Chief Executive, East London NHS Foundation Trust, about her leadership style and the challenges she faces in her role.	TKF

4.1.2 Person Centred

Year	Guidance	Summary	Author
2018	Brave Leadership: Unleash Your Most Confident, Powerful, and Authentic Self to Get the Results You Need. 1st ed. Texas: Greenleaf Book Group Press.	Guide for leaders in today's ever-shifting world that provides guidance for ways to manage stress and anxiety, understand influence and feel more confident, courageous, satisfied, and purposeful.	Davis, K.
2014	Work Happy: What Great Bosses Know. 1st ed. New York: Center Street.	Book that addresses skill gaps and provides practical and precise research-based tools.	Geisler, J.
2019	To the moon and back: Don Berwick on politics, leadership and learning from NASA. Episode 13. [ONLINE]. 30 May 2019. Available at: https://www.kingsfund.org.uk/audio-video/podcast/don-berwick-leadership-politics. [Accessed: 7 October 2019].	Professor Don Berwick, President Emeritus at the Institute for Healthcare Improvement, explores his career, the relationship between politics and health, and how to create joy in work.	TKF
2018	Inclusive and person-centred leadership: creating a culture that involves everyone. *British Journal of Hospital Medicine*, [Online]. 79/7, -. Available at: https://www.magonlinelibrary.com/doi/abs/10.12968/hmed.2018.79.7.402 [Accessed 8 October 2019].	Contemporary leadership theory is based on the dynamic processes that occur between leaders and followers. One such theory is inclusive leadership, which is a person-centred approach that focuses on the empowerment and development of followers. This review discusses these features and presents a case study.	Amin, M.

4.1.3 Empathy

Year	Guidance	Summary	Author
2016	Carolyn Jones: A tribute to nurses. [ONLINE] Available at: https://www.ted.com/talks/carolyn_jones_a_tribute_to_nurses [Accessed 8 October 2019].	Presentation that shares personal stories of unwavering dedication in this celebration of the everyday heroes who work at the front lines of health care.	TED
2017	Dixon Chibanda: Why I train grandmothers to treat depression. [ONLINE] Available at: https://www.ted.com/talks/dixon_chibanda_why_i_train_grandmothers_to_treat_depression . [Accessed 8 October 2019].	Presentation by Dixon Chibanda, who realizing that his country would never be able to scale traditional methods of treating mental health issues, Chibanda helped to develop a beautiful solution powered by a limitless resource: grandmothers.	TED
2019	Five myths of compassionate leadership. [ONLINE] Available at: https://www.kingsfund.org.uk/blog/2019/05/five-myths-compassionate-leadership. [Accessed 7 October 2019].	Article that explores myths that must be addressed to ensure people see the value of compassionate leadership.	TKF

4.1.4 Compassion and Kindness

Year	Guidance	Summary	Author
2009	Swami Dayananda Saraswati: The profound journey of compassion. [ONLINE] Available at: https://www.ted.com/talks/ swami_dayananda_saraswati [Accessed 8 October 2019].	Talk that unravels the parallel paths of personal development and attaining true compassion.	TED
2017	Michael West: Collaborative and compassionate leadership. [Online Video]. 9 May 2017. Available from: https://www.kingsfund.org.uk/audio-video/michael-west-collaborative-compassionate-leadership . [Accessed: 7 October 2019].	Explores the links between compassionate leadership and innovation and discusses how we can ensure collaboration across boundaries in health and care.	TKF
2019	Sharon Allen on compassionate and inclusive leadership. [Online Video]. 22 August 2019. Available from: https://www.kingsfund.org.uk/audio-video/sharon-allen. [Accessed: 7 October 2019].	Discussion with Sharon Allen OBE, Chief Executive of the Arthur Rank Hospice Charity, about what compassionate and inclusive leadership means to her.	TKF

4.1.5 Making a Difference

Year	Guidance	Summary	Author
2013	Alison Quirk: Making a difference in the world. [ONLINE] Available at: https://www.ted.com/talks/alison_quirk_making _a_difference_in_the_world. [Accessed 8 October 2019].	Alison explores the wonderful messiness of families – and how to leave a mark on the world.	TED
2013	Roselinde Torres: What it takes to be a great leader. [ONLINE] Available at: https://www.ted.com/talks/roselinde_torres_ what_it_takes_to_be_a_great_leader. [Accessed 8 October 2019].	Clear, candid talk on 25 years observing truly great leaders at work, and sharing the three simple but crucial questions would-be company chiefs need to ask to thrive in the future.	TED

4.1.6 Empowerment

Year	Guidance	Summary	Author
2011	The Leadership Pipeline: How to Build the Leadership Powered Company. 2nd ed. New York: Jossey-Bass.	Shows how organisations can develop leadership at every level by identifying future leaders, assessing their corporate confidence, planning their development, and measuring their results.	Charan, R., et.al.
2008	Followership: How Followers Are Creating Change and Changing Leaders. 1st ed. Boston: Harvard Business Review Press.	Book exploring how followers are becoming more important, and leaders less.	Kellerman, B.
2000	Fish: A Proven Way to Boost Morale and Improve Results. 1st ed. New York: Hachette Books.	Explores four concepts of choosing your attitude, play, make someone's day, and be there, start, the environment changes to welcome positivity into the work-place.	Lundin, S., et.al.
2012	Take the Lead: Motivate, Inspire, and Bring Out the Best in Yourself and Everyone Around You. 1st ed. New York: Atria Books.	Explores the quality certain people have that causes those around them to engage fully and feel connected.	Myers, B., et.al.
2013	Yves Morieux: As work gets more complex, 6 rules to simplify. [ONLINE] Available at: https://www.ted.com/talks/yves_morieux_as_ work_gets_more_complex_6_rules_to_simplify. [Accessed 8 October 2019].	Exploring why people feel disengaged at work, offers six rules for "smart simplicity."	TED
2019	Matt Hancock and Suzie Bailey in conversation at the Ninth annual leadership summit. [Online Video]. 7 August 2019. Available from: https://www.kingsfund.org.uk/audio-video/mat	Rt Hon Matt Hancock MP, Secretary of State for Health and Social Care interviewed by Suzie Bailey, Director of	TKF

Year	Guidance	Summary	Author
	t-hancock-ninth-annual-leadership-summit. [Accessed: 7 October 2019].	Leadership and Organisational Development, The King's Fund at the Ninth annual leadership summit.	

4.1.7 Connecting and Connections

Year	Guidance	Summary	Author
2015	Presence: Bringing Your Boldest Self to Your Biggest Challenges. 1st ed. London: Little, Brown and Company.	Exploring the science of presence, self-belief and confidence.	Cuddy, A.
2014	Give and Take: Why Helping Others Drives Our Success. 1st ed. London: W&N.	Offers a new model for relationships with colleagues, clients and competitors. becoming doormats, and why this kind of success has the power to transform not just individuals and groups, but entire organisations and communities.	Grant, A.
2006	Quiet Leadership: Six Steps to Transforming Performance at Work. 1st ed. New York: HarperBusiness	Offers a practical, six-step guide to making permanent workplace performance change by unleashing higher productivity, new levels of morale, and greater job satisfaction.	Rock, D.
2014	Leaders Eat Last: Why Some Teams Pull Together and Others Don't. 1st ed. Uxbridge: Portfolio.	Investigates great leaders from military history who sacrifice for those in their care, to the heads of big business and government - each putting aside their own interests to protect their teams.	Sinek, S.
2010	Brené Brown: The Power of Vulnerability. [ONLINE] Available at: https://www.ted.com/talks/brene_brown_on_vulnerability [Accessed 8 October 2019].	Talk on the power of connection and vulnerability.	TED
2012	Amy Cuddy: Your body language may shape who you are. [ONLINE] Available at: https://www.ted.com/talks/amy_cuddy_your_body_language_shapes_who_you_are. [Accessed 8 October 2019].	Body language affects how others see us, but it may also change how we see ourselves. Social psychologist Amy Cuddy argues that "power posing" -- standing in a posture of confidence, even when we don't feel confident -- can boost feelings of confidence and might have an impact on our chances for success.	TED
2016	Adam Grant: Are you a giver or a taker? [ONLINE] Available at: https://www.ted.com/talks/adam_grant_are_you_a_giver_or_a_taker [Accessed 8 October 2019].	Helping others as a powerful motivator for good.	TED
2019	The core of care: Dame Donna Kinnair on bravery in leadership and the nursing	How can we address the nursing workforce crisis? Dame Donna Kinnair,	TKF

Year	Guidance	Summary	Author
	workforce. Episode 16. [ONLINE]. 30 August 2019. Available from: https://www.kingsfund.org.uk/audio-video/podcast/donna-kinnair-nursing-workforce. [Accessed: 7 October 2019].	Chief Executive and General Secretary of the Royal College of Nursing, sits down with Helen McKenna to talk about nursing, workforce pressures and her leadership journey.	
2019	Building Great Work Relationships Making Work Enjoyable and Productive. [ONLINE] Available at: https://www.mindtools.com/community/pages/article/good-relationships.php. [Accessed 16 October 2019].	Connecting with others in human relationships at work.	MT

5.1 Service Improvement

Year	Guidance	Summary	Author
2017	Quality improvement in practice: lessons from mental health. [Online Video]. 20 July 2017. Available from: https://www.kingsfund.org.uk/audio-video/quality-improvement-mental-health. [Accessed: 7 October 2019]	Staff from Tees, Esk and Wear Valleys NHS Foundation Trust and East London NHS Foundation Trust talk about their experiences and offer insights about how to make quality improvement the routine way of working.	TKF
2018	Chris Gibson: Lessons from military medicine on how to innovate. [Online Video]. 3 July 2018. Available from: https://www.kingsfund.org.uk/audio-video/chris-gibson-lessons-military-medicine-how-to-innovate. [Accessed: 7 October 2019].	Keynote address on innovation models and tools developed due to the pressures on the military.	TKF
2018	Durka Dougall: Transformational change in health and care. [Online Video]. 3 May 2018. Available from: https://www.kingsfund.org.uk/audio-video/durka-dougall-transformational-change-health-and-care. [Accessed: 7 October 2019].	Senior fellow, Dr Durka Dougall, asks what it takes to lead successful health and care transformation. She reviews the findings from our recent report, based on personal experience and interviews with four UK and international case sites.	TKF
2019	Approaches to better value: improving quality and cost. [ONLINE] Available at: https://www.kingsfund.org.uk/publications/approaches-better-value. [Accessed 7 October 2019].	Report shares learning and insight from three NHS hospital trusts that have developed organisation-wide strategies for value improvement.	TKF
2013	Red Thread Thinking: Weaving Together Connections for Brilliant Ideas and Profitable Innovation. 1st ed. New York: McGraw-Hill Education.	Explores conventional thinking about innovation and provides an approach that anyone or any business can use to expose the crucial links among observations, experiences, facts, and feelings that on the surface do not seem	Kaye, D.

Year	Guidance	Summary	Author
		related (but are) to uncover fresh, brilliant insights	
2008	The Riddle: Where Ideas Come From and How to Have Better Ones. 1st ed. New York: Jossey-Bass.	Examines the precursors to creative insight and offers clear-cut methods for making "Eureka moments" routine practice rather than lucky accidents. This book dissects the creative process and presents a practical approach for inspiring innovation.	Razeghi, A.
2010	Audit and feedback: effects on professional practice and health care outcomes. [ONLINE] Available at: https://www.who.int/workforcealliance/knowledge/resources/audit_feedback/en/. [Accessed 21 October 2019].	Systematic review analyses how audit and feedback to health care professionals to modify their practices in line with that of their peers or with accepted guidelines can affect the health care professional behaviour. The review concludes that audit and feedback can be effective in improving professional practices. The effects are generally small to moderate. The relative effects of audit and feedback are more likely to be larger when adherence to the recommended practices is low and for audit and feedback with or without educational meetings, when feedback is provided more intensively.	Jamtvedt G, et.al.

6.1 Resilience and Staff Engagement
6.1.1 Engaging as a team

Year	Guidance	Summary	Author
2009	Strengths Based Leadership: Great Leaders, Teams, and Why People Follow: A Landmark Study of Great Leaders, Teams, and the Reasons Why We Follow. 1st ed. New York: Gallup Press.	Book identifies three keys to being a more effective leader: knowing your strengths and investing in others' strengths, getting people with the right strengths on your team, and understanding and meeting four basic needs of those who look to you for leadership.	Rath, T. and Conchie, B.
2019	Improving employee engagement. https://www.gallup.com/workplace/231581/five-ways-improve-employee-engagement.aspx	Exploring 5 ways to improve employee engagement.	G

6.1.2 Strength

Year	Guidance	Summary	Author
2018	Elizabeth Cox: What is imposter syndrome and how can you combat it. [ONLINE] Available at: https://www.ted.com/talks/elizabeth_cox_ what_is_imposter_syndrome_and_how_can_ you_combat_it. [Accessed 8 October 2019].	Describes the psychology behind the imposter syndrome, and what you can do to combat it.	TED
2008	Strengths Based Leadership, Gallup Press, New York.	Exploring how leadership can be improved by identifying inherent strengths.	Rath, T., & Conchie, B.

6.1.3 Honesty and Authenticity

Year	Guidance	Summary	Author
2012	Leadership Series: Vulnerability and Inspired Leadership. [ONLINE] Available at: https://www.impatientoptimists.org/Posts/ 2012/11/Leadership-Series-Vulnerability -and-Inspired-Leadership. [Accessed 8 October 2019].	Online article that explores sharing vulnerability as a means of demonstrating honesty and authenticity.	IO

6.1.4 Role Modelling

Year	Guidance	Summary	Author
2018	Agile Starts—or Stops—at the Top. [ONLINE] Available at: https://www.bcg.com/en-us/publications/2018/agile-starts-or-stops-at-the-top.aspx. [Accessed 8 October 2019].	Article exploring agile leadership and role modelling for better performance.	BCG

6.1.5 Self-care and Wellbeing

Year	Guidance	Summary	Author
2019	Working 9 to 5: Poppy Jaman on mental health and the work–life balance. Episode 9. [ONLINE]. 31 January 2019. Available from: https://www.kingsfund.org.uk/audio-vid	What should employers be doing to keep us well? And what language should we use when we talk about mental health? Poppy Jaman OBE, Chief Executive of City Mental Health Alliance,	TKF

Year	Guidance	Summary	
	eo/podcast/poppy-jaman-mental-health-work-life-balance. [Accessed: 7 October 2019].	chats with Helen McKenna about mental health in the workplace, and shares her advice for future leaders.	
2019	Nursewell App (Apple or Android	App that provides links to Self-care and Wellbeing for Nurses and Midwives	App
2019	Selfcare Website https://everymind.org.au/need-help/self-care [Accessed: 16/10/2019]	Self-care guide online	EM

6.1.6 Emotional Intelligence

Year	Guidance	Summary	Author
2017	Susan David: The gift and power of emotional courage. [ONLINE] Available at: https://www.ted.com/talks/susan_david_the_gift_and_power_of_emotional_courage. [Accessed 8 October 2019].	Psychologist Susan David shares how we deal with our emotions shapes everything that matters: our actions, careers, relationships, health and happiness. In this deeply moving, humorous and potentially life-changing talk, she challenges a culture that prizes positivity over emotional truth and discusses the powerful strategies of emotional agility.	TED
2016	Emotional Agility: Get Unstuck, Embrace Change, and Thrive in Work and Life. 1st ed. New York: Avery.	Book exploring emotional agility and navigation of the inner world - thoughts, feelings, and self-talk - that ultimately determines how successful they will become.	David. S.
2013	Primal Leadership, with a New Preface by the Authors: Unleashing the Power of Emotional Intelligence. 1st ed. Boston: Harvard Business Review Press.	Book affirming the importance of emotionally intelligent leadership. This refreshed edition, with a new preface by the authors, vividly illustrates the power—and the necessity—of leadership that is self-aware, empathic, motivating, and collaborative in a world that is ever more economically volatile and technologically complex.	Goalman, D., et.al.

6.1.7 Mindfulness

Year	Guidance	Summary	Author
2019	Talking leadership: Fiona Greenfield on developing compassionate leadership through mindfulness. [ONLINE] Available at: https://www.kingsfund.org.uk/publications/fiona-greenfield-developing-compas	Discussion on the place of mindfulness in the workplace in aid of developing compassionate leadership.	TKF

sionate-leadership [Accessed 7 October 2019].	

7.1 Support and Collaboration
7.1.1 Creating Effective Workplace Cultures

Year	Guidance	Summary	Author
2009	The Inspiring Leader: Unlocking the Secrets of How Extraordinary Leaders Motivate. 1st ed. New York: McGraw-Hill Education.	A look at the ways that leaders inspire teams to greatness, the behaviors exhibited by the most successful leaders and advice on how to implement them.	Zenger, J., et.al.
2019	Mark Britnell - Human: solving the global workforce crisis in health care. [Online Video]. 7 August 2019. Available from: https://www.kingsfund.org.uk/audio-video/mark-britnell-ninth-annual-leadership-summit. [Accessed: 7 October 2019].	Mark Britnell discusses reframing and repositioning the workforce planning debate to one of productivity, health and national wealth creation.	TKF
2019	Developing cultures. Available from: https://www.kingsfund.org.uk/sites/default/files/michael-west-developing-cultures-%20high-quality-care-kingsfund-feb13.pdf [Accessed: 7 October 2019].	Presentation slideshow on developing cultures of high quality care.	TKF

7.1.2 Workplace Culture

Year	Guidance	Summary	Author
2018	Christine Porath: Why being nice to your coworkers is good for business. [ONLINE] Available at: https://www.ted.com/talks/christine_porath_why_being_nice_to_your_coworkers_is_good_for_business. [Accessed 8 October 2019].	Leadership researcher Christine Porath shares surprising insights about the costs of rudeness and shows how little acts of respect can boost your professional success.	TED
2016	Mastering Civility: A Manifesto for the Workplace. 1st ed. New York: Grand Central Publishing.	Basic civility strategies are discussed by Christine Porath to enable workplace culture to thrive.	Porath, C.
2018	Elizabeth Lyle: How to break bad management habits before they reach the next generation of leaders. [ONLINE] Available at: https://www.ted.com/talks/elizabeth_lyle_how_to_break_bad_management_habits	Leadership expert Elizabeth Lyle offers a new approach to breaking the rules while you're on your way up, sharing creative ways organisations can give middle managers the space and coaching they need to start leading differently.	TED

Year	Guidance	Summary	Author
	_before_they_reach_the_next_generati on _of_leaders. [Accessed 8 October 2019].		

8.1 Knowledge Repositories
8.1.1 Global Health Workforce Alliance

Year	Guidance	Summary	Author
2019	Global Health Workforce Alliance Knowledge Centre. [ONLINE] Available at: https://www.who.int/workforcealliance/ knowledge/en/. [Accessed 21 October 2019].	The Alliance knowledge centre aims to provide all the latest resources related to the crisis in low- and middle-income countries.	WHO
2019	Accreditation of health workers. [ONLINE] Available at: https://www.who.int/workforcealliance/ knowledge/themes/individualaccreditati on/en/. [Accessed 21 October 2019].	Articles and guidance on the licensing, registration and certification of health workers.	WHO
2019	Accreditation of institutions. [ONLINE] Available at: https://www.who.int/workforcealliance/ knowledge/themes/institutionaccreditati on/en/. [Accessed 21 October 2019].	Articles and guidance on the accreditation of institutions.	WHO
2019	Policy and planning. [ONLINE] Available at: https://www.who.int/workforcealliance/ knowledge/themes/policy/en/. [Accessed 21 October 2019].	Articles and guidance on policy and planning.	WHO
2019	Education of Healthcare Workers. [ONLINE] Available at: https://www.who.int/workforcealliance/ knowledge/themes/training/en/. [Accessed 21 October 2019].	Articles and guidance on Education of Healthcare Workers.	WHO
2019	Recruitment. [ONLINE] Available at: https://www.who.int/workforcealliance/ knowledge/themes/recruitment/en/. [Accessed 21 October 2019].	Articles and guidance on Recruitment of Healthcare Workers.	WHO
2019	Workforce Management and performance - Supervision. [ONLINE] Available at: https://www.who.int/workforcealliance/ knowledge/themes/management/en/. [Accessed 21 October 2019].	Articles and guidance on Supervision of Healthcare Workers.	WHO
2019	Compensation and incentives. [ONLINE] Available at: https://www.who.int/workforcealliance/	Articles and guidance on Compensation and incentives.	WHO

	knowledge/themes/incentives/en/. [Accessed 21 October 2019]		
2019	Healthcare System Support. [ONLINE] Available at: https://www.who.int/workforcealliance/knowledge/themes/systemsupport/en/. [Accessed 21 October 2019].	Articles and guidance on the support of the Healthcare system by healthcare workers.	WHO
2019	Life-long training. [ONLINE] Available at: https://www.who.int/workforcealliance/knowledge/themes/inservicetraining/en/. [Accessed 21 October 2019].	Articles and guidance on the development and provision of life long learning to healthcare workers.	WHO
2019	Coping and support strategies. [ONLINE] Available at: https://www.who.int/workforcealliance/knowledge/themes/copingstrategies/en/. [Accessed 21 October 2019].	Articles and guidance on the development and provision of coping and support strategies to healthcare workers.	WHO
2019	Healthcare Worker Labour Markets. [ONLINE] Available at: https://www.who.int/workforcealliance/knowledge/themes/management/labour_markets/en/. [Accessed 21 October 2019].	Articles and guidance on the importance and understanding of Healthcare Worker Labour Markets.	WHO
2019	Migration and retention. [ONLINE] Available at: https://www.who.int/workforcealliance/knowledge/themes/migration/en/. [Accessed 21 October 2019].	Articles and guidance on the effects of migration and retention of healthcare systems and workers.	WHO
2019	Career choice. [ONLINE] Available at: https://www.who.int/workforcealliance/knowledge/themes/career/en/. [Accessed 21 October 2019].	Articles and guidance on the effects of career choice and pathways of healthcare workers.	WHO
2019	Practice environments. [ONLINE] Available at: https://www.who.int/workforcealliance/knowledge/themes/environments/en/. [Accessed 21 October 2019].	Articles and guidance on the effects of practice environments on the experience and retention of healthcare workers.	WHO
2019	Retirement. [ONLINE] Available at: https://www.who.int/workforcealliance/knowledge/themes/retirement/en/. [Accessed 21 October 2019].	Articles and guidance on the retirement of healthcare workers.	WHO
2019	Geographic imbalance. [ONLINE] Available at: https://www.who.int/workforcealliance/knowledge/themes/maldistribution/en/. [Accessed 21 October 2019].	Articles and guidance on the geographic imbalance of healthcare provision and the effect on universal healthcare coverage.	WHO
2019	Skill mix imbalance. [ONLINE] Available at: https://www.who.int/workforcealliance/knowledge/themes/skillmix/en/. [Accessed 21 October 2019].	Articles and guidance on skill mix imbalance.	WHO

2019	Advocacy. [ONLINE] Available at: https://www.who.int/workforcealliance/knowledge/themes/advocacy/en/. [Accessed 21 October 2019].	Articles and guidance on advocacy and healthcare workers.	WHO
2019	Community health workers and Universal Healthcare Coverage. [ONLINE] Available at: https://www.who.int/workforcealliance/knowledge/themes/community/en/. [Accessed 21 October 2019].	Key resources and related knowledge products for Community health workers and Universal Healthcare Coverage.	WHO
2019	Health Financing. [ONLINE] Available at: https://www.who.int/workforcealliance/knowledge/themes/financing/en/. [Accessed 21 October 2019].	Wide selection of resources that include advocacy documents, technical briefs, articles, books, case studies, guidelines, and presentations on Health Financing.	WHO
2019	Fragile context (disrupted healthcare systems). [ONLINE] Available at: https://www.who.int/workforcealliance/knowledge/themes/fragilecontext/en/. [Accessed 21 October 2019].	rticles and reports on fragile context (disrupted healthcare systems).	WHO
2019	Gender issues. [ONLINE] Available at: https://www.who.int/workforcealliance/knowledge/themes/gender/en/. [Accessed 21 October 2019].	Articles on Gender issues and Healthcare Workers.	WHO
2019	Information systems. [ONLINE] Available at: https://www.who.int/workforcealliance/knowledge/themes/informationsystems/en/. [Accessed 21 October 2019].	Articles and reports on healthcare information systems.	WHO
2019	Leadership. [ONLINE] Available at: https://www.who.int/workforcealliance/knowledge/themes/leadership/en/. [Accessed 21 October 2019].	Articles and resources on healthcare systems leadership.	WHO
2019	Maternal health services. [ONLINE] Available at: https://www.who.int/workforcealliance/knowledge/themes/maternalhealth/en/. [Accessed 21 October 2019].	Article on Maternal Health services.	WHO
2019	Mid-Level health workers. [ONLINE] Available at: https://www.who.int/workforcealliance/knowledge/themes/midlevel/en/. [Accessed 21 October 2019].	Articles and resources on mid-level health workers impact within health services.	WHO
2019	Private sector healthcare. [ONLINE] Available at: https://www.who.int/workforcealliance/knowledge/themes/privatesector/en/. [Accessed 21 October 2019].	Articles and resources on the impact of the private sector on healthcare services.	WHO
2019	Task shifting and empowerment. [ONLINE] Available at: https://www.who.int/workforcealliance/	Articles and resources on the impact of task shifting and empowerment of non-physician healthcare workers.	WHO

knowledge/themes/taskshifting/en/. [Accessed 21 October 2019].		

8.1.2 CHW Central

Year	Guidance	Summary	Author
2019	Accreditation/Certification. [ONLINE] Available at: http://www.chwcentral.org/resources?field_resource_topic=2&field_resource_type=All&field_region=All&field_regions_and_country=All&search_api_views_fulltext=. [Accessed 21 October 2019].	Collection of resources and articles on accreditation and certification.	CHW
2019	Behaviour change and communication. [ONLINE] Available at: http://www.chwcentral.org/resources?field_resource_topic=52&field_resource_type=All&field_region=All&field_regions_and_country=All&search_api_views_fulltext=. [Accessed 21 October 2019].	Collection of resources and articles on behaviour changes and the role of communication.	CHW
2019	Leadership. [ONLINE] Available at: http://www.chwcentral.org/resources?field_resource_topic=60&field_resource_type=All&field_region=All&field_regions_and_country=All&search_api_views_fulltext=. [Accessed 21 October 2019].	Collection of resources and articles on leadership.	CHW
2019	Peer Educators. [ONLINE] Available at: http://www.chwcentral.org/resources?field_resource_topic=65&field_resource_type=All&field_region=All&field_regions_and_country=All&search_api_views_fulltext=. [Accessed 21 October 2019].	Collection of resources and articles on the impact of peer education.	CHW
2019	Performance Management. [ONLINE] Available at: http://www.chwcentral.org/resources?field_resource_topic=21&field_resource_type=All&field_region=All&field_regions_and_country=All&search_api_views_fulltext=. [Accessed 21 October 2019].	Collection of resources and articles on the performance management of healthcare workers.	CHW
2019	Program Design. [ONLINE] Available at: http://www.chwcentral.org/resources?field_resource_topic=24&field_resource_type=All&field_region=All&field_regions_and_country=All&search_api_views_fulltext=. [Accessed 21 October 2019].	Collection of resources and articles on the design of programmes of education for healthcare workers and others.	CHW
2019	Program Evaluation. [ONLINE] Available at:	Collection of resources and articles on the design of evaluations of	CHW

	http://www.chwcentral.org/resources?field_resource_topic=25&field_resource_type=All&field_region=All&field_regions_and_country=All&search_api_views_fulltext=. [Accessed 21 October 2019].	programmes for healthcare workers and others.	
2019	Recruitment and retention. [ONLINE] Available at: http://www.chwcentral.org/resources?field_resource_topic=17&field_resource_type=All&field_region=All&field_regions_and_country=All&search_api_views_fulltext=. [Accessed 21 October 2019].	Collection of resources and articles on the recruitment and retention of healthcare workers.	CHW

9. Abbreviations

Abbreviation	Organisation
App	Smartphone Application
BCG	Boston Consulting Group
CHW	Community Health Worker Central
edX	edX Incorporated
EM	Everymind.org.au
FL	FutureLearn
G	Gallup.com
ICN	International Council of Nurses
IHI	Institute of Healthcare Improvement
IO	Impatient Optimists.org
M	Mindtools
NC	Nightingale Challenge
NHSLA	National Health Service Leadership Academy
OU	Open University
TED	Technology, Entertainment, Design
TKF	The King's Fund
WBG	World Bank Group
WHO	World Health Organization