

# **Management and leadership styles and the impact on implementing changes in long-term care: A systematic scoping review**

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# Background & Method

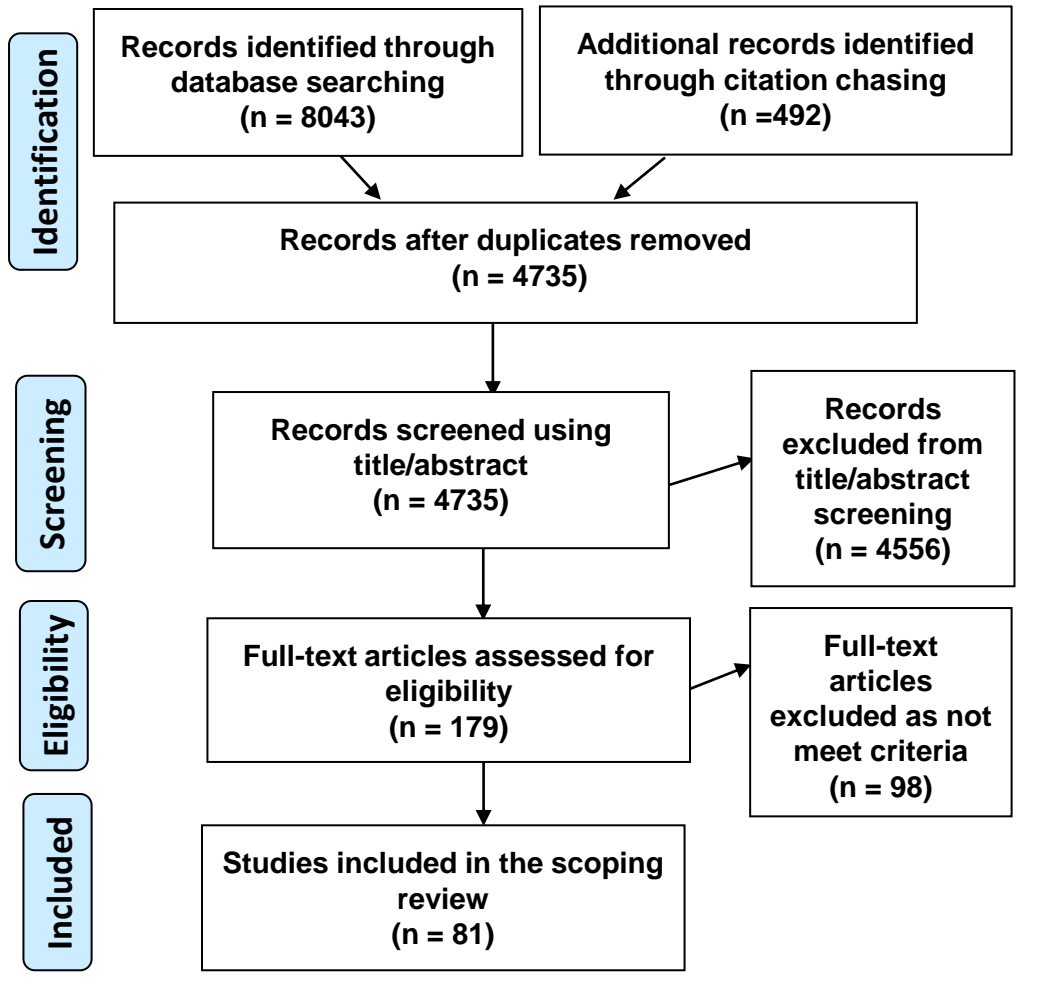
- Within residential and nursing care homes leaders & managers are central to making changes for enhancing the lives of people residing, and working, there.
- Our aim is to describe the existing research relevant to the impact of leadership and management styles on implementing evidence-informed changes in the UK.
- We use a scoping review framework (Arksey & O'Malley 2010; Levac et al. 2010; Peters et al. 2017) with double-blind screening of titles, abstracts & full texts by 2 researchers, resolving disagreements by discussion.
- We extract, then synthesise, information from each study capturing the aim(s), methods, settings/contexts, participants, key findings & implications.

# Results

## 81 articles

- 55 refer to 48 research studies
- 18 opinion pieces
- Four describe three improvement efforts
- Four describe a programme, process or model

Preliminary flow diagram based on PRISMA 2009



# Results

## Methodologies in the studies (n = 48):

- Reviews of literature: systematic, scoping, narrative, rapid
- Evaluation of a programme or improvement effort
- Mixed methods, Qualitative (case study, focus groups, observations, ethnography, interview) and Quantitative (survey, questionnaires)
- Action research

## Styles and skills most emphasised for positively implementing changes:

- Transformational, distributed, relationship-oriented, situated
- Hands-on, visible, knowledgeable management
- Project and change management, advocacy and communication skills
- Share information, supportive, involving, responsive and flexible
- Active collaborators within their community and profession

# Reflections & Implications

- Identified styles and skills that impact on implementing changes. Important to sharing learning, collaborate and support each other.
- Challenging to rigorously research leadership and management in care homes: uncontrollable factors and a shifting organisational and broader context.
- Limitations: no stakeholder group, we will 'sense-check' our findings with interested care home leaders and managers, residents and family members/friends.
- Further work to understand *how* leadership and management styles, skills, knowledge, values, attitudes and context combine when implementing changes.

# Discussion

- How do these findings resonate with what is known about the impact of leadership and management for implementing evidence-informed changes in different sectors?
- How can support for managers and leaders to implement evidence-informed changes be further researched and enhanced to improve services and people's lives?

# Thank you for listening

Any questions or comments?

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<https://www.arc-swp.nihr.ac.uk/implementation-science>

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