Contents

View from the Faculty
77 Turning tide for trainee leadership view from the faculty
P Lees, D Hickford

Leadership in the Mirror
79 Leading improvement at scale in healthcare: Sir John Oldham
J Oldham

81 A Dutchman in London: reflections of a hospital chief executive from the Netherlands in the NHS
M Levi

84 Slaughtering to serving: a reflection on healthcare leadership in Indonesia
J Tengkeawon, F Felita, A Acharya

Translating Research and Evidence
87 Designing the careful and kind clinic: an evidence-based approach
S Poplam, M Linzer, D Allwood, V Montori, R Armbuster, S Koka

Original research
92 Australian doctors are more engaged than UK doctors: why is this the case?
P W Long, P Spurgeon, E Loh, P Mazelan, F Barwell

94 We need to work differently in a crisis: peer-professional leadership to redesign physicians’ work
J Woicikahn, J-L Huq, S Kannappan, G Fabreux, E Minty, S Pendlharkar, A Bharwani

104 Supporting the pursuit of professionalism during a crisis
W O Cooper, N M Lorenzi, H A Davidson, C A Baldwin, D M Feinberg, J Hopkins, N O Spell, C J Utte, G B Hickson

110 Stemming the ‘Leaky Pipeline’: an investigation of the relationship between work–family conflict and women’s career progression in academic medicine
K James-McCarthy, A Brooks-McCarthy, D-M Walker

Commentaries
118 CPR today, CMO tomorrow: how doctors of today can use their skill set to become the leaders of tomorrow
C Wade, C E Munro, H J Stokes-Lampard

121 Preparing for the next COVID-19 wave in Canada: managing the crisis facing emergency management leaders in healthcare organisations
A J Hertelendy, J Hochkin, J Richmond, G R Castone

125 Leadership for careful and kind care
D Allwood, S Koka, R Armbuster, V Montori

130 The critical role of the NHS Race and Health Observatory
H Naqvi, M Gabriel, V Adebowale

Brief reports
132 ‘Maluti Matters’: reflections on a leadership and quality improvement project to improve blood transfusion safety at Maluti Adventist Hospital, Mapoteng, Lesotho
C M Snad, R J Upton, G S V N Ranaivoarjaona, E Luthango

136 Deliberate practices of speaking up and responding skills: the Speak-PREP e-learning module for healthcare professionals
M M Gray, E Rosenman, J A Best, B Menzel, G Berger, R Ehrmantraut, P Napolitano, R Umoren, S Kim

140 Intersectional effects of gender and ethnicity? A quantitative analysis of bonus pay gap data for Shelford Hospital consultants
S Baywah, A Olayase

143 Case for mandatory COVID-19 vaccinations for workers in health and aged care settings: a guide for leaders
E Loh, S Michael, R Beets, A Schmidt
## Review

146  Moving beyond ‘think leadership, think white male’: the contents and contexts of equity, diversity and inclusion in physician leadership programmes  
S Soklaridis, E Lin, G Black, M Paton, C LeBlanc, R Besa, A MacLeod, I Silver, C R Whitehead, A Kuper

## 10 minutes with...

158  Ten minutes with Professor Marion Lynch, Covid 19 Technical Adviser, Tropical Health and Education Trust (THET)  
S H El-Sheikha

161  BMJ Leader 10 minutes with Rosie Benneyworth  
R Benneyworth, A A Ashmore