

## Supplemental Material 2: Theming Tables.

Associated Article: What does the Covid-19 leadership experience teach us about healthcare leadership development?

Authors: Behget, E. Modi, C.

Final Coding Tables and Thematic Map (following updated search strategy)

Publisher - author	Link	Code	Sub theme	Theme
NHS Confederation – Dickson	<a href="https://www.nhsconfed.org/articles/how-do-nhs-leaders-feel-amid-crisis">https://www.nhsconfed.org/articles/how-do-nhs-leaders-feel-amid-crisis</a>	Well-being	Challenges	Creating systems for support
BMJ Leader – Allwood et al	<a href="https://bmjleader.bmj.com/content/4/2/80">https://bmjleader.bmj.com/content/4/2/80</a>	Care	Challenges	Creating systems for support
BMJ Leader – Geiger et al	<a href="https://bmjleader.bmj.com/content/4/3/113">https://bmjleader.bmj.com/content/4/3/113</a>	Exhaustion	Challenges	Creating systems for support
BMJ Leader – Symons	<a href="https://blogs.bmj.com/bmjleader/2020/05/06/decisions-decisions-decisions-is-the-concept-of-decision-fatigue-an-issue-in-covid-19-times-by-rita-symons/">https://blogs.bmj.com/bmjleader/2020/05/06/decisions-decisions-decisions-is-the-concept-of-decision-fatigue-an-issue-in-covid-19-times-by-rita-symons/</a>	Decision Fatigue	Challenges	Creating systems for support
BPS – Highfield et al	<a href="https://www.bps.org.uk/sites/www.bps.org.uk/files/News/News%20-%20Files/Psychological%20needs%20of%20healthcare%20staff.pdf">https://www.bps.org.uk/sites/www.bps.org.uk/files/News/News%20-%20Files/Psychological%20needs%20of%20healthcare%20staff.pdf</a>	Fatigue	Challenges	Creating systems for support
BPS – Highfield et al	<a href="https://www.bps.org.uk/sites/www.bps.org.uk/files/News/News%20-%20Files/Psychological%20needs%20of%20healthcare%20staff.pdf">https://www.bps.org.uk/sites/www.bps.org.uk/files/News/News%20-%20Files/Psychological%20needs%20of%20healthcare%20staff.pdf</a>	Recognise compassion fatigue	Challenges	Creating systems for support

BPS – Highfield et al	<a href="https://www.bps.org.uk/sites/www.bps.org.uk/files/News/News%20-%20Files/Psychological%20needs%20of%20healthcare%20staff.pdf">https://www.bps.org.uk/sites/www.bps.org.uk/files/News/News%20-%20Files/Psychological%20needs%20of%20healthcare%20staff.pdf</a>	Recognise exhaustion	Challenges	Creating systems for support
Kings fund – Bailey and West	<a href="https://www.kingsfund.org.uk/blog/2020/03/covid-19-crisis-compassionate-leadership">https://www.kingsfund.org.uk/blog/2020/03/covid-19-crisis-compassionate-leadership</a>	Care	Challenges	Creating systems for support
BMJ Leader – Pandit and Berendt	<a href="https://bmjleader.bmj.com/content/early/2020/05/25/leader-2020-000291">https://bmjleader.bmj.com/content/early/2020/05/25/leader-2020-000291</a>	Difficulty coping with loss	Challenges	Creating systems for support
BMJ Leader – Stoddart and Berendt	<a href="https://bmjleader.bmj.com/content/4/2/92">https://bmjleader.bmj.com/content/4/2/92</a>	Resilience and balance	Care and self-care	Creating systems for support
BMJ Leader – Marx	<a href="https://blogs.bmj.com/bmjleader/2020/04/15/compassionate-leadership-is-not-a-nice-to-have-for-clinicians-confronting-covid-19-it-is-a-powerful-weapon/">https://blogs.bmj.com/bmjleader/2020/04/15/compassionate-leadership-is-not-a-nice-to-have-for-clinicians-confronting-covid-19-it-is-a-powerful-weapon/</a>	Compassion	Care and self-care	Creating systems for support
Kings fund – Bailey and West	<a href="https://www.kingsfund.org.uk/blog/2020/03/covid-19-crisis-compassionate-leadership">https://www.kingsfund.org.uk/blog/2020/03/covid-19-crisis-compassionate-leadership</a>	Self-care	Care and Self-care	Creating systems for support
NHS Confederation – Kumar	<a href="https://www.nhsconfed.org/articles/leadership-crisis-importance-courage-and-caring">https://www.nhsconfed.org/articles/leadership-crisis-importance-courage-and-caring</a>	Self-care	Care and Self-care	Creating systems for support
BPS – Highfield et al	<a href="https://www.bps.org.uk/sites/www.bps.org.uk/files/News/News%20-%20Files/Psychological%20needs%20of%20healthcare%20staff.pdf">https://www.bps.org.uk/sites/www.bps.org.uk/files/News/News%20-%20Files/Psychological%20needs%20of%20healthcare%20staff.pdf</a>	Care for the carers	Care and Self-care	Creating systems for support
Kings fund – Issar	<a href="https://www.kingsfund.org.uk/audio-video/why-leadership-important-covid-prerana-issar">https://www.kingsfund.org.uk/audio-video/why-leadership-important-covid-prerana-issar</a>	Leaders need self-care	Care and Self-care	Creating systems for support

Kings fund - Maggs	<a href="https://www.kingsfund.org.uk/publications/resources-supporting-mental-health-covid19">https://www.kingsfund.org.uk/publications/resources-supporting-mental-health-covid19</a>	Resources supporting mental health and well-being	Care and Self-care	Creating systems for support
Kings fund - Benson	<a href="https://www.kingsfund.org.uk/publications/managing-anxiety-breathing">https://www.kingsfund.org.uk/publications/managing-anxiety-breathing</a>	Managing breathing for self-care	Care and Self-care	Creating systems for support
Kings fund - Maybin	<a href="https://www.kingsfund.org.uk/publications/managing-anxiety-about-loss-covid-19">https://www.kingsfund.org.uk/publications/managing-anxiety-about-loss-covid-19</a>	Managing anxiety	Care and Self-care	Creating systems for support
Kings fund - Newitt	<a href="https://www.kingsfund.org.uk/publications/managing-your-energy-covid19">https://www.kingsfund.org.uk/publications/managing-your-energy-covid19</a>	Managing energy	Care and Self-care	Creating systems for support
Kings fund - Berwick	<a href="https://www.kingsfund.org.uk/audio-video/don-berwick-responding-covid-19-crisis">https://www.kingsfund.org.uk/audio-video/don-berwick-responding-covid-19-crisis</a>	Self-care	Care and Self-care	Creating systems for support
BMJ leader – Mountford and Berendt	<a href="https://bmjleader.bmj.com/content/early/2020/05/04/leader-2020-000272">https://bmjleader.bmj.com/content/early/2020/05/04/leader-2020-000272</a>	Compassion looking out for each other	Care and Self-care	Creating systems for support
BMJ leader – Mountford and Berendt	<a href="https://bmjleader.bmj.com/content/early/2020/05/04/leader-2020-000272">https://bmjleader.bmj.com/content/early/2020/05/04/leader-2020-000272</a>	Compassion/System culture	Care and Self-care	Creating systems for support
NHS Confederation – Clinical Directors	<a href="https://www.nhsconfed.org/articles/leading-ocns-through-pandemic">https://www.nhsconfed.org/articles/leading-ocns-through-pandemic</a>	Leaders are human too	Care and Self-care	Creating systems for support
NHS Confederation – Clinical Directors	<a href="https://www.nhsconfed.org/articles/leading-ocns-through-pandemic">https://www.nhsconfed.org/articles/leading-ocns-through-pandemic</a>	Allow others to take the lead	Care and Self-care	Creating systems for support

NHS Confederation – Clinical Directors	<a href="https://www.nhsconfed.org/articles/leading-pcns-through-pandemic">https://www.nhsconfed.org/articles/leading-pcns-through-pandemic</a>	Self-care	Care and Self-care	Creating systems for support
Kings Fund - Covid Trauma Response working group	<a href="https://www.kingsfund.org.uk/audio-video/stress-hospital-staff-covid-19">https://www.kingsfund.org.uk/audio-video/stress-hospital-staff-covid-19</a>	Supporting well-being	Leader behaviour	Creating systems for support
BMJ Leader – Vogus and McClennan	<a href="https://bmjleader.bmj.com/content/4/2/48">https://bmjleader.bmj.com/content/4/2/48</a>	Compassion tips (culture of compassion included)	Leader behaviour	Creating systems for support
BMJ Leader – Reckless and Berendt	<a href="https://bmjleader.bmj.com/content/4/2/90">https://bmjleader.bmj.com/content/4/2/90</a>	Be mindful of all staff groups	Leader behaviour	Creating systems for support
BMJ Leader – Hardacre and Margetts	<a href="https://blogs.bmj.com/bmjleader/2020/04/15/psychological-ppe-survival-kit-for-creating-a-safer-culture-in-the-covid-19-context/">https://blogs.bmj.com/bmjleader/2020/04/15/psychological-ppe-survival-kit-for-creating-a-safer-culture-in-the-covid-19-context/</a>	Tips for Care and safer culture	Leader Behaviour	Creating systems for support
BMJ Leader – Steward	<a href="https://blogs.bmj.com/bmjleader/2020/05/13/maintaining-humanity-in-the-covid-19-crisis-by-dr-katy-steward/">https://blogs.bmj.com/bmjleader/2020/05/13/maintaining-humanity-in-the-covid-19-crisis-by-dr-katy-steward/</a>	Techniques to support well-being	Leader Behaviour	Creating systems for support
BMJ Leader – Ojo	<a href="https://blogs.bmj.com/bmjleader/2020/05/20/mental-health-awareness-for-a-week-then-what-by-dr-tim-ojo/">https://blogs.bmj.com/bmjleader/2020/05/20/mental-health-awareness-for-a-week-then-what-by-dr-tim-ojo/</a>	Supporting kindness	Leader Behaviour	Creating systems for support
Kings fund – Bailey and West	<a href="https://www.kingsfund.org.uk/blog/2020/03/covid-19-crisis-compassionate-leadership">https://www.kingsfund.org.uk/blog/2020/03/covid-19-crisis-compassionate-leadership</a>	Look out for each other	Leader behaviour	Creating systems for support
Kings fund – Bailey and West	<a href="https://www.kingsfund.org.uk/blog/2020/03/covid-19-crisis-compassionate-leadership">https://www.kingsfund.org.uk/blog/2020/03/covid-19-crisis-compassionate-leadership</a>	Care	Leader behaviour	Creating systems for support

NHS Confederation - Kumar	<a href="https://www.nhsconfed.org/articles/leadership-crisis-importance-courage-and-caring">https://www.nhsconfed.org/articles/leadership-crisis-importance-courage-and-caring</a>	Care	Leader behaviour	Creating systems for support
BMJ Leader - Pandit	<a href="https://bmjleader.bmj.com/content/early/2020/05/25/leader-2020-000291">https://bmjleader.bmj.com/content/early/2020/05/25/leader-2020-000291</a>	Support	Leader behaviour	Creating systems for support
Kings fund - Evans	<a href="https://www.kingsfund.org.uk/audio-video/nurturing-leadership-navina-evans">https://www.kingsfund.org.uk/audio-video/nurturing-leadership-navina-evans</a>	Supportive	Leader behaviour	Creating systems for support
BPS – Highfield et al	<a href="https://www.bps.org.uk/sites/www.bps.org.uk/files/News/News%20-%20Files/Psychological%20needs%20of%20healthcare%20staff.pdf">https://www.bps.org.uk/sites/www.bps.org.uk/files/News/News%20-%20Files/Psychological%20needs%20of%20healthcare%20staff.pdf</a>	Providing care to care for self	Leader behaviour	Creating systems for support
BPS – Highfield et al	<a href="https://www.bps.org.uk/sites/www.bps.org.uk/files/News/News%20-%20Files/Psychological%20needs%20of%20healthcare%20staff.pdf">https://www.bps.org.uk/sites/www.bps.org.uk/files/News/News%20-%20Files/Psychological%20needs%20of%20healthcare%20staff.pdf</a>	Support	Leader behaviour	Creating systems for support
BPS – Highfield et al	<a href="https://www.bps.org.uk/sites/www.bps.org.uk/files/News/News%20-%20Files/Psychological%20needs%20of%20healthcare%20staff.pdf">https://www.bps.org.uk/sites/www.bps.org.uk/files/News/News%20-%20Files/Psychological%20needs%20of%20healthcare%20staff.pdf</a>	Compassion	Leader behaviour	Creating systems for support
BPS – Highfield et al	<a href="https://www.bps.org.uk/sites/www.bps.org.uk/files/News/News%20-%20Files/Psychological%20needs%20of%20healthcare%20staff.pdf">https://www.bps.org.uk/sites/www.bps.org.uk/files/News/News%20-%20Files/Psychological%20needs%20of%20healthcare%20staff.pdf</a>	Allow rest	Leader behaviour	Creating systems for support
BPS – Highfield et al	<a href="https://www.bps.org.uk/sites/www.bps.org.uk/files/News/News%20-%20Files/Psychological%20needs%20of%20healthcare%20staff.pdf">https://www.bps.org.uk/sites/www.bps.org.uk/files/News/News%20-%20Files/Psychological%20needs%20of%20healthcare%20staff.pdf</a>	Buddying	Leader behaviour	Creating systems for support
BPS – Highfield et al	<a href="https://www.bps.org.uk/sites/www.bps.org.uk/files/News/News%20-%20Files/Psychological%20needs%20of%20healthcare%20staff.pdf">https://www.bps.org.uk/sites/www.bps.org.uk/files/News/News%20-%20Files/Psychological%20needs%20of%20healthcare%20staff.pdf</a>	Access to protected spaces	Leader behaviour	Creating systems for support

BPS – Highfield et al	<a href="https://www.bps.org.uk/sites/www.bps.org.uk/files/News/News%20-%20Files/Psychological%20needs%20of%20healthcare%20staff.pdf">https://www.bps.org.uk/sites/www.bps.org.uk/files/News/News%20-%20Files/Psychological%20needs%20of%20healthcare%20staff.pdf</a>	Deliver formal psychological care	Leader behaviour	Creating systems for support
Kings fund – Bailey and West	<a href="https://www.kingsfund.org.uk/blog/2020/03/covid-19-crisis-compassionate-leadership">https://www.kingsfund.org.uk/blog/2020/03/covid-19-crisis-compassionate-leadership</a>	Compassion	Leader behaviour	Creating systems for support
BMJ Leader – Lees and Berendt	<a href="https://bmjleader.bmj.com/content/4/3/149">https://bmjleader.bmj.com/content/4/3/149</a>	Kindness	Leader behaviour	Creating systems for support
BMJ Leader - Pandit	<a href="https://bmjleader.bmj.com/content/early/2020/05/25/leader-2020-000291">https://bmjleader.bmj.com/content/early/2020/05/25/leader-2020-000291</a>	Empathy	Leader behaviour	Creating systems for support
BMJ Leader - Pandit	<a href="https://bmjleader.bmj.com/content/early/2020/05/25/leader-2020-000291">https://bmjleader.bmj.com/content/early/2020/05/25/leader-2020-000291</a>	Kindness	Leader behaviour	Creating systems for support
BPS – Highfield et al	<a href="https://www.bps.org.uk/sites/www.bps.org.uk/files/News/News%20-%20Files/Psychological%20needs%20of%20healthcare%20staff.pdf">https://www.bps.org.uk/sites/www.bps.org.uk/files/News/News%20-%20Files/Psychological%20needs%20of%20healthcare%20staff.pdf</a>	Need compassion	Leader behaviour	Creating systems for support

Publisher - author	Link	Code	Sub-theme	Theme
BMJ Leader – Dalton	<a href="https://bmjleader.bmj.com/content/early/2020/05/18/leader-2020-000270">https://bmjleader.bmj.com/content/early/2020/05/18/leader-2020-000270</a>	Top down decision	Top down misunderstanding	The possibilities and dangers of working with urgency
BMJ Leader – Dalton	<a href="https://bmjleader.bmj.com/content/early/2020/05/18/leader-2020-000270">https://bmjleader.bmj.com/content/early/2020/05/18/leader-2020-000270</a>	Difficulty with top down	Top down misunderstanding	The possibilities and dangers of

				working with urgency
BMJ Leader – Dalton	<a href="https://bmjleader.bmj.com/content/early/2020/05/18/leader-2020-000270">https://bmjleader.bmj.com/content/early/2020/05/18/leader-2020-000270</a>	Power issue	Top down misunderstanding	The possibilities and dangers of working with urgency
Kings Fund – Trimble	<a href="https://www.kingsfund.org.uk/blog/2020/05/impact-covid-19-working-relationships">https://www.kingsfund.org.uk/blog/2020/05/impact-covid-19-working-relationships</a>	Command and control	Top down misunderstanding	The possibilities and dangers of working with urgency
Kings Fund – Trimble	<a href="https://www.kingsfund.org.uk/blog/2020/05/impact-covid-19-working-relationships">https://www.kingsfund.org.uk/blog/2020/05/impact-covid-19-working-relationships</a>	Lasting impact of command and control	Top down misunderstanding	The possibilities and dangers of working with urgency
BMJ leader – Lees and Berendt	<a href="https://bmjleader.bmj.com/content/early/2020/04/30/leader-2020-000265">https://bmjleader.bmj.com/content/early/2020/04/30/leader-2020-000265</a>	Need inclusive problem solving styles	Top down misunderstanding	The possibilities and dangers of working with urgency
BMJ Leader – Dalton	<a href="https://bmjleader.bmj.com/content/early/2020/05/18/leader-2020-000270">https://bmjleader.bmj.com/content/early/2020/05/18/leader-2020-000270</a>	Top down misunderstanding	Top down misunderstanding	The possibilities and dangers of working with urgency
BPS – Highfield et al	<a href="https://www.bps.org.uk/sites/www.bps.org.uk/files/News/News%20-%20Files/Psychological%20needs%20of%20healthcare%20staff.pdf">https://www.bps.org.uk/sites/www.bps.org.uk/files/News/News%20-%20Files/Psychological%20needs%20of%20healthcare%20staff.pdf</a>	Top down misunderstanding	Top down misunderstanding	The possibilities and dangers of working with urgency

Kings fund – Issar	<a href="https://www.kingsfund.org.uk/audio-video/why-leadership-important-covid-prerana-issar">https://www.kingsfund.org.uk/audio-video/why-leadership-important-covid-prerana-issar</a>	Top down misunderstanding	Top down misunderstanding	The possibilities and dangers of working with urgency
NHS Confederation – Clinical Directors	<a href="https://www.nhsconfed.org/articles/leading-ocns-through-pandemic">https://www.nhsconfed.org/articles/leading-ocns-through-pandemic</a>	Top down misunderstanding	Top down misunderstanding	The possibilities and dangers of working with urgency
Kings Fund – Collins	<a href="https://www.kingsfund.org.uk/publications/discipline-and-agility-crisis">https://www.kingsfund.org.uk/publications/discipline-and-agility-crisis</a>	Working with urgency (and need for agility)	How to do it better	The possibilities and dangers of working with urgency
BMJ Leader – Stoller	<a href="https://bmjleader.bmj.com/content/4/2/77">https://bmjleader.bmj.com/content/4/2/77</a>	Act quick and create psychological safety	How to do it better	The possibilities and dangers of working with urgency
Kings fund – Bailey and West	<a href="https://www.kingsfund.org.uk/blog/2020/03/covid-19-crisis-compassionate-leadership">https://www.kingsfund.org.uk/blog/2020/03/covid-19-crisis-compassionate-leadership</a>	Appreciating others	How to do it better	The possibilities and dangers of working with urgency
Kings fund – Bailey and West	<a href="https://www.kingsfund.org.uk/blog/2020/03/covid-19-crisis-compassionate-leadership">https://www.kingsfund.org.uk/blog/2020/03/covid-19-crisis-compassionate-leadership</a>	Autonomy	How to do it better	The possibilities and dangers of working with urgency
Kings fund – Bailey and West	<a href="https://www.kingsfund.org.uk/blog/2020/03/covid-19-crisis-compassionate-leadership">https://www.kingsfund.org.uk/blog/2020/03/covid-19-crisis-compassionate-leadership</a>	Control	How to do it better	The possibilities and dangers of working



				with urgency
BPS – Highfield et al	<a href="https://www.bps.org.uk/sites/www.bps.org.uk/files/News/News%20-%20Files/Psychological%20needs%20of%20healthcare%20staff.pdf">https://www.bps.org.uk/sites/www.bps.org.uk/files/News/News%20-%20Files/Psychological%20needs%20of%20healthcare%20staff.pdf</a>	Decision making	How to do it better	The possibilities and dangers of working with urgency
Kings Fund – Harchowal	<a href="https://www.kingsfund.org.uk/audio-video/common-purpose-culture-jatinder-harchowal">https://www.kingsfund.org.uk/audio-video/common-purpose-culture-jatinder-harchowal</a>	Recognising other needs	How to do it better	The possibilities and dangers of working with urgency
Kings Fund – Harchowal	<a href="https://www.kingsfund.org.uk/audio-video/common-purpose-culture-jatinder-harchowal">https://www.kingsfund.org.uk/audio-video/common-purpose-culture-jatinder-harchowal</a>	Embracing input from others	How to do it better	The possibilities and dangers of working with urgency
Kings Fund – Bullock	<a href="https://www.kingsfund.org.uk/audio-video/finding-solutions-complex-situations">https://www.kingsfund.org.uk/audio-video/finding-solutions-complex-situations</a>	Putting values at the heart of decisions	How to do it better	The possibilities and dangers of working with urgency
Kings fund – Issar	<a href="https://www.kingsfund.org.uk/audio-video/why-leadership-important-covid-19-erana-issar">https://www.kingsfund.org.uk/audio-video/why-leadership-important-covid-19-erana-issar</a>	Need psychological safety	How to do it better	The possibilities and dangers of working with urgency
Kings fund – Issar	<a href="https://www.kingsfund.org.uk/audio-video/why-leadership-important-covid-19-erana-issar">https://www.kingsfund.org.uk/audio-video/why-leadership-important-covid-19-erana-issar</a>	Need inclusive leadership	How to do it better	The possibilities and dangers of working with urgency

Kings fund – Issar	<a href="https://www.kingsfund.org.uk/audio-video/why-leadership-important-covid-prerana-issar">https://www.kingsfund.org.uk/audio-video/why-leadership-important-covid-prerana-issar</a>	Distributed leaders	How to do it better	The possibilities and dangers of working with urgency
Kings fund – Issar	<a href="https://www.kingsfund.org.uk/audio-video/why-leadership-important-covid-prerana-issar">https://www.kingsfund.org.uk/audio-video/why-leadership-important-covid-prerana-issar</a>	Recognise unheard voices	How to do it better	The possibilities and dangers of working with urgency
BMJ leader – Lees and Berendt	<a href="https://bmjleader.bmj.com/content/early/2020/04/30/leader-2020-000265">https://bmjleader.bmj.com/content/early/2020/04/30/leader-2020-000265</a>	Different type of leadership needed	How to do it better	The possibilities and dangers of working with urgency
BMJ Leader – Dalton	<a href="https://bmjleader.bmj.com/content/early/2020/05/18/leader-2020-000270">https://bmjleader.bmj.com/content/early/2020/05/18/leader-2020-000270</a>	Compassion at the same time as top down	How to do it better	The possibilities and dangers of working with urgency
BMJ Leader – Mountford and Berendt	<a href="https://bmjleader.bmj.com/content/early/2020/05/04/leader-2020-000272">https://bmjleader.bmj.com/content/early/2020/05/04/leader-2020-000272</a>	Compassion at the same time as top down	How to do it better	The possibilities and dangers of working with urgency
NHS Confederation – Allen et al	<a href="https://www.nhsconfed.org/articles/equality-diversity-and-inclusion-time-crisis-and-beyond">https://www.nhsconfed.org/articles/equality-diversity-and-inclusion-time-crisis-and-beyond</a>	Compassion at the same time as top down	How to do it better	The possibilities and dangers of working with urgency
NHS Confederation – Allen et al	<a href="https://www.nhsconfed.org/articles/equality-diversity-and-inclusion-time-crisis-and-beyond">https://www.nhsconfed.org/articles/equality-diversity-and-inclusion-time-crisis-and-beyond</a>	Decision making	How to do it better	The possibilities and dangers of working

				with urgency
NHS Confederation – Allen et al	<a href="https://www.nhsconfed.org/articles/equality-diversity-and-inclusion-time-crisis-and-beyond">https://www.nhsconfed.org/articles/equality-diversity-and-inclusion-time-crisis-and-beyond</a>	Diversity in decision making	How to do it better	The possibilities and dangers of working with urgency
NHS Confederation – Allen et al	<a href="https://www.nhsconfed.org/articles/equality-diversity-and-inclusion-time-crisis-and-beyond">https://www.nhsconfed.org/articles/equality-diversity-and-inclusion-time-crisis-and-beyond</a>	Diversity in command structures	How to do it better	The possibilities and dangers of working with urgency
NHS Confederation - Dickson	<a href="https://www.nhsconfed.org/articles/nhs-reset-rethinking-future">https://www.nhsconfed.org/articles/nhs-reset-rethinking-future</a>	Clinicians	How to do it better	The possibilities and dangers of working with urgency
BMJ Leader – Wallace and Berendt	<a href="https://bmjleader.bmj.com/content/early/2020/05/06/leader-2020-000271">https://bmjleader.bmj.com/content/early/2020/05/06/leader-2020-000271</a>	Need to balance	Impact on others	The possibilities and dangers of working with urgency
Kings Fund – Trimble	<a href="https://www.kingsfund.org.uk/blog/2020/05/impact-covid-19-working-relationships">https://www.kingsfund.org.uk/blog/2020/05/impact-covid-19-working-relationships</a>	Lack of Value	Impact on others	The possibilities and dangers of working with urgency
Kings Fund – Trimble	<a href="https://www.kingsfund.org.uk/blog/2020/05/impact-covid-19-working-relationships">https://www.kingsfund.org.uk/blog/2020/05/impact-covid-19-working-relationships</a>	voicelessness	Impact on others	The possibilities and dangers of working with urgency

Publisher – author	Link	Code	Sub theme	theme
Kings Fund – Gilbert	<a href="https://www.kingsfund.org.uk/blog/2020/04/volunteering-covid-19-crisis">https://www.kingsfund.org.uk/blog/2020/04/volunteering-covid-19-crisis</a>	Systems	Systems description	Integrating and Mobilizing multi-agency systems
Kings Fund – Gordon and Goodman	<a href="https://www.kingsfund.org.uk/blog/2020/04/tackling-covid-19-outbreak-care-homes">https://www.kingsfund.org.uk/blog/2020/04/tackling-covid-19-outbreak-care-homes</a>	Systems	Systems description	Integrating and Mobilizing multi-agency systems
NHS Confederation – Kriby	<a href="https://www.nhsconfed.org/articles/nhs-reset-reflections-and-learning-covid-19">https://www.nhsconfed.org/articles/nhs-reset-reflections-and-learning-covid-19</a>	Innovations (as a product of systems working)	Systems description	Integrating and Mobilizing multi-agency systems
NHS Confederation - Tester	<a href="https://www.nhsconfed.org/articles/nhs-reset-time-partnerships-we-always-needed">https://www.nhsconfed.org/articles/nhs-reset-time-partnerships-we-always-needed</a>	Systems working	Systems description	Integrating and Mobilizing multi-agency systems
NHS Confederation – Pett	<a href="https://www.nhsconfed.org/articles/nhs-reset-will-covid-19-be-remembered-catalyst-system-working">https://www.nhsconfed.org/articles/nhs-reset-will-covid-19-be-remembered-catalyst-system-working</a>	Systems working	Systems description	Integrating and Mobilizing multi-agency systems
NHS Confederation – Dickson	<a href="https://www.nhsconfed.org/articles/nhs-reset-time-fix-plane-even-if-we-are-35000-feet">https://www.nhsconfed.org/articles/nhs-reset-time-fix-plane-even-if-we-are-35000-feet</a>	Systems working	Systems description	Integrating and Mobilizing multi-agency systems
NHS Confederation – Dickson	<a href="https://www.nhsconfed.org/articles/how-do-nhs-leaders-feel-amid-crisis">https://www.nhsconfed.org/articles/how-do-nhs-leaders-feel-amid-crisis</a>	Systems working	Systems description	Integrating and Mobilizing multi-agency systems
NHS Confederation	<a href="https://www.nhsconfed.org/articles/nhs-reset-working-together-reset-health-and-care">https://www.nhsconfed.org/articles/nhs-reset-working-together-reset-health-and-care</a>	Systems working	Systems description	Integrating and Mobilizing

ion – Redmond				ng multi-agency systems
BMJ Leader – Geiger et al	<a href="https://bmjleader.bmj.com/content/4/3/113">https://bmjleader.bmj.com/content/4/3/113</a>	Systems working	Systems description	Integrating and Mobilizing multi-agency systems
BMJ Leader – Ciottone and Hertelend	<a href="https://bmjleader.bmj.com/content/4/3/154">https://bmjleader.bmj.com/content/4/3/154</a>	Systems working across countries	Systems description	Integrating and Mobilizing multi-agency systems
BMJ Leader - Geerts	<a href="https://blogs.bmj.com/bmjleader/2020/04/30/leadership-lessons-and-hope-for-a-post-crisis-world-by-jaason-geerts/">https://blogs.bmj.com/bmjleader/2020/04/30/leadership-lessons-and-hope-for-a-post-crisis-world-by-jaason-geerts/</a>	Systems working	Systems description	Integrating and Mobilizing multi-agency systems
NHS Confederation – Jain	<a href="https://www.nhsconfed.org/articles/nhs-reset-benefits-integration-during-covid-19">https://www.nhsconfed.org/articles/nhs-reset-benefits-integration-during-covid-19</a>	Lever for systems	Systems description	Integrating and Mobilizing multi-agency systems
NHS Confederation – Jain	<a href="https://www.nhsconfed.org/articles/nhs-reset-benefits-integration-during-covid-19">https://www.nhsconfed.org/articles/nhs-reset-benefits-integration-during-covid-19</a>	Diversity mattered for systems	Systems description	Integrating and Mobilizing multi-agency systems
NHS Confederation - Dickson	<a href="https://www.nhsconfed.org/articles/nhs-reset-rethinking-future">https://www.nhsconfed.org/articles/nhs-reset-rethinking-future</a>	Rethinking systems	Systems description	Integrating and Mobilizing multi-agency systems
BMJ Leader – Pandit and Berendt	<a href="https://bmjleader.bmj.com/content/early/2020/05/25/leader-2020-000291">https://bmjleader.bmj.com/content/early/2020/05/25/leader-2020-000291</a>	Partnership working helpful	Systems description	Integrating and Mobilizing multi-agency systems

NHS Confederation - Dickson	<a href="https://www.nhsconfed.org/articles/nhs-reset-reset-not-just-recovery">https://www.nhsconfed.org/articles/nhs-reset-reset-not-just-recovery</a>	Systems	Systems description	Integrating and Mobilizing multi-agency systems
BMJ Leader – Pandit and Berendt	<a href="https://bmjleader.bmj.com/content/early/2020/05/25/leader-2020-000291">https://bmjleader.bmj.com/content/early/2020/05/25/leader-2020-000291</a>	Common understanding	Underlying factors	Integrating and Mobilizing multi-agency systems
BMJ Leader – Wallace and Berendt	<a href="https://bmjleader.bmj.com/content/early/2020/05/06/leader-2020-000273">https://bmjleader.bmj.com/content/early/2020/05/06/leader-2020-000273</a>	Networked working	Underlying factors	Integrating and Mobilizing multi-agency systems
BMJ Leader – Wallace and Berendt	<a href="https://bmjleader.bmj.com/content/early/2020/05/06/leader-2020-000273">https://bmjleader.bmj.com/content/early/2020/05/06/leader-2020-000273</a>	Collaboration	Underlying factors	Integrating and Mobilizing multi-agency systems
Kings Fund - Bailey and West	<a href="https://www.kingsfund.org.uk/blog/2020/03/covid-19-crisis-compassionate-leadership">https://www.kingsfund.org.uk/blog/2020/03/covid-19-crisis-compassionate-leadership</a>	Providing clarity	Underlying factors	Integrating and Mobilizing multi-agency systems
Kings Fund - Harchowal	<a href="https://www.kingsfund.org.uk/audio-video/common-purpose-culture-jatinder-harchowal">https://www.kingsfund.org.uk/audio-video/common-purpose-culture-jatinder-harchowal</a>	Shared purpose	Underlying factors	Integrating and Mobilizing multi-agency systems
Kings Fund - Oliver	<a href="https://www.kingsfund.org.uk/blog/2020/04/covid-19-outbreak-tales-from-frontline">https://www.kingsfund.org.uk/blog/2020/04/covid-19-outbreak-tales-from-frontline</a>	Common purpose	Underlying factors	Integrating and Mobilizing multi-agency systems
NHS confederation – Jain	<a href="https://www.nhsconfed.org/articles/nhs-reset-benefits-integration-during-covid-19">https://www.nhsconfed.org/articles/nhs-reset-benefits-integration-during-covid-19</a>	Shared understanding	Underlying factors	Integrating and Mobilizing multi-agency

				systems
BMJ Leader - Stoller	<a href="https://bmjleader.bmj.com/content/4/2/77">https://bmjleader.bmj.com/content/4/2/77</a>	Systems (clarify governance, communicate actively)	Enabler	Integrating and Mobilizing multi-agency systems
BMJ Leader - Mayo	<a href="https://bmjleader.bmj.com/content/4/2/53">https://bmjleader.bmj.com/content/4/2/53</a>	Systems (enabler)	Enabler	Integrating and Mobilizing multi-agency systems
BMJ Leader – Fung & Berendt	<a href="https://bmjleader.bmj.com/content/4/2/87">https://bmjleader.bmj.com/content/4/2/87</a>	Systems (communication)	Enabler	Integrating and Mobilizing multi-agency systems
BMJ Leader – Saint and Berendt	<a href="https://bmjleader.bmj.com/content/4/3/144">https://bmjleader.bmj.com/content/4/3/144</a>	Systems (Communication)	Enabler	Integrating and Mobilizing multi-agency systems
Kings Fund - Humphries	<a href="https://www.kingsfund.org.uk/blog/2020/04/health-social-care-covid-19-coronavirus">https://www.kingsfund.org.uk/blog/2020/04/health-social-care-covid-19-coronavirus</a>	Enabler systems leadership	Enablers	Integrating and Mobilizing multi-agency systems
NHS confederation – Jain	<a href="https://www.nhsconfed.org/articles/nhs-reset-benefits-integration-during-covid-19">https://www.nhsconfed.org/articles/nhs-reset-benefits-integration-during-covid-19</a>	Sharing information	Enablers	Integrating and Mobilizing multi-agency systems
NHS Confederation – Health and social care select committee	<a href="https://www.nhsconfed.org/publications/delivering-core-nhs-and-care-services-during-pandemic-and-beyond">https://www.nhsconfed.org/publications/delivering-core-nhs-and-care-services-during-pandemic-and-beyond</a>	Technology use	Enablers	Integrating and Mobilizing multi-agency systems
NHS Confederation	<a href="https://www.nhsconfed.org/articles/nhs-reset-rethinking-future">https://www.nhsconfed.org/articles/nhs-reset-rethinking-future</a>	Business rules	Enablers	Integrating and Mobilizing

ion - Dickson				ng multi- agency systems
NHS Confederat ion – clinical directors	<a href="https://www.nhsconfed.org/articles/leading-ocns-through-pandemic">https://www.nhsconfed.org/articles/leading-ocns-through-pandemic</a>	Embracing technology	Enablers	Integrati ng and Mobilizi ng multi- agency systems
NHS Confederat ion - Dickson	<a href="https://www.nhsconfed.org/articles/nhs-reset-rethinking-future">https://www.nhsconfed.org/articles/nhs-reset-rethinking-future</a>	Joint planning	Enablers	Integrati ng and Mobilizi ng multi- agency systems
BMJ leader – Pandit and Berendt	<a href="https://bmjleader.bmj.com/content/early/2020/05/25/leader-2020-000291">https://bmjleader.bmj.com/content/early/2020/05/25/leader-2020-000291</a>	Consistent messaging	Enablers	Integrati ng and Mobilizi ng multi- agency systems

Publisher - author	Link	Code	Sub- theme	Theme
NHS Confederation – Kirby	<a href="https://www.nhsconfed.org/articles/nhs-reset-reflections-and-learning-covid-19">https://www.nhsconfed.org/articles/nhs-reset-reflections-and-learning-covid-19</a>	Inequality		Leading for equality diversity and inclusion
NHS Confederation - Dickson	<a href="https://www.nhsconfed.org/articles/nhs-reset-daddy-and-mummy-what-did-you-do-great-corona-war">https://www.nhsconfed.org/articles/nhs-reset-daddy-and-mummy-what-did-you-do-great-corona-war</a>	More work needed to address Inequality		Leading for equality diversity and inclusion
NHS Confederation – Allen et al	<a href="https://www.nhsconfed.org/articles/equality-diversity-and-inclusion-time-crisis-and-beyond">https://www.nhsconfed.org/articles/equality-diversity-and-inclusion-time-crisis-and-beyond</a>	More work needed to address Inequality		Leading for equality diversity and inclusion
Kings Fund - Bailey and West	<a href="https://www.kingsfund.org.uk/blog/2020/04/ethnic-minority-deaths-covid-19">https://www.kingsfund.org.uk/blog/2020/04/ethnic-minority-deaths-covid-19</a>	Symptom s of deep issues		Leading for equality diversity

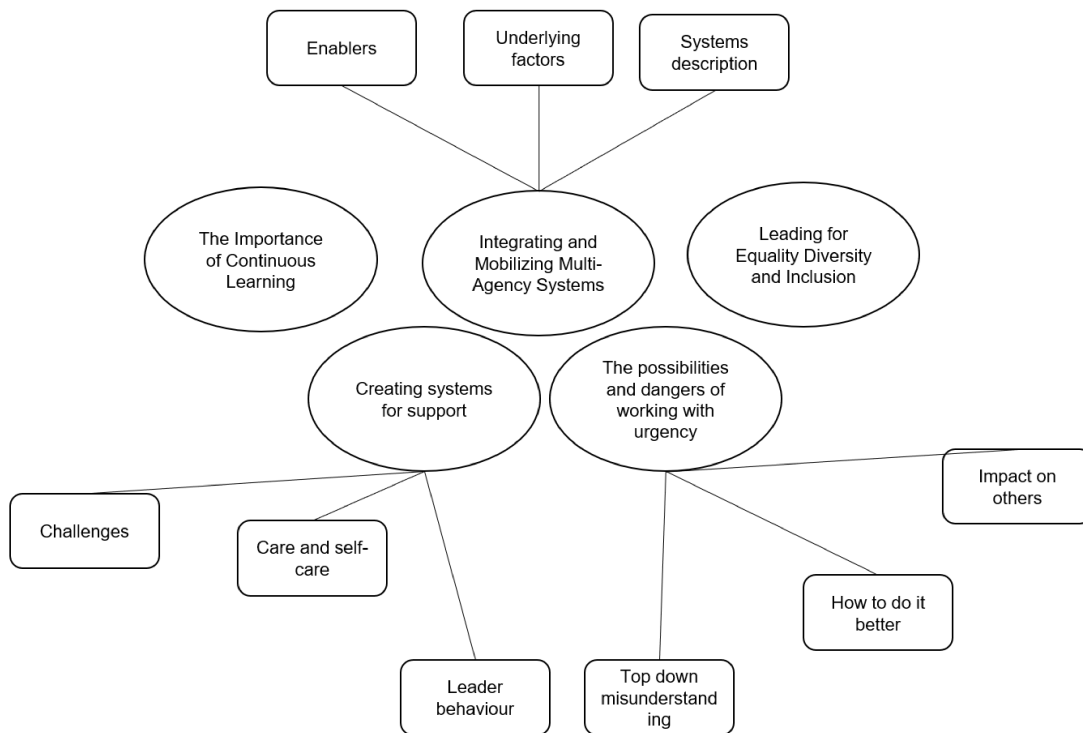


				and inclusion
NHS Confederation	<a href="https://www.nhsconfed.org/publications/impact-covid-19-bme-communities-and-health-and-care-staff">https://www.nhsconfed.org/publications/impact-covid-19-bme-communities-and-health-and-care-staff</a>	Inequality		Leading for equality diversity and inclusion

Publisher – author	Link	Code	Sub theme	theme
Kings fund – Bailey and West	<a href="https://www.kingsfund.org.uk/blog/2020/03/covid-19-crisis-compassionate-leadership">https://www.kingsfund.org.uk/blog/2020/03/covid-19-crisis-compassionate-leadership</a>	Flexibility		The importance of continuous learning
Kings fund – Bailey and West	<a href="https://www.kingsfund.org.uk/blog/2020/03/covid-19-crisis-compassionate-leadership">https://www.kingsfund.org.uk/blog/2020/03/covid-19-crisis-compassionate-leadership</a>	Learning		The importance of continuous learning
Kings Fund – Fenney and Wenzel	<a href="https://www.kingsfund.org.uk/blog/2020/05/responding-covid-19">https://www.kingsfund.org.uk/blog/2020/05/responding-covid-19</a>	Adapting		The importance of continuous learning
Kings fund - Evans	<a href="https://www.kingsfund.org.uk/audio-video/nurturing-leadership-navina-evans">https://www.kingsfund.org.uk/audio-video/nurturing-leadership-navina-evans</a>	Learning environment		The importance of continuous learning
Kings Fund - Issar	<a href="https://www.kingsfund.org.uk/audio-video/why-leadership-important-covid-prerana-issar">https://www.kingsfund.org.uk/audio-video/why-leadership-important-covid-prerana-issar</a>	Learning and improvement culture		The importance of continuous learning
BMJ leader – Lees and Berendt	<a href="https://bmjleader.bmj.com/content/early/2020/04/30/leader-2020-000265">https://bmjleader.bmj.com/content/early/2020/04/30/leader-2020-000265</a>	Need to learn		The importance of continuous learning
BMJ leader – Pandit and Berendt	<a href="https://bmjleader.bmj.com/content/early/2020/05/25/leader-2020-000291">https://bmjleader.bmj.com/content/early/2020/05/25/leader-2020-000291</a>	Need constantly adapting style		The importance of continuous learning
BMJ leader – Wallace and Berendt	<a href="https://bmjleader.bmj.com/content/early/2020/05/06/leader-2020-000267">https://bmjleader.bmj.com/content/early/2020/05/06/leader-2020-000267</a>	Every situation is different		The importance of

				continuous learning
BMJ leader – Wallace and Berendt	<a href="https://bmjleader.bmj.com/content/early/2020/05/06/leader-2020-000267">https://bmjleader.bmj.com/content/early/2020/05/06/leader-2020-000267</a>	Capture learning		The importance of continuous learning
NHS Confederation - Dickson	<a href="https://www.nhsconfed.org/articles/nhs-reset-rethinking-future">https://www.nhsconfed.org/articles/nhs-reset-rethinking-future</a>	Review plans		The importance of continuous learning
NHS Confederation - Dickson	<a href="https://www.nhsconfed.org/articles/nhs-reset-rethinking-future">https://www.nhsconfed.org/articles/nhs-reset-rethinking-future</a>	Embrace learning		The importance of continuous learning
Kings Fund - Berwick	<a href="https://www.kingsfund.org.uk/audio-video/don-berwick-adapting-changing-circumstances">https://www.kingsfund.org.uk/audio-video/don-berwick-adapting-changing-circumstances</a>	Adapting		The importance of continuous learning

**Thematic map iteration 3:**



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