

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 | https://www.nhsconfed.org/articles/how-do-nhs-leaders-feel-amid-crisis | Well-being | Challenges | Creating systems for support |
| BMJ Leader – Allwood et al | https://bmjleader.bmj.com/content/4/2/80 | Care | Challenges | Creating systems for support |
| BMJ Leader – Geiger et al | https://bmjleader.bmj.com/content/4/3/113 | Exhaustion | Challenges | Creating systems for support |
| BMJ Leader – 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/ | Decision Fatigue | Challenges | Creating systems for support |
| BPS – Highfield et al | https://www.bps.org.uk/sites/www.bps.org.uk/files/News/News%20-%20Files/Psychological%20needs%20of%20healthcare%20staff.pdf | Fatigue | Challenges | Creating systems for support |
| BPS – Highfield et al | https://www.bps.org.uk/sites/www.bps.org.uk/files/News/News%20-%20Files/Psychological%20needs%20of%20healthcare%20staff.pdf | Recognise compassion fatigue | Challenges | Creating systems for support |

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| BPS – Highfield et al | https://www.bps.org.uk/sites/www.bps.org.uk/files/News/News%20-%20Files/Psychological%20needs%20of%20healthcare%20staff.pdf | Recognise exhaustion | Challenges | Creating systems for support |
| Kings fund – Bailey and West | https://www.kingsfund.org.uk/blog/2020/03/covid-19-crisis-compassionate-leadership | Care | Challenges | Creating systems for support |
| BMJ Leader – Pandit and Berendt | https://bmjleader.bmj.com/content/early/2020/05/25/leader-2020-000291 | Difficulty coping with loss | Challenges | Creating systems for support |
| BMJ Leader – Stoddart and Berendt | https://bmjleader.bmj.com/content/4/2/92 | Resilience and balance | Care and self-care | Creating systems for support |
| BMJ Leader – Marx | 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/ | Compassion | Care and self-care | Creating systems for support |
| Kings fund – Bailey and West | https://www.kingsfund.org.uk/blog/2020/03/covid-19-crisis-compassionate-leadership | Self-care | Care and Self-care | Creating systems for support |
| NHS Confederation – Kumar | https://www.nhsconfed.org/articles/leadership-crisis-importance-courage-and-caring | Self-care | Care and Self-care | Creating systems for support |
| BPS – Highfield et al | https://www.bps.org.uk/sites/www.bps.org.uk/files/News/News%20-%20Files/Psychological%20needs%20of%20healthcare%20staff.pdf | Care for the carers | Care and Self-care | Creating systems for support |
| Kings fund – Issar | https://www.kingsfund.org.uk/audio-video/why-leadership-important-covid-prerana-issar | Leaders need self-care | Care and Self-care | Creating systems for support |

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

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

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

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

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

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

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

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

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| Kings fund – Issar | https://www.kingsfund.org.uk/audio-video/why-leadership-important-covid-19-issar | Distributed leaders | How to do it better | The possibilities and dangers of working with urgency |
| Kings fund – Issar | https://www.kingsfund.org.uk/audio-video/why-leadership-important-covid-19-issar | Recognise unheard voices | How to do it better | The possibilities and dangers of working with urgency |
| BMJ leader – Lees and Berendt | https://bmjleader.bmj.com/content/early/2020/04/30/leader-2020-000265 | Different type of leadership needed | How to do it better | The possibilities and dangers of working with urgency |
| BMJ Leader – Dalton | https://bmjleader.bmj.com/content/early/2020/05/18/leader-2020-000270 | 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 | https://bmjleader.bmj.com/content/early/2020/05/04/leader-2020-000272 | 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 | https://www.nhsconfed.org/articles/equality-diversity-and-inclusion-time-crisis-and-beyond | 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 | https://www.nhsconfed.org/articles/equality-diversity-and-inclusion-time-crisis-and-beyond | Decision making | How to do it better | The possibilities and dangers of working |

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

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

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

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

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

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

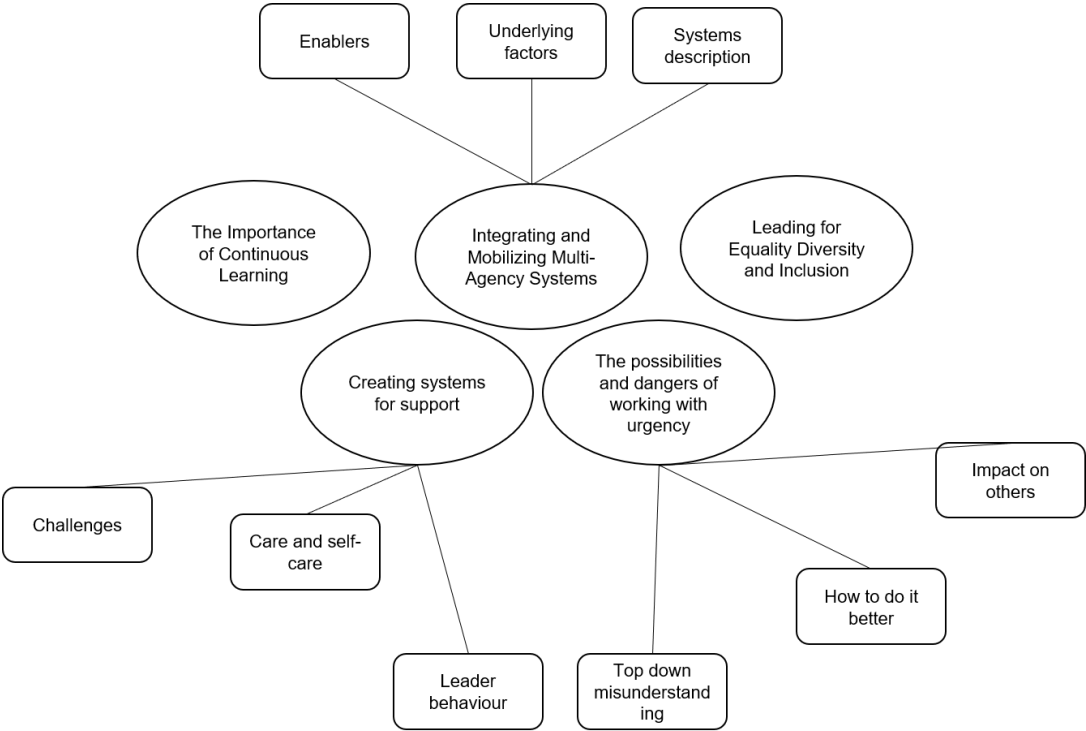
| Publisher - author | Link | Code | Sub- theme | Theme |
|---------------------------------------|---|---|---------------|---|
| NHS Confederation – Kirby | https://www.nhsconfed.org/articles/nhs-reset-reflections-and-learning-covid-19 | Inequality | | Leading for equality diversity and inclusion |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

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| | | | | and inclusion |
| NHS Confederation | https://www.nhsconfed.org/publications/impact-covid-19-bme-communities-and-health-and-care-staff | Inequality | | Leading for equality diversity and inclusion |

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

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

Thematic map iteration 3:



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