



Editor in Chief
Dr James Mountford (UK)

Deputy Editor in Chief
Prof Amit Nigam (UK)

Commissioning Editor
Dr Anthony Berendt (UK)

Social Media Editor
Dr Aoife Molloy (UK)

Associate Editors
Dr Dominique Allwood (UK)
Mr Pedro Delgado (UK)
Prof Rachel Dunscombe (UK)
Dr Jan Frisch (Norway)
Dr Indra Joshi (UK)
Dr Bob Klaber (UK)
Prof Erwin Loh (Australia)
Prof Catherine Stoddart (Australia)
Dr Tim Swanwick (UK)

Emeritus Editor
Prof Stephen Powis (UK)

International Editorial Board
Lord Victor Adebowale (UK)
Dr Helen Bevan (UK)
Dr Richard Bohmer (UK)
Dr Navina Evans (UK)
Dr Amanda Goodall (UK)
Dr Marc Harrison (USA)
Mr Göran Henriks (Sweden)
Dr Claire Lemer (UK)
Prof Domhnall MacAuley (UK)
Dr Jamie Stoller (USA)

Disclaimer: *BMJ Leader* is published by BMJ Publishing Group Ltd (a wholly owned subsidiary of the British Medical Association) and the Faculty of Medical Leadership and Management. The owners grant editorial freedom to the Editor of *BMJ Leader*. *BMJ Leader* follows guidelines on editorial independence produced by the World Association of Medical Editors and the code on good publication practice of the Committee on Publication Ethics.

BMJ Leader is intended for medical professionals and is provided without warranty, express or implied. Statements in the journal are the responsibility of their authors and advertisers and not authors' institutions, the BMJ Publishing Group or the BMA, or the Faculty of Medical Leadership and Management, unless otherwise specified or determined by law. Acceptance of advertising does not imply endorsement.

To the fullest extent permitted by law, the BMJ Publishing Group or Faculty of Medical Leadership and Management shall not be liable for any loss, injury or damage resulting from the use of *BMJ Leader* or any information in it whether based on contract, tort, or otherwise. Readers are advised to verify any information they choose to rely on.

Copyright: © 2023 BMJ Publishing Group Ltd and the Faculty of Medical Leadership and Management. All rights reserved; no part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise without prior permission.

BMJ Leader is published by BMJ Publishing Group Ltd, typeset by Exeter Premedia, Chennai, India.

BMJ Leader is published quarterly by BMJ Publishing Group.



Leadership in the Mirror

85 Blaming, naming and a just culture
A Tasker

88 Reflections and intersections: disability, 'ableism' and metamodern leadership
OPEN ACCESS
C Orkin

Translating Research and Evidence

91 Holistic strategy for promoting effective handoffs
J R Keebler, E Lazzara, A Griggs, S Tannenbaum, R Fernandez, P Greilich, E Salas

Original research

96 Leadership to improve nurse engagement and empowerment: evidences to improve the training of nurses
R García-Sierra, F Martínez-Zaragoza, J Fernández-Castro

102 "See us as humans. Speak to us with respect. Listen to us" A qualitative study on UK ambulance staff requirements of leadership while working during the COVID-19 pandemic
P J Eaton-Williams, J Williams

108 Identification of the ideal recruitment situation in pandemic research: learning from the RECOVERY trial in Northern England: a qualitative study
OPEN ACCESS
D Coe, S Dorgan, J Smith, C Wroe

117 Leadership practices and behaviours that enable and inhibit a continuous improvement culture in an NHS trust
C Benjamin, D Chung

122 Investigating physician leadership competencies in rural and remote areas of the province of Aceh, Indonesia
EDITOR'S CHOICE
F Maulina, M Hasanbasri, F Scheele, J O Busari

Commentaries

128 What I wish I'd known: How experienced physician managers diagnose, treat and prevent disruptive behaviour
C Goodwin, S Haas, W Berry

133 Role of medical leaders in integrated care systems: what can be learnt from previous research?
L Jones, K Armit, A Haynes, P Lees

137 Responding to the systemic inequalities experienced by ethnic minority-led GP providers
A Stigwood, D Maru, E Hadley, A Molloy, R Benneyworth, B Owolabi

Brief reports

140 Biggest shake-up in health and social care leadership in a generation to improve patient care: comment from report coauthor Dame Linda Pollard
B Claxton, S Barlett

141 Addressing the challenges restoring clinical services during the COVID-19 pandemic by harnessing the alignment of clinical and management leadership: an example from a large colorectal service
H S Tilney, S Vaughan, T Ho

144 Leadership experiences of elite football team physicians during the COVID-19 pandemic: a pilot study
S Carmody, G Brar, A Massey, C Rosenbloom, V Gouttebauge, M Davison

149 Medical students as health workers during the COVID-19 pandemic
A Boggon, A Poole, S Smith, A Burns, P Dilworth

152 Clinical research nurse and midwife as an integral member of the Trial Management Group (TMG): much more than a resource to manage and recruit patients
OPEN ACCESS
C Pye, L Tinkler, M Metwally

156 Closing the empathy gap towards equitable outcomes: gender equity in the medical workforce
A Bharwani, S M Ruzycki

160 Leadership, teamwork and technology enabling the largest free and accessible event worldwide on COVID-19 management
D N Pereira, M S Marcolino