

Supplemental Material 1: Search Strategy.

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

Authors: Behget, E. Modi, C.

Rationale:

This article wanted to understand key messages in non-scholarly sources, as well as those in scholarly sources. This meant that traditional ways of searching for information was not the ideal way to get full coverage, for example, using a database search where a consistent way of searching may have been possible.

Instead, individual websites were searched. A difficulty with this approach is that each website organises their information in different ways, including the way which their search bar functions. This is because there is no standardised format for a website to abide by and also the purpose of each site may be different. As such, unique search strategies were used to capture all of the information available.

Another difficulty with this approach is that websites can often change the way that their information is organised, especially once new priorities arise. This means that a search strategy which was used during a pressing priority, becomes more difficult to replicate as time passes. Reflecting this difficulty, this research had to update its strategies nearly a year later.

The strategies used in the first phase (August 2020) and second phase (July 2021) are described below.

Phase 1 Search Strategy (Completed August 2020):

Searches:

For The King Fund: Their COVID-19 tag was utilised.

For The BMJ Leader: 'COVID-19' was entered into their search bar;

For NHS Confederation: 'Leadership' was entered into their search bar and;

For The BPS: 'COVID' and 'leadership' was entered into their search bar.

Inclusion and exclusion criteria:

Articles and videos which were publicly shared up until the date of 26 May 2020 were read. Scholarly articles (i.e. peer reviewed articles) and non-scholarly articles (i.e. blog posts) were all included. Thereafter, only articles which were healthcare related and focused on leadership during COVID-19 were included.

Phase 2 Search Strategy (Completed July 2021):

The first reviewer completed their searches on 15 July 2021, and the second set of researchers completed their independent search on the 23 July 2021. Any disagreements between the two sets of searchers were resolved through discussion.

Searches:

Kings Fund Search Strategy -

1. Visit home page: <https://www.kingsfund.org.uk/>
2. Type COVID-19 into the search bar
3. Select option which says, "Our leadership support and analysis on COVID-19 (coronavirus)"
4. Resulting records are ordered chronologically (newest first, oldest last)
5. Screen all works up until 26 May 2020.

NHS Confederation Search Strategy –

1. Visit home page: <https://www.nhsconfed.org/>
2. Type "Leader and COVID" into the search bar (241 results)
3. Apply filter which selects all types other than "News"
4. Click submit
5. Resulting records are not ordered chronologically,
6. So all results on all pages will need to be screened.

BMJ Leader Search Strategy –

1. Visit home page: <https://bmjleader.bmj.com/>
2. Click "Archive"
3. Select the year "2020"
4. Select "March" and screen articles
5. Continue screening and selecting "next issue" up until the December issue, as this will include all articles up until 26 May 2020
6. Next, visit: <https://blogs.bmj.com/bmjleader/>
7. Select the drop-down list for category and select "COVID-19 Pandemic"
8. Screen all blogs up until 26 May 2020.

BPS Search strategy -

1. Visit home page: <https://www.bps.org.uk/>
2. Search 'leader and COVID' in search bar
3. Resulting records are chronologically ordered (newest to oldest).
4. Screen all up until 26 May 2020.

Inclusion and exclusion criteria:

Any works produced before 1 January 2020 and after 26 May 2020 were excluded. Any works which were press releases, podcasts, news articles, strategic documents, marketing materials or event information were excluded. Journal articles, blogs, videos, briefings, consultation responses, guidance materials, advice materials, essays, letters and resources were all included. Thereafter, any works which were related to healthcare, contained advice *from* leaders or *for* leader, and were overtly related to COVID-19 were included.