

things might Be Better If..., and share Creativity – ideas for improvement or new projects.

**Results** The unit completed more than 50 projects over 4.5 months. Strong team identity and cohesion were developed, with a clear sense of role, ethos and core areas of work. In a high-stress environment, group activities cost little time overall, but were vital to rapid improvement of team cohesion and productivity.

**Conclusions** Clinical practices blended with project management techniques can create a powerful environment for cohesive team development and productive working in a healthcare crisis. A supportive environment, where positive values and behaviours are promoted, and where active, continuous improvement is valued, is vital to meet uncertain, shifting challenges.

## Leading across systems and organisations

### 92 LEADERSHIP ON THE COVID-19 FRONTLINE: EXPLORING EXPERIENCES OF THE SENIOR MANAGEMENT TEAM AT THE NHS NIGHTINGALE NORTH WEST

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10.1136/leader-2020-FMLM.92

**Aims** The NHS Nightingale Hospital North West (NNW) was part of a new group of temporary hospitals created within the NHS, constructed in non-NHS infrastructures, to rapidly expand the capacity of the healthcare service for patients during the COVID-19 pandemic. During its existence, the hospital received 104 admissions, 1183 patient/days. The creation of a new hospital in such a short space of time presented many challenges for those in leadership positions, necessitating diverse and experienced management. This project sought to capture these unique experiences to highlight lessons learnt from the senior leadership team at NNW.

**Method** Using a semi-structured format, interviews were conducted with four consultants and nine members of the senior leadership team. Responses were summarised into transcripts using an interview-based format. Consensus coding of the transcripts was performed using domains/themes to establish common themes that occurred in the interviews and how this related to the hospital workforce.

**Results** The interviews explored what leadership qualities the staff were required to demonstrate. The following themes were identified: adaptability, bringing people together, reassuring staff, keeping calm and being visible. A key element was transparency and sharing information particularly relating to an openness about lack of knowledge, which was pertinent in the climate that COVID-19 created. A flat hierarchy facilitated staff to easily voice their opinion and promote change. Leadership challenges included working with new people, managing uncertainty and the rapid pace of change.

**Conclusions** The project established some key learning points for the NHS to take forward, including a greater focus on staff wellbeing, less bureaucracy and the need for clinicians to be involved in leadership roles. This will benefit staff at all levels of care by facilitating the creation of an environment which makes them feel valued and supported.

## Leading innovation and improvement

### 93 SKILLS FOR COLLABORATIVE CHANGE

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The Q community (delivered by the Health Foundation) and Nesta have worked in partnership to develop a tool that sets out the skills and attitudes needed for collaborative and creative problem solving.

The Skills map is a reflection tool that supports teams to better understand and explore the blend of skills required for collaborative working. It is focused on how teams can work together, is informed by evidence, and supports practical application. It includes activities for how teams can better understand their strengths as well as identify where the potential gaps might be.

## Developing effective leaders

### 94 CAN A MAGAZINE MENTOR? HOW A STUDENT-LED PUBLICATION IS SHAPING PROSPECTIVE & CURRENT MEDICAL, VETERINARY AND DENTAL STUDENT LEADERS

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Mentor magazine is a quarterly magazine which contains wider reading to inspire aspiring healthcare students and provides opportunities for omni-directional mentorship. The magazine is a multidisciplinary project, as reflected in its leadership team consisting of medical, veterinary and dental students. Taking a One Health approach has resulted in a publication which demonstrates collaborative working and the transferable nature of healthcare skills to future leaders. Mentoring prospective healthcare students in writing an article develops the ability to act on feedback and respond appropriately to constructive criticism. Opportunities to publish outside of the school curriculum encourage students to seek challenges consistent with a growth mindset.

A survey was created to map skills learned to the Medical Leadership Competency Framework's areas for leadership and management development, to ensure that processes were shaping future healthcare leaders. Initial data is overwhelmingly positive: 77% of contributors would recommend writing for the magazine. Students feel they learned how to use feedback to develop their skills (69%), learned how to critically appraise scientific literature (58%) and learned about the process of mentoring (58%). Open-text feedback shows that contributors enjoy the process: 'it's satisfying and rewarding'; 'it is an amazing experience in which you...develop essential skills'. This project has shown that the skills of healthcare leadership can be developed at the earliest career stages. To meet growing demand, the publication portfolio of Mentor was remodelled to contain content written by undergraduate students and qualified healthcare professionals. Once the new portfolio has been launched, a follow-up survey will be sent