position for any further increase in cases of COVID-19, protecting an essential workforce.

Clinical Leadership

177 THE EM LEADERS PROGRAMME: LESSONS LEARNT FROM THE COVID 19 FRONTLINE

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The COVID-19 pandemic has presented many unforeseen challenges including an adaptive leadership response from all those who work within the healthcare sector.

The EM Leaders programme is an innovative pilot programme designed to support Emergency Medicine trainees by instilling leadership skills and knowledge and championing a compassionate workplace culture. Never has this more relevant or needed. In order to do this we endeavoured to capture case studies and examples of leadership on the frontline during this COVID period, through a survey sent out through RCEM. A selection of the respondents were then approached to undertake more detailed semi-structured interviews.

A thematic analysis on these interviews and survey results was conducted and the themes aligned to the EMLeaders framework; a framework detailing the required competencies and descriptors for each stage of EM training.

Key themes identified have been around the opportunity to understand and develop self, with a particular focus on the importance of wellbeing and self-care. Many respondents talked about the need to do this personally in order to manage their own emotions and stressors. Departments, where compassionate leadership have been highlighted and the impact of this on the staff seen. Notable themes identified are around the development of service to adapt for the COVID pandemic. This has often been at rapid speed and is particularly noticeable for senior trainees and junior consultants who have found themselves stepping up. Various leadership challenges have been identified and recalled including managing conflict and challenging behaviour. Respondents also noted challenges in developing network, service and the ED team due to transactional leadership styles within wider organisations, leading to a feeling of disempowerment, team fragmentation, lack of autonomy for shop floor decision making and a belief of feeling undervalued during a time of intense pressure.

178 LEADERING DURING THE COVID19 PANDEMIC: FROM MEDICAL STUDENT TO CEO

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The FMLM Trainee Steering Group (TSG) sought to capture the lessons learnt through a series of interviews and blogs

from individuals stepping forward into the leadership challenges during the COVID19 Pandemic. This included clinicians from Interim Foundation doctors through to chief executives to give a wide view of leadership-in-action and understand what lessons have been learnt so far from those individuals. This opportunity enabled those individuals to take stock and reflect on their own behaviours and of their team/organisation and was documented through a series of blogs.

Each of the roles interviewed offered unique challenges and viewpoints. A thematic analysis analysing the behaviours and skills described was performed on the transcripts of these interviews and coded according to the domains from the FMLM standards.

The transcripts were then coded using these categories and the percentage breakdown of each category identified and mapped to FMLM standards.

Interviewees at all levels had experience or observed behaviours that represented the four overarching leadership domains as described by FMLM Leadership standards for healthcare professionals. There was awareness and experience at all levels up to and including systems leadership despite the individuals position. These interviews underline the importance of good leadership at times of crisis. Some interviewees displayed leadership behaviours that exceeded those that would normally be expected for their clinical position.

Specific challenges relating to senior leaders included maintaining visibility and managing anxieties. Nearly all of the leaders interviewed said they were drawing on prior experience. Others interviewees reflected on the importance of having trust in your team and taking a collaborative approach to leading delivery of projects. Another consistent challenge across the interviews was the change to working virtually and how this can change the team dynamics.

Healthcare leaders burnout

179 HEALTHCARE SUPERHEROES NEED RESCUE DURING PANDEMICS

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The COVID-19 pandemic has placed extraordinary pressure on an already strained healthcare workforce (HCWs). Public health measures, such as prolonged periods of social isolation, unexpected employment disruptions, school closures, financial distress, and changes to routine, are having an unprecedented negative impact on mental well-being. Unaddressed stress and burnout can lead to depression, suicidal ideation and substance abuse. We conducted a review of the literature (a) to synthesize the common triggers of stress, burnout and depression faced by HCWs during the COVID-19 pandemic and (b) to identify interventions at the individual, organizational and systemic levels that can support the well-being of HCWs during a pandemic.

A systematic search of literature databases was conducted from 2003 to June 2020. We included review articles that reported on stress, burnout and depression in HCWs; that primarily focused on women; and that included the percentage or number of women surveyed.