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## The Role of Leadership and Communication Training in Non-Profit Hospitals and the Influence on Leadership Change

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# Walden University

College of Management and Human Potential

This is to certify that the doctoral study by

Brian Pugliese

has been found to be complete and satisfactory in all respects,  
and that any and all revisions required by  
the review committee have been made.

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The Role of Leadership and Communication Training in Non-Profit Hospitals and the  
Influence on Leadership Change

by

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## Abstract

Non-profit healthcare organizations face ongoing challenges in aligning leadership competencies with the dynamic demands of the healthcare environment, with a significant gap persisting in formal leadership training and communication development for both emerging and established leaders. The purpose of this integrative review was to examine existing knowledge on healthcare leadership in non-profit hospitals and provide best practices in leadership communication to decrease leadership-gap in current and future leaders in non-profit hospitals. The review question focused on determining evidence-based strategies for enhancing communication training and leadership skill development among administrative leaders. Kotter's 8-Step Process provided a framework for successful organizational change. After a thorough review of the literature for years 2020-2025, a total of 22 articles were evaluated using the Johns Hopkins nursing evidence-based practice model. The analysis resulted in four main themes: improve leadership training programs, defining leadership traits, leadership theory implementation, and mitigate leadership gap. Eleven subthemes support these themes with the following examples: establish core skills and information about relationship management. Three key recommendations emerged from the analysis: First, the implementation of evidence-based training for developing effective leadership skills. Second, update leadership training programs regularly to reflect contemporary leadership competencies and address the evolving challenges faced by healthcare leaders. Third, promote leadership engagement through active participation in team-based decision making. Strong leadership fosters positive social change by emphasizing the importance of community health initiatives and improving equitable access to healthcare services.

## Part 1: Practice-Based Problem

### **Problem of Interest**

Healthcare is dynamic, complex, and ever changing and to be a healthcare leader a specific set of skills and competences are needed for healthcare leaders to be truly successful. In non-profit healthcare systems there is a current lack of healthcare leadership training that impacts both new leaders and current leaders (Graham 2020). There is a need for formal leadership training to close the gap between knowledge and application in healthcare administrative leaders as it relates to communication and leadership training and its effectiveness (Parker et al., 2022). To truly understand how to be leader is important to understand that there is a difference between manager and leader. A manager ensures order and consistency, while a leader is responsible for leading change (van Diggele et al., 2020). By understanding the competencies and skills needed for healthcare leaders to successfully lead their teams, non-profit hospital systems can create stronger leaders. Stronger healthcare leaders will lead the organization to better outcomes including increased access to care, increased health equity and inclusion, and increased quality of care provided (Spanos et al., 2024). Conducting this integrative review is important, as effective leadership plays a pivotal role in promoting positive social change within non-profit hospital communities and is anticipated to enhance their overall quality of life.

## **Healthcare Administration Problem**

### **Background**

Healthcare and non-profit healthcare organizations have long faced the challenge of aligning leadership skills with the ever-changing health care demands and landscape (Spanos et al., 2024). Healthcare leadership has often focused on financial management, operational efficiency, and compliance, while often lacking focus on leadership development and communication training (Kaplan, 2020). In the current healthcare landscape, only about 50% of healthcare organizations have a leadership training program (Flaig et al., 2020). This lack of development in training has cultivated a persistent gap between what leaders know such as the importance of patient-centered quality care, the importance of team collaboration, and the ability to adapt as a leader but lack the ability to apply this knowledge to daily practice. This problem can be traced back to how healthcare leadership has been thought of historically and the focus on regulatory compliance and meeting organizational outcomes with less emphasis on cultivating teams, building a strong organizational culture, and better patient outcomes (Kaplan, 2020). Healthcare leaders have often faced challenges with being provided with a set of competencies that can be used as a guiding principle for effective leadership. Competent managers can be created, and organizational effectiveness will increase using core competencies (Kakemam et al., 2020). As healthcare and non-profit organizations have grown the lack of key leadership competencies have become exposed, showing leaders lack the ability to translate what they know into daily practice (Karaszewski & Drewniak, 2021).

In today's healthcare landscape, this leadership gap can have significant negative impacts on non-profit healthcare organizations that can lead to decreased patient outcomes. Having leaders that communicate ineffectively can lead to miscommunication, leading to inefficiency, and poor patient care (Atkinson et al., 2024). Poor communication can also create an environment with poor employee morale, and increased employee turnover. Studies present the value in transformational leadership and effective communication, but many organizations and leaders still lack formal leadership training (Montgomery et al., 2022). This lack in formal leadership training exposes the need for healthcare organizations to focus on healthcare leadership training and the development of leadership training programs to ensure strong leaders and organizations that can meet the needs of the community. In organizations offering leadership training, 99% of participants say they feel more confident as leaders (Zarif et al., 2024). This highlights the need for leadership training across healthcare systems so that strong leaders can be present in all communities.

### **Operational Problem**

As healthcare professionals work daily to navigate the diverse landscape of healthcare and healthcare leadership, it is important that they have the skills and training needed to be successful and lead the organization forward. Hospital system leadership faces challenges in effectively communicating organizational changes to their team due to the lack of leadership training and understanding of leadership principles and qualities (Parker et al., 2022). Kakemam et al. (2020) conducted a systematic review that examined the framework of leadership and management competencies required for

hospital managers. The findings of this study showed that often current healthcare leaders do not possess the needed competencies leading to gaps and inconsistencies in leaders' skills across hospital systems. This study shows the need for a standardized leadership training program and framework of needed leadership competencies for healthcare leaders and organizations to be successful and to continue ongoing development. If healthcare leaders continue to lack these needed foundational leadership competencies, hospital managers will continue to struggle to meet the needs of healthcare and maintain organizational effectiveness and quality of care (Deng et al., 2022).

The effects of inadequate leadership training on healthcare leaders can also be better understood by examining the impact of existing leadership interventions. In a meta-analysis conducted by Restivo et al. (2022), the effectiveness of leadership interventions specifically involving senior leaders within hospital systems was evaluated. The study found that these interventions led to improvements in various aspects of healthcare leadership among senior leaders in hospital settings. The analysis revealed that health care performance, guideline adherence, and overall effectiveness were maintained at a moderate level but that unsuccessful leadership was linked to the lack of standardized training programs. This study also expressed that many healthcare leaders entered leadership roles without any formal leadership training, therefore they did not have the skills to effectively communicate with teams or possess the critical decision-making skills needed to lead teams through difficult healthcare challenges (Restivo et al., 2022).

Healthcare has also changed drastically over the past decade and even more so over the last two to three decades. As healthcare has changed the mindset behind what

traits are important has not kept up with the changes. It is notable that some of the key traits have stayed steady such as integrity and responsibility, but new traits have emerged such as innovation, and adaptability (Karaszweski et al., 2021). These findings again highlight the need for healthcare organizations to provide leaders with a structured leadership training program to increase leader and organizational outcomes.

Another area of healthcare leadership training is for healthcare clinicians who transition from a clinical role into a leadership role. Graham (2020) reviewed the transition of clinicians into leadership positions within healthcare organizations and found that many leaders in this position are faced with lack of support from the organization, uncertainty and vulnerability. These challenges were faced due to the lack of mentorship and coaching as well as lack of peer support and resources needed. Without these critical supports transitioning leaders did not have the resources to do their job effectively and ultimately found that they could not manage or communicate effectively to their teams. This study not only emphasizes the need for leadership training programs but also presents the risk to healthcare organizations when proper support is not given to healthcare leaders (Alharbi et al., 2024; Graham, 2020).

The research presented in these studies supports the idea that lack of structured leadership training is a persistent and important issue within healthcare administration. Without the creation of standardized leadership training programs and support of healthcare administrators, hospital systems face challenges with ensuring effective communication, proper management of teams, and the potential of having a negative

impact on organizational outcomes (Deng et al., 2022; Kakemam et al., 2020; Karaszweski et al., 2021).

### **Ideal State of Operations**

Hospital systems adjust regularly to meet and support the demands of healthcare delivery and the needs of the patients that they serve. To be successful in this, hospital systems must also ensure they are meeting the needs of healthcare leaders that are tasked with ensuring quality care is provided. The desired state of addressing healthcare leadership gap is to address it through the creation and implementation of a structured, researched based leadership training program (Verawati & Hartono, 2020). This leadership training program would be implemented early on in healthcare leaders' career and would continue well into senior leadership roles. This would ensure that leaders have the leadership skills and traits needed to be a successful leader and to grow, as well as sustained leadership training to meet the changing needs of healthcare. In the article by Zarif et al. (2024), the implementation of the Healthcare Leadership Academy demonstrated a structured leadership training model that focused on newer healthcare leaders and a training program based on leadership theory, experiential learning, mentorship from current leaders, and projects that mimicked healthcare leadership challenges. This study found that 995 of individuals who participated in this training course felt more equipped to be healthcare leaders (Zarif et al. 2024).

In the ideal state of hospital leadership training, hospital systems would make formal leadership training a required part of the transition into leadership roles, and on-going for current leadership positions. This training would include theory-based training

on leadership communication and effective change management, team building, strategy building, and financial literacy. Healthcare leadership involves various aspects and may utilize multiple leadership theories (Sing et al., 2024). With training programs that are based on a combination of established theories, healthcare leaders and organizations will be more successful. This leadership training also encompasses mentorship, consistent feedback, and experiential learning, which research backs as is just as important and formal training in the classroom setting. Combining both didactic education as well as hands-on training and feedback will create a sustainable flow of healthcare leaders that will be effective in leading hospital systems forward and meeting the evolving needs of healthcare (Sing et al., 2024).

### **Professional Practice Gap Statement**

Leadership gap in hospitals is evident through the lack of proper training and leadership development programs. This is resulting in the shortage of qualified healthcare leaders who can lead complex hospital systems. Recent data show that about 50% of hospital systems currently have formal leadership training, as reported by (Flaig et al., 2020), highlighting the need to decrease the leadership gap, and train qualified leaders. Over 4 years, 99% of those in the leadership training program saw improved healthcare leadership skills, and 86% of study participants felt more prepared to take on leadership roles.

### **Summary of Evidence**

Healthcare leadership is an integral part of the success of a healthcare organization and can be the determinant of organizational success, quality outcomes, and

workforce stability (Spanos et al., 2024). However, there has been and continues to be a considerable gap between what health care leaders know and their ability to apply leadership and communication skills to practice. The systematic review conducted by Kakemam et al. (2020) found that healthcare leaders frequently lack essential management competencies, resulting in ineffective and inconsistent leadership within healthcare organizations. The study by Restivo et al. (2022) further supported the idea that leadership training interventions have a positive impact on organizational outcomes and increased quality of care, but overall effectiveness is still modest. This study did, however, put an emphasis on the fact that many healthcare leaders' step in leadership roles without any formal training, which limits their overall effectiveness and leaves new leaders unprepared to take on the tasks of healthcare leadership. In similar context, Graham (2020) presented the issue of healthcare leaders transitioning from a clinic role into a leadership role, and these new leaders feeling unsupported and lacking the tools needed for success.

Together these studies support the idea that a lack of formal, theory based, structured leadership training programs is a substantial problem for both leaders themselves and healthcare organizations. By focusing on different healthcare leadership theories and traits a framework and outline can be created that can train healthcare leaders to be successful and influential leaders (Shankar et al., 2025). For non-profit health organizations this problem is magnified by the mission to deliver high quality, equitable care to vulnerable populations. Healthcare organizations addressing the leadership gap, through formal leadership training programs that focus on areas of

healthcare communication, effective change management, and mentorship, can work to decrease the leadership gap (Miles et al., 2023). The outcomes of these training programs will allow healthcare systems to strengthen leaders and improve overall health outcomes and access to care, allowing these organizations to be a catalyst of positive social change.

### **Purpose of the Integrative Review**

The purpose of this integrative review is to examine existing knowledge on healthcare leadership in non-profit hospitals and provide best practices in leadership communication to decrease leadership-gap in current and future leaders. This review will also focus on informal practices that can be put in place to ensure leader resilience. Through the review of research, this study provides insight into how different leadership theories combined can impact leader performance. The aim of this research is to improve non-profit hospital outcomes and increase quality of patient care and patient access.

### **Integrative Review Question**

What are the most effective evidence-based strategies for enhancing communication training and leadership skill development among administrative leaders within non-profit hospitals?

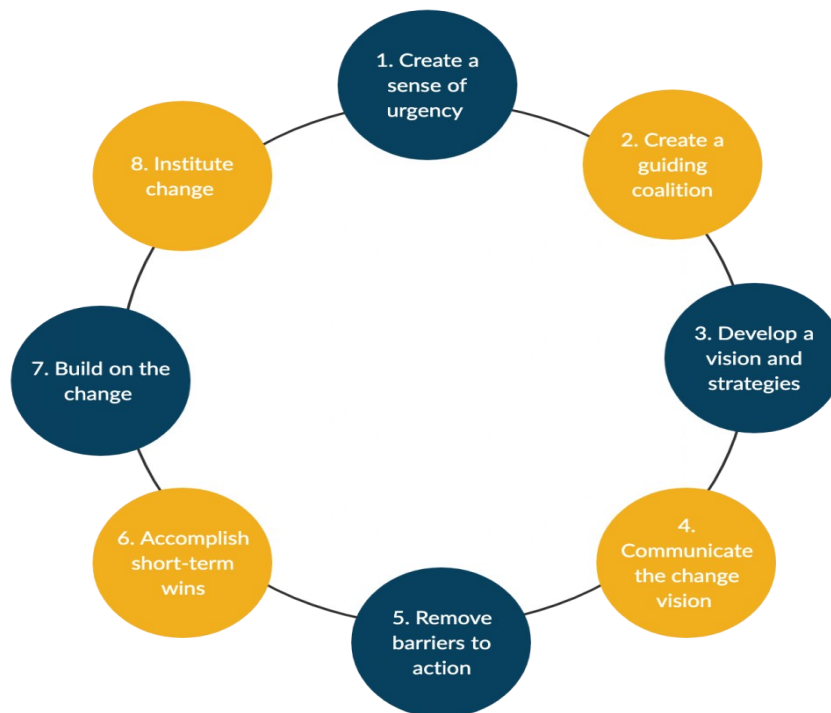
### **Theoretical and/or Conceptual Framework**

Kotter's 8-Step Process for Leading Change, that was developed by John Kotter in 1996, was first presented in his work *Leading Change*. From its introduction, Kotter's model has been applied across disciplines including healthcare as a structured approach to implementing successful organizational change. The eight steps discussed in Kotter's framework include the following: creating a sense of urgency, building a guiding

coalition, forming a strategic vision and initiatives, enlisting a volunteer army, enabling action by removing barriers, generating short-term wins, sustaining acceleration, and instituting change. This framework focuses on the process of obtaining buy-in by key members of the required change and ensuring full commitment at each step. It is important to meet each team member where they are and obtain a by-in from all involved before moving to the next step. Without this buy-in, there is a risk of not making the change successful as each step reinforces the previous one's building momentum and reducing resistance to change (Kotter, 1996).

### Figure 1

*Kotter's (1996) Eight Steps to Change Model*



Kotter's framework aligns directly with the identified practice problem; the leadership gap in non-profit hospital systems caused by a lack of structured leadership training, as it focuses directly on communication, mentorship and lack of standardized frameworks. Kotter described these specific actions in Steps 5 and 6 of his model, where he discusses how ineffective systems or resistance to change can be a barrier to change. Moreover, the practice problem is supported by Kotter's framework as he puts emphasis on vision and the support of change. This is supported through the connection between the framework by Kotter (1995) and the research by Zarif et al. (2024), where a focus is put on the urgency to develop a mentorship pathway, and close practice gaps, leading to increased quality of care and outcomes. Building on the findings of Kakemam et al. (2020), Kotter's model is further validated as a supporting framework since it highlights the lack of standardized competencies and emphasizes the importance of structured training, which align with Kotter's Steps 3 and 8. Both Restivo et al. (2022) and Graham (2020) reinforced the use of Kotter's model as they focused on the lack of support, mentorship, and follow-through that Kotter stated was needed for successful change management. This data supports the use of Kotter's framework and shows that both the theoretical ideology and steps used in Kotter's framework address the gap in non-profit hospital leaders.

## Part 2: Literature Review, Quality Appraisal, and Analysis

### Literature Search Strategy

This study was conducted to understand the traits, skills, and leadership frameworks needed to address the education gap for healthcare leaders, and how to train healthcare leaders to apply their knowledge to daily practice. Ahmadi and Vogel (2023) discussed the knowing-doing gap in healthcare leaders and present the idea that there is a gap in what healthcare leaders know and what they can apply to their daily practice. These challenges are intensified by constraints imposed on healthcare leaders by their organizations, such as organizational culture, limited resources, and demanding role expectations. To determine the essential traits and training required for effective healthcare leadership, a review of relevant leadership theories and frameworks within healthcare organizations was conducted. An integrative review of literature published between 2020 and 2025 excluding Kotter (1995) was performed to guide this analysis.

To access literature on the integrative review topic, I completed a review of literature found in databases including PubMed, Google Scholar, Journal of Healthcare Management (American College of Healthcare Executives), ResearchGate, Elsevier, Taylor and Francis, BMC, and ProQuest. Research was conducted using keywords including *healthcare leadership*, *leadership training*, *healthcare leadership training*, *leadership theory*, *executive leadership*, and *healthcare management*. The Boolean operators of AND/OR were used to link keywords in database searches.

Table 1 provides a list of the inclusion and exclusion criteria used in the database searches paired with keywords. The research conducted resulted in a large number of

articles that discussed leadership theory, but limited research has focused on the application of these theories to daily practice in healthcare leading to a focus on healthcare leadership theory application. The research was targeted to non-profit hospital systems, but articles were included that were focused on healthcare organizations and clinical leadership as well.

**Table 1**

*Inclusion/Exclusion Search Criteria*

Inclusion search criteria	Exclusion search criteria
<ul style="list-style-type: none"> <li>• Peer- Reviewed articles 2020-2025</li> <li>• Healthcare leadership, leadership training</li> <li>• Effects of leaders on healthcare</li> <li>• Clinical leadership</li> <li>• Non-profit healthcare systems</li> <li>• Empirical studies</li> <li>• Leadership models and frameworks in healthcare leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Articles published before 2020</li> <li>• Articles not related to healthcare or without leadership or training focus</li> <li>• Non-scholarly sources</li> <li>• Book reviews, or non-empirical studies</li> <li>• Articles related to non-healthcare training</li> </ul>

### Quality Appraisal

A total of 22 articles were evaluated using the Johns Hopkins nursing evidence-based practice model and research evidence appraisal form for quality scoring. This scoring resulted in a total of 16 articles rated at a Level 3, whereas the remaining six articles were rated at Level 4. Of these sources, 12 were rated as high quality, seven as good or medium quality, and three as low quality. These articles represent findings,

recommendations, that support a definitive conclusion based on quality evidence and theory. The table in Appendix C provides a detailed breakdown of the quality appraisal results, and metrics used.

### Thematic Analysis of Literature

The articles reviewed in this study were primarily quantitative and qualitative cross-sectional studies, articles reviews, and conceptual articles. These studies drew their conclusions through synthesis of survey data, questionnaires, and Likert scales. The themes and subthemes found in these articles can be reviewed in detail in Appendix D. Table 2 describes the possible theme and subthemes that developed the final themes of this study.

**Table 1**

*All Themes from Appendix D*

Theme	Theme	Theme
Leadership through reflection	Lack of Mentorship; Clinical to Leadership challenges	Gap in knowledge to practice
Creating a safe and transparent working environment	Development of leadership mindset	Training Misalignment
Lack of formal leadership training	Leadership in practice	Understanding of core leadership skills
Organizational constraints		Systems Thinking approach
Gap in Skills competency		Leadership trait understanding and application

These themes and subthemes collectively illustrate the multifaceted challenges and considerations related to leadership development in healthcare. They provide a

framework for understanding the barriers, facilitators, and competencies required for effective leadership, and serve as a foundation for further analysis and discussion in subsequent sections of the document.

The articles that were selected for this review play an integral role in understanding how core competences and leadership theory can be used to train effective leaders. Sikalgar et al. (2025) discussed how the use of different leadership theories can be used in the creation of leadership training programs. By understanding different leadership theories and mapping them together, a leadership framework can be built that focuses on the strong points of each theory.

A central theme in the articles that were reviewed is the knowing-doing gap in which leaders often know and understand the appropriate behaviors but struggle to enact them in daily practice. This can contribute to tensions among the team, organizational misalignments, and local constraints as well as lack of support systems at the organizational level (Ahmadi & Vogel, 2023; Graham, 2020; Neagle, 2021; Perez, 2021). When working to implement change, it is essential to follow clear guiding principles that support and drive successful outcomes. Kotter (1995) discussed the 8 steps change theory that leaders should follow to ensure that change is accomplished, and groundwork has been laid so that the change will last. This theory will help leaders in making change, decreasing tension, and creating an environment for individual growth, system growth and stronger organizational outcomes.

Another common theme that was identified was the need for teams to feel a sense of psychological safety and a shift from thinking as an individual to a systems-centric

model (Kaplan, 2020). Literature suggests that by aligning structured leadership with a strong culture within an organization, there will be better alignment between the leader and organization leading to stronger organizational outcomes (Luedi, 2022; Solow & Perry, 2023).

A review of themes also presented the need to look at future leader and leadership roles to identify the leadership traits and skills that will be needed to be successful as healthcare evolves. Future leadership needs will require leaders to focus on systems thinking, digital fluency, equity orientation and the ability to adapt to a crisis in addition to the traditional leadership skills required by healthcare leaders (Parker et al., 2022; Spanos et al., 2024). By focusing on the skills needed for future healthcare for both new and current leaders, leaders will have the required skills to be successful as leaders and lead organizations to better quality outcomes.

As healthcare continues to grow and evolve, the required skills and training that healthcare leaders will need will also change and evolve. Healthcare currently is changing focus to system- centered, and evidence-based leadership training programs. The goal of leadership training is to unify healthcare leaders behind the principles of operational discipline, change literacy, and psychological awareness to produce safer and more equitable care (Restivo et al., 2022). Table 3 provides a review of themes and subthemes related to closing the healthcare leadership gap.

**Table 2***Final Themes and Subthemes*

Main theme	Subtheme
Improve Leadership Training Programs	Establish Core Skills Create Organizational Training Programs
Define Leadership Traits	Support Systems Thinking Communication information about Relationship Management Deliver Training programs on Change Management
Leadership Theory Implementation	Transactional Theory Application Transformational Theory Application
Mitigate Leadership Gap	Training Alignment Implementation of Succession Planning Skills Competency Gap Closure

**Conclusion**

The review of literature identified four main themes and ten subthemes from the 24 studies. These themes and subthemes present the challenges faced by healthcare leaders and provide recommendations to decrease leadership gap. There is a continued need for leadership training programs that are backed by leadership theory, and focused on leadership traits, and core skills. Closing the leadership gap can be accomplished through leadership training framework based on leadership theory and focusing on addressing core skills, and organizational misalignment. With the lack of formal leadership training and addressing the gap, leaders will continue to be unsuccessful in leadership and organizational goals, and quality will continue to suffer.

### Part 3: Presentation of Results and Interpretation of Findings

This section presents the main themes identified through thematic analysis of healthcare leadership training. Healthcare leaders operate in complex environments, facing significant challenges and external pressures. Targeted leadership training, grounded in established theories, is necessary to develop the core competencies leaders need to succeed. By addressing these needs, organizations can reduce leadership gaps and improve quality outcomes.

#### **Thematic Map**

To understand leadership training and competences, this integrative review evaluated over fifty articles that focused on different areas of healthcare leadership competencies, training, and leadership theory. A thematic analysis was conducted on 23 articles and four main themes: improve leadership training, define leadership traits, leadership theory implementation, and mitigate leadership gap. From the four themes, a total of eight subthemes were identified that further support the main themes. The subthemes provide a deeper focus on the topic by addressing core leadership skills, leadership theory application, training alignment and closure of leadership gap. The themes identified in the integrative review outlined the essential core competencies needed for strong leadership and a need for leadership training. Each core competency is supported by leadership theory, and subtheme that examines how leaders can face challenges in daily management and support personal and organizational change.

### **Kotter's 8 Steps of Change Framework**

The study by Jon Kotter (1995) focused on different leadership traits and how leaders can instill change. Kotter's 8 Steps of Change framework is focused on how an organization can be guided through transformation. The framework focuses on creating urgency, building a guiding coalition and developing a clear vision. Through a strong foundation, leaders can empower employees and establish short-term wins which will allow leaders to gain momentum until they are able to create new behaviors based in new culture (Kotter, 1995). Kotter's model puts emphasis on not just short-term success but establishes a solid foundation to ensure change is effective and permanent.

The central elements of Kotter's framework, creating urgency, building coalitions, and embedding new practices into organizational culture, reflect key themes found in leadership theories, guiding leaders toward effective change and the achievement of organizational goals. According to Solow et al. (2023), Kotter's model integrated the core traits of transactional and transformational leadership, emphasizing how each theory contributes to different aspects of change management and leadership. Transactional traits, such as establishing accountability and clear objectives, are vital for maintaining stability and structure during the change process. In contrast, transformational traits, such as inspiring a shared vision and empowering others, drive the adoption of new practices and foster lasting cultural change.

Training leaders embrace a combination of transactional and transformational practices, while utilizing Kotter's 8 Steps of Change, equipping them to communicate change more effectively and ensure that organizational transformation is both enduring

and impactful. This blended approach supports leaders in not only guiding their teams through periods of change but also embedding these changes deeply within the organization for sustained success.

Kotter's 8 Steps of Change model provides a structured pathway for leaders to develop and demonstrate essential traits such as emotional intelligence, adaptability, integrity, and strong communication (Kotter, 1996). For example, steps like "creating a sense of urgency" and "building a guiding coalition" require leaders to communicate effectively and inspire trust, while "empowering action" and "removing barriers" call for adaptability and problem-solving. By following Kotter's steps, leaders are encouraged to reflect on their own behaviors, foster collaboration, and embed these core traits into the organizational culture, ultimately guiding teams through successful and sustainable change (Kotter, 1996).

Kotter's 8 Steps of Change model establishes a systematic approach for leaders to cultivate and exhibit critical qualities such as emotional intelligence, adaptability, integrity, and effective communication (Luedi, 2022). Additionally, steps like empowering action and removing obstacles highlight the importance of adaptability and strategic problem-solving. Through adherence to Kotter's framework, leaders are prompted to evaluate their own leadership practices, encourage collaboration, and integrate these foundational traits into the organizational culture (Kaplan, 2020). This process supports teams in navigating change that is both successful and enduring (Kotter, 1996).

## **Presentation of Results**

### **Improve Leadership Training Programs**

Leadership training programs are crucial for closing the knowing-doing gap in healthcare by equipping leaders to overcome systemic and organizational barriers and effectively translate their knowledge into practice through mentorship, reflection, and contextual learning (Ahmadi & Vogel, 2023; Zarif et al., 2024). With improved training, the barriers faced by leaders that prevent them from being successful in leading effectively are removed, which is the fifth step in Kotter's Model "Enable Action by Removing Barriers" (Kotter, 1996).

### ***Establish Core Skills***

The fourth step in Kotter's 8 Steps of Change, "Enlist a Volunteer Army," emphasizes the importance of building a shared language among participants to foster unity and collaboration (Kotter, 1996). According to Parker et al. (2022), effective communication, decision-making, and emotional intelligence are key leadership skills for success in healthcare management. Clearly defining these core skills helps create a common standard of competence, which trainers can then use to prepare future leaders more effectively.

### ***Create Organizational Training Program***

When designing a leadership training program for healthcare leaders, it is essential to focus on well-being, psychosocial awareness, and practical leadership skills, all within a structured, evidence-based framework (Dalaagard et al., 2023). Programs that are tailored to the organizational setting and incorporate ongoing feedback are more

effective in producing strong leadership outcomes. Implementing such a program provides clear structure and organizational backing, creating visible short-term successes for the hospital system directly aligning with Step 6 of Kotter's 8 Steps framework (Kotter, 1996).

### **Define Leadership Traits**

When hospital systems explicitly define leadership traits that align with the organization's vision and outline the expected behaviors, they establish a clear strategic vision and initiative. This approach directly links leadership expectations to Kotter's 8 Steps of Change framework. Effective healthcare leadership is characterized by a combination of personal, interpersonal, and strategic qualities—including emotional intelligence, adaptability, integrity, and strong communication skills. Together, these traits foster an environment of trust and enable leaders to successfully guide complex healthcare systems (Sikalgar et al., 2025).

### ***Support and Systems Thinking***

Effective healthcare leadership requires systems thinking, and leaders who can understand the complexities of healthcare organizations and make decisions that will be long lasting and focused on system improvement (Spanos et al., 2024). Kotter stated in the seventh step 'Sustain Acceleration' that for change to be successful it must be sustainable for the change to last (Kotter, 1996).

### ***Communication of Information About Relationship Management***

Perez (2021) underscored the idea that effective healthcare leadership is reliant on strong communication and relationship management skills. These skills create an

environment of trust and collaboration which encourages coordination across interdisciplinary teams. Effective communication builds trust, aligns stakeholders, and inspires emotional commitment, motivating them to actively support and champion change, directly reflecting the fourth step of Kotter's change model (Kotter, 1996).

### ***Deliver Training programs on Change Management***

With an emphasis on delivering training programs for change management, organizations can ensure that healthcare leaders are effectively trained to address cultural transformation and ensure they can lead through evolving clinical and organizational demands (Solow & Perry 2023). By addressing change management skills in formal training, leaders will be equipped to lead by removing the barriers of ambiguity and resistance, addressing Kotter's fifth step, "Enable Action by Removing Barriers" (Kotter, 1996).

### **Leadership Theory Implementation**

Healthcare leadership theory, encompassing models such as transformational, transactional, and servant leadership, requires leaders to demonstrate adaptability, emotional intelligence, and ongoing self-reflection to address diverse healthcare needs; by combining these approaches with experiential leadership and organizational support, leaders can establish a framework for success, enhance motivation, engagement, and performance, and foster trust and a shared vision (Singh et al., 2024).

### ***Transactional Theory Application***

The second step in Kotter's 8 Steps of Change, "Build a Guiding Coalition, is achieved through transactional leadership methods (Kotter, 1996). Transactional practices

including setting clear goals, reward systems and accountability are essential to maintain stability. (Van Diggele et al., 2020). For a leader to be effective in today's healthcare system they must move from the traditional leader system style of leading with authority and leader with focus of collaboration and development of emerging leaders. (Singh et al., 2024)

### ***Transformational Theory Application***

Deng et al. (2023) highlighted that applying transformational leadership theory in healthcare boosts leaders' motivation and engagement, which in turn elevates team performance. This approach fosters a shared vision, trust, and empowerment among teams and healthcare professionals (van Diggele et al., 2020). Additionally, transformational leadership instills a sense of purpose and emotional commitment, helping leaders recognize the urgency for sustainable change and directly addressing Kotter's first step of change: "Create a Sense of Urgency" (Kotter, 1996).

### **Mitigate Leadership Gap**

Structured, ongoing training and education for hospital leaders, combined with practical skill development and feedback loops, are essential strategies to bridge the leadership gap and enhance effectiveness and engagement (Hartviksen et al., 2024; Ravaghi et al., 2021).

### ***Training Alignment***

It is important to ensure that leadership training is aligned with the organization's mission and values as it will be essential to the development of leadership programs that

train leaders whose skills and actions will align with the healthcare facility (Kaplan, 2020). This alignment will ensure that leadership training is relevant and successful.

### ***Implementation of Succession Planning***

For change to be successful, change must sustain far past current leaders. Kotter's eighth step of change "Institute Change" focus on ensuring that change will last (Kotter, 1996). Graham (2020) highlighted the need to implement structured succession planning in healthcare as a key component of closing leadership gap. Succession planning ensures continuity of leadership and prepares emerging leaders to take on key roles and supports an ongoing pipeline of strong leaders.

### ***Skills Competency Gap Closure***

With the use of targeting training and assessment tools that enhance leadership effectiveness, and ensure consistency in performance across the clinical setting, the skills gap can be decreased (Restivo et al., 2022). This idea supports training to close leadership gap across a diverse setting.

## **Interpretation of the Findings**

### **Improve Leadership Training Programs**

Improving healthcare leadership training programs requires a focus on understanding the core competencies needed for effective healthcare leadership and translating them into a leadership training framework. Hartviksen et al. (2024) highlighted the importance of collaboration between researchers' leaders and practitioners to create programs that are focused on real world problems and challenges.

To improve healthcare leadership, it is also important to understand the psychological aspects of healthcare leadership. Dalgaard et al. (2023) reviewed the design and evaluation protocols for leadership training programs with a focus on the psychological needs of a leader. It is important to understand the gap between the psychological needs and the needs of the organization to create effective leadership training.

### ***Establish Core Skills***

Healthcare leadership is dynamic and requires proficiency in several core competencies for leaders to be successful. Communication, emotional intelligence, and strategic thinking are essential leadership competencies that a leader should have (Parker et al., 2022). Healthcare leaders should also be adaptable, work collaboratively, and take a systems thinking approach to leadership (Spanos et al., 2024). Coupled with the other core competencies, Luedi (2022), added resilience, self-reflection, and ethical awareness as necessary core competencies for leaders, especially for new leaders and leaders at the forefront of modern healthcare.

### ***Create Organizational Training Programs***

Leadership training programs play an integral role in addressing the on-going knowing-doing gap among healthcare leaders. Ahmadi and Vogel (2023) presented that many healthcare leaders understand effective leadership principles, but organizational barriers, cultural identity, and systemic constraints often restrict healthcare leaders from enacting what they know. In parallel, Zarif et al. (2024) presented that experiential mentorship programs such as the Healthcare Leadership Academy were useful in

enhancing the translation of leadership knowing into doing by providing healthcare leaders with mentorship-based training programs that focus on the enhancement of transitioning leader knowledge into practice. This is accomplished through reflection, confidence building and contextual learning, all of which can be accomplished through leadership training (Zarif et al., 2024). Karki et al. (2023) studied the impact that structured leadership training programs have on healthcare leaders. This research showed that healthcare leaders can produce better outcomes when there is a structured leadership training program that consists of mentorship and competency-based learning.

### **Define Leadership Traits**

The traits of a healthcare leader vary, but are defined by a meld of personal, interpersonal and strategic qualities, that enable leaders to guide complex systems effectively. Sikalgar et al. (2025) identified core traits for leaders as emotional intelligence, adaptability, integrity, and ability to communicate, as the core competencies needed for creating an environment of trust in healthcare environments. This is key for healthcare leaders to be successful. Other keys traits for effective leaders as expressed by Parker et al. (2022) are empathy, resilience, and the ability to make data informed decisions while keeping patient care as the focus. These studies endorse the idea that leadership effectiveness in healthcare relies on emotional competence, ethical grounding and strategic vision integrated together to provide a healthcare leader with the ability to navigate organizational challenges.

### ***Support Systems Thinking***

Effective healthcare leadership is fundamentally anchored in a comprehensive understanding of organizational operations, robust interdepartmental collaboration, and a demonstrated capacity for complex problem-solving (Kaplan, 2020). To excel in leadership positions within healthcare settings, leaders must not only possess the ability to navigate and integrate diverse organizational units but also demonstrate proficiency in working within interdisciplinary teams. This collaborative approach enables leaders to address multifaceted challenges efficiently and adapt to the dynamic nature of healthcare environments. Furthermore, the ability to engage in real-time problem-solving is essential for ensuring high-quality patient care and organizational effectiveness. Consequently, successful healthcare leaders are distinguished by their operational expertise, collaborative mindset, and agility in responding to emerging issues, all of which are critical for sustaining excellence in contemporary healthcare leadership.

Emphasizing systems thinking within healthcare leadership fosters a leader's capacity to effectively balance organizational objectives and demands with the needs of both staff and patients (Karki et al., 2023). Training programs that prioritize the development of skills required to navigate and manage multifaceted and competing priorities equip healthcare leaders to excel in day-to-day operations and advance organizational goals.

### ***Communication Information About Relationship Management***

Effective communication is a critical competency for healthcare leaders, as it underpins the establishment of trust and the cultivation of meaningful relationships

within teams. The capacity to communicate transparently and empathetically is foundational to leadership efficacy, facilitating both individual and collective engagement (Zarif et al., 2024). In parallel, the domains of communication and relationship management are acknowledged as essential pillars for fostering organizational cohesion and enhancing leadership outcomes. Structured leadership training programs are predicated on the integration of robust communication strategies and mentorship frameworks. Such programs are instrumental in equipping leaders to navigate transitional roles, manage interpersonal dynamics within teams, and sustain motivation amidst the complexities inherent in clinical environments (Graham, 2020).

### ***Deliver Training Programs on Change Management***

A critical core competency for healthcare leaders is the capacity to effectively lead organizational change. Consequently, the integration of comprehensive change management education into leadership development curricula is essential. Scholarly literature underscores that effective leadership training programs incorporate structured change management instruction, equipping leaders with both the theoretical foundations and practical frameworks necessary for navigating complex transformation processes within healthcare organizations (Solow & Perry, 2023). This approach ensures that emerging leaders are not only aware of the principles underlying change management but are also capable of applying these strategies to drive sustainable improvements and foster organizational resilience in dynamic healthcare environments.

## **Leadership Theory Implementation**

Healthcare leadership theory encompasses various models that define how leaders should act and the traits necessary for their success. Singh et al. (2024) emphasized that transformational, transactional, and servant leadership approaches each require healthcare leaders to demonstrate adaptability and emotional intelligence. Leaders must also engage in ongoing self-reflection to effectively address the diverse cultural and clinical needs present in healthcare settings. By embodying these qualities, healthcare leaders are better equipped to navigate complex environments and fulfill the demands of their roles. When transformational leadership is effectively implemented, it will enhance motivation, engagement and performance among healthcare professionals and help foster an environment of trust and shared vision (Deng et al. 2023). The studies suggested that by combining different leadership theories and theoretical understanding with experiential leadership and organizational support, a framework for successful leadership can be established.

## ***Trait Theory Application***

There are several leadership traits that originate from trait theory. Healthcare leaders must demonstrate essential traits, including effective communication, strategic thinking, adaptability, ethical decision-making, and resilience (Luedi, 2022). Karaszewski et al. (2021) argued that the successful integration of these traits into daily leadership practice requires an organizational structure that actively supports their application. Furthermore, organizations must address barriers that may inhibit leaders from utilizing these competencies, even when such traits are present within the leadership

team. Furthermore, Spanos et al. (2024) emphasized that a leader's ability to apply these traits can be limited not only by the organizational structure, but also by workload and lack of leadership support and infrastructure.

### ***Transformational Theory Application***

Transformational leadership theory is predicated on the principles of fostering innovation, sustaining team morale, promoting adaptability through influence, and motivating individuals to realize a shared organizational vision (van Diggele et al., 2020). Rather than relying solely on formal authority or positional power, transformational leadership is characterized by the synergistic integration of multiple leadership traits, such as emotional intelligence, strategic vision, and ethical decision-making. Sikalgar et al. (2025) presented that effective transformational leaders deliberately draw upon a diverse array of leadership attributes, blending elements from various theoretical models to cultivate a robust and adaptive leadership style. The application of transformational leadership theory across both clinical and non-clinical domains within healthcare organizations encourages leaders to integrate their theoretical understanding with heightened cultural and emotional intelligence. This holistic approach not only enhances individual leadership capacity but also contributes to the development of resilient, innovative, and cohesive organizational cultures.

### **Mitigate Leadership Gap**

Understanding what causes leadership gap and being able to mitigate the gap requires intentional strategies. These strategies include being able to navigate complex health systems, and practical skills development and confidence. Ravaghi et al. (2021)

described that structured training and educational programs for hospital leaders can significantly improve leadership effectiveness, especially when with a consistent feedback loop. Leadership development programs that are continuous in nature and bridge the gap between theoretical knowledge and real-world application, are successful in enhancing leader engagement and successful bringing the knowledge-doing gap (Hartviksen et al., 2024)

### ***Training Alignment***

To mitigate the knowing-doing gap faced by healthcare leaders, leadership training and development must address this gap through aligning theory with practice in a structured and experimental training program (Smith et al., 2022). These programs enable leaders to close the gap between leadership theory, essential traits, and the practical application of these concepts in everyday practice. By doing so, leaders can more effectively guide their teams and reduce the disparity between their knowledge and their actions in day-to-day leadership. To ensure that leadership training is applied in daily practice it is imperative that leaders practice continuous reflection, mentoring, and peer collaboration (Restivo et al., 2022). With the support of the healthcare organization, and its commitment to ensuring that there is growth across organizational levels, leaders can continue to grow and develop to leaders that practice with theory based and emotional competent leadership practices (Karki et al., 2023).

### ***Implementation of Succession Planning***

To ensure the long-term success of healthcare organization, it is important to the organization to think of a succession model. As leaders transition from clinical roles into

leadership roles, there is often a gap in core leadership skills. For leaders to successfully navigate transitional periods, it is crucial that organizations provide robust support through comprehensive training programs, structured mentorship, and a formalized coaching framework (Neigel, 2021). Such mentorship and coaching initiatives are not only vital for preparing future leaders but also play an indispensable role in ensuring a leader's effectiveness and sustained success during and following leadership transitions (Perez, 2021). As a leader takes on a new position it is also important that they are provided the opportunity to have a culture that offers reflection and feedback as well as support so that a continuous pipeline of future leaders can be successful and supported and to ensure the organization has a continuous pipeline of future leaders to reduce organizational disruption (Hartviksen et al., 2024).

### ***Skills Competency Gap Closure***

The knowing-doing gap remains a key barrier for many healthcare leaders and organizations alike. Leaders understand effective behavioral traits and competences but there is often a gap in implementing them into daily practice (Ahmadi & Vogel, 2023). To close this leadership gap, healthcare organizations must reinforce leadership training, mentor current and future leaders, and provide training and frameworks that are practice-based and provide consistent feedback (Smith et al., 2022). Restivo et al. (2022) discussed that implementing leadership training early on in a healthcare professional's career or position within an organization, can decrease the reemergence of competency gaps later on in their career. Equipping emerging leaders with foundational skills, core competencies, and advanced emotional intelligence is essential for facilitating effective

organizational transformation within healthcare settings. Early investment in comprehensive leadership development not only enhances leaders' ability to drive change and consistently achieves quality benchmarks but also enables smoother transitions into advanced leadership roles. This proactive approach mitigates transitional disruptions and systematically narrows the leadership gap across the healthcare continuum, thereby strengthening organizational resilience and capacity for sustained improvement.

### **Conclusion**

The themes and subthemes discussed in this section (refer to Appendix E) emphasized the importance of core skills, leadership theory and the implementation of leadership programs for healthcare leaders. The core skills and competencies and leadership theories discussed have been supported by research as effective tools in healthcare leadership. These themes individually may produce improved leadership outcomes, but when implemented together in a comprehensive leadership training framework they can provide healthcare leaders with a guiding principle towards effective leadership. By investing in strong leadership training programs, healthcare organizations can drive quality outcomes, increase morale, decrease turnover, and ensure a well-cultivated succession plan for future healthcare leaders.

#### Part 4: Recommendation for Professional Practice

This section provides a brief overview of current scholarly research demonstrating the importance of theory-based leadership development for healthcare leaders. Evidence shows that comprehensive training programs grounded in transformational leadership theory and experiential learning enhance leaders' communication, collaboration, and ability to drive organizational change. The following discussion highlights how these practices help bridge the gap between knowledge and effective action in complex healthcare environments and can be applied to professional practice.

#### **Conceptual Framework and Thematic Map**

The recommendations presented stem from a rigorous thematic analysis matrix and are firmly anchored in Kotter's 8 Steps of Change, as delineated in the conceptual framework section (Kotter, 1996). These recommendations maintain direct alignment with the research question and the thematic map, ensuring that they are systematically grounded in the theoretical foundations established by the reviewed literature. The thematic map in Appendix E illustrates the interrelated themes of core leadership competencies, communication proficiency, leadership theory, and structured development programs. These themes directly support the study's objective to identify empirically validated strategies that enhance leadership and communication training for hospital leaders.

Empirical evidence from Zarif et al. (2024) substantiated that leadership education initiatives resulted in marked improvements in communication, teamwork, and leadership capacity, thereby reinforcing the thematic emphasis on skill development and

the establishment of comprehensive leadership training programs. In parallel, Graham (2020) underscores the necessity of coaching, mentoring, and peer support for clinicians transitioning to leadership roles, which aligns with the thematic analysis' focus on targeted leadership interventions as a remedy for the leadership gap.

Furthermore, the thematic map highlights transformational leadership behaviors, including team motivation, trust-building, and fostering an environment that prioritizes communication (Deng et al., 2023). These competencies are essential for effective leadership, underscoring the thematic map's integration of leadership theory with practical leadership behaviors. Collectively, these findings corroborate the thematic map's assertion that meaningful leadership change and a reduction in the leadership gap occur when healthcare organizations synthesize core competencies, evidence-based leadership theory, and structured communication training programs. By integrating these critical dimensions of leadership as posited by the study, hospitals are positioned to cultivate leaders who are adaptable, collaborative, and capable of navigating the complexities inherent in the healthcare sector.

### **Recommendations for Professional Practice**

#### **First Recommendation: The Implementation of Evidence-Based Training Is Essential for Developing Effective Leadership Skills Within Hospital Systems**

##### ***Rational and Theoretical Foundation***

Hospital systems must adopt structured, evidence-based leadership development programs for both emerging and established leaders. These programs should be grounded in contemporary leadership theories, such as transformational and adaptive leadership,

and emphasize core competencies including communication, emotional intelligence, strategic thinking, and collaborative problem-solving (Dalgaard et al., 2023; Parker et al., 2022). Embedding Kotter's 8 Steps for Leading Change as the guiding framework ensures a systematic, comprehensive, and sustainable approach to leadership development (Kotter, 1996). This model prioritizes creating a clear vision, communicating effectively, empowering action, and institutionalizing new practices that are critical elements for cultivating a resilient leadership pipeline and driving long-term organizational transformation.

Regular evaluation and revision of leadership curricula are essential to maintain relevance in the rapidly evolving healthcare environment. Systematic updates should integrate emerging competencies such as adaptability, systems thinking, and collaborative leadership that were identified through ongoing literature reviews and competency assessments (Sikalgar et al., 2025; Spanos et al., 2024). This ensures alignment with organizational needs and equips leaders to navigate complex challenges (Kaplan, 2020; Karki et al., 2023).

The eight-step framework can be applied as follows:

- **Step 1: Establish a Sense of Urgency:** Leverage organizational data to identify gaps in leadership readiness, turnover rates, and communication breakdowns. Present these findings to stakeholders to underscore the immediate need for targeted leadership development.
- **Step 2: Build a Guiding Coalition:** An interdisciplinary leadership team, including clinical, human resources, education, and executive members, will

lead the initiative. This coalition ensures diverse perspectives and organizational buy-in.

- **Step 3: Develop a Clear Vision for Leadership Development:** Define what effective leadership looks like for the organization, grounded in evidence-based competencies and contemporary theories. Craft a compelling vision statement to guide program design and communicate purpose.
- **Step 4: Design a Structured, Evidence-Based Program:** Develop a curriculum that integrates mentorship, coaching, and reflective practice. Create separate tracks for emerging leaders (foundational skills) and established leaders (advanced competencies), ensuring alignment with organizational goals.
- **Step 5: Communicate Vision and Expectations:** Implement a robust communication strategy using town halls, newsletters, and leadership forums. Clearly articulate program objectives, benefits, and expectations to foster transparency and engagement.
- **Step 6: Remove Barriers to Participation:** Address logistical and cultural barriers by offering flexible learning formats (virtual, hybrid, self-paced) and securing protected time for leaders to participate in training.
- **Step 7: Implement and Institutionalize the Program:** Launch foundational modules for new leaders, followed by advanced tracks for current leaders. Embed leadership development into organizational values, performance metrics, and succession planning processes.

- **Step 8: Create Short-Term Wins and Evaluate Progress:** Identify and track early indicators of success, such as improved leader confidence, enhanced communication, and increased program participation. Use continuous feedback and data-driven evaluations to refine the curriculum and sustain momentum.

### ***Ongoing Curriculum Updates***

To maintain relevance, leadership training programs must undergo regular review and revision. This process involves systematic literature reviews, competency assessments, and curriculum updates to incorporate emerging best practices (Smith et al., 2022). Continuous updates enhance leaders' capacity to adapt, innovate, and drive quality outcomes in a dynamic healthcare environment.

### ***Promoting Leadership Engagement and Team-Based Decision Making***

Active engagement, visibility, and accessibility are essential leadership behaviors that foster team cohesion and organizational effectiveness (Kaplan, 2020; van Diggle et al., 2020). Leadership development should include training on facilitating interdisciplinary dialogue, collaborative problem-solving, and shared decision-making. Structured processes and regular feedback reinforce a culture of continuous improvement and empower leaders to guide their teams effectively

### **Second Recommendation: Regularly Update Leadership Training Programs**

Healthcare leadership training programs must be continuously evaluated and updated to remain relevant in today's rapidly evolving healthcare environment. Outdated curricula can hinder leaders' ability to address emerging challenges such as technological

advancements, cost-containment pressures, and complex organizational dynamics.

Healthcare organizations may currently have established training programs but the often do not reflect current best practices. Establishing a sense of urgency is critical to leaders' success in training programs. To keep training updated and relevant organizations should use data and trends to determine outdated leadership practices and explore modern training programs.

To drive this change effectively, organizations should build a guiding coalition composed of clinical leaders, educators, and executives. This interdisciplinary team will lead the review and revision process, ensuring diverse perspectives and organizational alignment. Developing a clear vision for the updated program is essential. The vision should emphasize creating a modern, competency-based curriculum that incorporates contemporary leadership theories and core competencies such as adaptability, emotional intelligence, systems thinking, and collaboration.

Communicating this vision across the organization is the next step. Transparent communication through leadership forums, newsletters, and departmental meetings will help stakeholders understand the purpose and benefits of the updates. Removing barriers to participation is equally important. Organizations must allocate resources, provide protected time for leaders to engage in training, and address structural challenges that could impede implementation.

Once these foundations are in place, the organization can implement the changes by revising the curriculum based on evidence from literature reviews and competency assessments. Updated programs should integrate experiential learning, mentorship,

communication training, and practical strategies to bridge the knowing-doing gap. Creating short-term wins, such as improved leader confidence and engagement in updated modules will help sustain momentum and demonstrate early success.

Finally, anchoring these changes in the organizational culture ensures long-term impact. Regular program reviews and updates should become a core organizational practice, reinforcing leadership development as a strategic priority. By institutionalizing this process, healthcare organizations can ensure that leaders remain equipped with the latest competencies and strategies, enabling them to navigate complex challenges and drive sustainable improvements in patient care and organizational performance.

### **Third Recommendation: Promote Leadership Engagement Through Active Participation in Team-Based Decision Making**

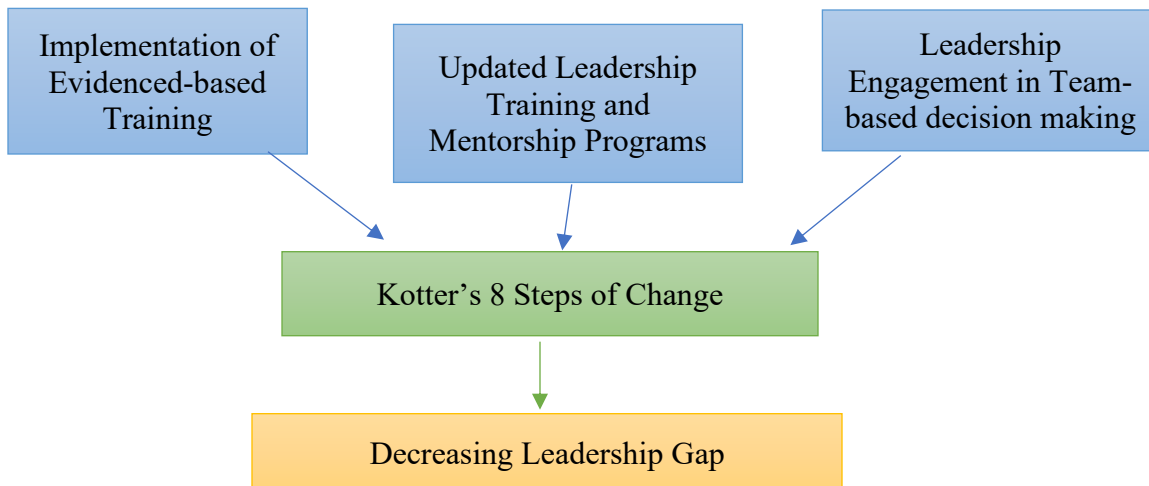
Given the rapidly evolving landscape of healthcare, it is essential for organizational leaders to continuously refine their leadership strategies to effectively guide a dynamic workforce. Healthcare systems require leaders who demonstrate adaptability and actively engage with personnel to facilitate collaboration and enhance organizational performance. Establishing a sense of urgency and diminishing hierarchical barriers are critical, as empirical evidence indicates that leader visibility and accessibility are positively correlated with improved team functioning and organizational outcomes (Kaplan, 2020; van Diggle et al., 2020).

To facilitate organizational transformation, it is recommended that institutions establish interdisciplinary coalitions that foster regular interdepartmental communication and promote shared decision-making processes. Articulating a clear vision for leadership

engagement should underscore the importance of collaborative problem-solving and the integration of staff perspectives into decision-making frameworks.

Strategic communication through structured forums and departmental meetings is vital to achieving organizational alignment. Furthermore, mitigating barriers to participation by providing targeted training opportunities, allocating necessary resources, and ensuring protected time for leadership engagement, enables leaders to meaningfully contribute to collaborative initiatives.

Leadership development initiatives should prioritize a culture of collaboration to allow for facilitation of competencies, the delivery of constructive feedback, and the promotion of inclusive practices. Recognizing and celebrating short-term achievements, such as heightened staff engagement and the successful completion of collaborative projects, can serve to bolster momentum and sustain progress. Institutionalizing team-based decision-making within the organizational culture and operational expectations is fundamental to achieving enduring improvements and fostering a resilient leadership paradigm.

**Figure 2***Visual Representation of Recommended Best Practices***Implications for Social Change**

The findings of the integrative review present meaningful implications for social change by focusing on healthcare leadership. With well trained healthcare leaders established in hospital systems, there will be more equitable healthcare systems, increased trust between communities and hospital systems, stronger advocacy and policy advocacy, and positive changes in the workforce. These social changes will have an impact on economic stability, healthcare access, and better access to care for the community in which the hospital serves.

**Equitable Hospital Systems**

Addressing the leadership gap, particularly among underrepresented groups, is crucial for cultivating leadership teams that are diverse, culturally competent, and attuned to the nuanced needs of both the community and patient populations they serve. Diverse leadership not only enhances the adaptability of healthcare organizations but also informs

the development of inclusive healthcare practices and policies. Empirical evidence suggests that robust leadership development programs are instrumental in equipping leaders with essential competencies such as effective communication, cultural humility, and the ability to navigate and bridge cultural differences, all of which are foundational to delivering high-quality healthcare services (Parker et al., 2022). Furthermore, leaders who demonstrate adaptability and reflective thinking are better positioned to foster hospital systems that actively work to reduce health inequities and promote patient-centered decision-making, thereby contributing to more equitable and responsive healthcare environments.

### **Increased Community Trust**

Hospital systems with leaders that understand the population that they are serving enhances trust, which improves patient engagement and health outcomes. Healthcare leaders with strong communication skills and emotional intelligence, cultivate positive relations with staff and patients, and help to increase confidence in the hospital system (Luedi, 2022). As trust continues, patients are more likely to engage with the hospital system, which increases the number of patients who seek care and decreases social determinants of health. Leaders who have a focus on equity, are more often advocate for affordable care models, financial support systems, and policies that reduce economic barriers to care, increasing trust in the community,

### **Health Advocacy and Policy Influence**

Healthcare leaders who possess a comprehensive understanding of health inequities are more adept at supporting and formulating policies aimed at mitigating

disparities and promoting community well-being. The integrative review substantiates the proposition that leaders who have undergone formal training are better equipped to navigate the complexities of contemporary healthcare systems, advocate effectively for both patients and communities, drive organizational advancement, and serve as catalysts for the implementation of initiatives that positively influence community health (Zarif et al., 2024).

### **Workforce Transformation**

Addressing leadership gap in hospital systems enhances mentorship, and emphasizes professional development, which reduces burnout and strengthens organizational culture. The integrative review supports the recommendation that leadership training helps emerging leaders gain confidence, manage stress and collaborate more effectively creating an environment that is healthier (Graham, 2020).

### **Economic Stability**

Leaders who have a focus on equity, are more often advocate for affordable care models, financial support systems, and policies that reduce economic barriers to care. Leaders that have strong training in strategies to improve organizational performance and efficiency, help healthcare systems allocate resources in an efficient manner allowing for assistance to be allocated to underserved populations.

### **Quality Healthcare Access**

The presence of diverse and highly trained leaders within healthcare organizations significantly enhances the delivery of culturally competent care, reinforces the prioritization of patient-centered practices, and ensures greater adherence to established

quality care guidelines (Deng et al., 2023). Such leadership fosters the development of more informed communities by emphasizing the importance of community health initiatives and improving equitable access to healthcare services.

### **Limitations**

Several limitations inherent to this integrative review warrant careful consideration. Hospitals represent highly complex and high-acuity settings that routinely encounter substantial challenges, including persistent staffing shortages, constrained resources, and the need to adapt to rapidly evolving operational requirements. These factors may hinder leaders' ability to consistently implement new practices. Furthermore, in the absence of sufficient organizational support and clearly articulated expectations, the resulting emotional burden may diminish leadership effectiveness and impede sustainable change (Graham, 2020). Additionally, research that was conducted within single hospitals or narrow geographic regions, may have a limited scope of reference due to size, urbanicity, governance or patient population (Dalgaard et al., 2023). Research that was conducted at the hospital level is mainly focused on cross-sectional designs and small samples sizes. This restricts the ability to assess changes over time or establish relationships or causality. These limitations highlight the need for future research that reviews multisite, longitudinal design and looks at leadership traits and metrics over extend periods of time. Studies with a focus on long-term leadership traits and training will provide more insight into the effects of addressing healthcare leadership gap within hospital systems.

## Conclusion

Healthcare is a dynamic field with rapidly changing demands that healthcare leaders must be equipped to manage. Addressing healthcare leadership gap is essential for advancing equity, strengthening hospital systems performance, and improving quality healthcare outcomes. The evidence reviewed in this integrative review demonstrates that effective leadership development and training enhance communication, decision making, enforce well-being, and organizational resilience. These traits are all strengthened by leadership training that is focused on leadership theory and understanding and training on core leadership traits. Studies have also shown that leadership interventions can improve patient care quality and a leader's ability to navigate complex systems, which has a direct impact on addressing social determinants of health and creating a health system that patients can trust (Spanos et al., 2024). Although there are limitations to the study due to organizational and methodological constraints, the general findings of current research show that leadership training, mentorship, and institutional support are critical strategies for closing leadership gap and preparing leaders to meet the demands of modern healthcare. By investing in current and future leaders, hospital systems not only strengthen their organization, but lays the foundation for healthier, more equitable communities supporting the need for the training of leaders across the healthcare continuum.

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Appendix A: DHA Practice-Based Problem Literature Review Matrix

Author/ Date	Theoretical/ conceptual framework	Research question(s)/ hypotheses	Methodology	Analysis & results	Conclusions	Implications for future research	Implications for practice	Empirical research (Yes or No)
Kakemam, ELiang, Z Janati, A Arab-Zozani, M; Mohaghegh, B & Gholizadeh, M (2020)	Management Competency Assessment Partnership	What are the leadership and management competencies that have been identified as needed and how can each be measured.	Systemic Review	Through the use of a systemic review the study created a competency model and framework that is based on seven core leadership competencies	This framework identifies seven competencies that can be used for guiding training, and development.	Future research could include how these competencies are measured and over time what are their impacts on healthcare leadership	The outlined framework can be used in designing and training leadership programs in hospitals.	No
Zarif, Asmaeen, Bandyopadhyay; Miller, Geroge; Malawana, Johann (2024)	No theory stated. Based on the review of Survey data, Grounded Theory can be implied.	How does leadership training in early- career health professionals effective overall leadership ability.	Review of Survey Data	Of those who complete leadership training nearly 99% stated that that training had equipped them to be better leaders and 86% stated that they were more than likely to take leadership roles	As healthcare professionals we are responsible for being effective and competent leaders. It is the responsibility of leaders to be able to navigate complex and ever-changing systems. By having leadership training healthcare leaders can be	Future research could include specific training for different types of leaders that are tailored to their specific leadership competencies.	Implementation of leadership training programs for young leaders or leaders new to healthcare management and leadership role can lead to more success for the leader and the organization.	Yes

					effective long-term.			
Restivo, V., Minutolo, G., Battaglini, A., Carli, A., Capraro, M., Gaeta, M., Odone, A., Trucchi, C., Favarett C., Vitale, F., & Casucci o, A. (2022)	No Theory-Meta analysis	What is effectiveness of leadership interventions on healthcare workers performance and outcomes	Systemic Review	The study provided a review of leadership effectiveness showing a 14% improvement in outcomes and a strong correlation between training and leadership effectiveness.	bridge the leadership gap.	This study concluded that leadership training practices do have a positive impact on healthcare leaders but there is need to understand how much impact they have on leaders in different areas of healthcare	Healthcare organizations should invest in leadership training as it helps to improve performance and help organizations achieve higher outcomes.	No
Atkinson, Marian Kirkoria; Biddinger, Paul D; Chughati, Mah-Afroze; Hayirl, Tuna; Hick, John L; Cagliuso, NicholasV; Singer, Sara (2024)	Confirmatory Factor Analysis	What leadership and management practices during emergencies to operate practices during a crisis.	Administrating an online survey of healthcare administrators in the emergency response to COVID-19	From the survey 36 items in our survey comprised of eight measures for formal and informal practices to assess crisis leadership.	This study found that informal practices mattered most for resilience where formal practices mattered most performance factors. From this information specific fa practices were identified for	Future research can use the factors and apply them to how leaders can respond to department-specific crises and how they can manage their team.	These measures can be used by health systems to help prepare leaders for managing through crisis.	Yes

					resilience and leadership performance.			
Kaplan, Gary (2020)	No Theory	How can leaders become better at what they do and what leadership models are successful.	Qualitative case study	This article challenges the traditional leadership model and identifies driver of change and ways that we can innovate leadership training and style	This article states that value-based leadership with a focus on on-going improvement engagement with frontline staff, and a focus on patient-centered care to drive innovative care meet the needs of the evolving healthcare landscape.	This article lays the groundwork for a wide range of future research including long term impact of lean in healthcare, governance and board engagement, and leadership behavior transformation.	Health service organizations can prioritize strong leadership commitment, staff engagement, and patient involvement to implement lean systems for a positive and safe culture.	Yes
PK, Sing; Singh,S; Kumari V; Tiwari, M (2024)	Trait and Behavioral theory	What leadership theories and styles are most effective in health service organizations to improve outcomes and team performance	This article is a systemic literature review.	This article reviewed literature to address leadership theories, leadership traits, leadership styles and challenges	This article shows that healthcare leadership is multifaceted and requires a combination of leadership theories, styles of leadership and personal traits to address different challenges in healthcare.	Future research can explore real-world application of leadership in varying healthcare settings, and the impact of leadership programs can help develop leadership styles and	Healthcare leaders can have a leadership style that is flexible and one that invests in ongoing leadership and cultivation of teams.	Yes

						therefore better outcomes and organizational culture.		
Alharbi, Hamound Areej; Jabali, Hayam, M; Rajan, Preethi (2024)	Neutrosophic Logic Model	How can different leadership strategies be effectively evaluated for use in leadership training.	Quantitative MCDM methodology	This research ranks a list of leadership strategies by most effective options bases on stability of the strategy to determine the most effective reliable leadership model for effective healthcare leadership	This study provides evidence that the Type-II Neutrosophic COPRAS approach as an effective method for evaluating leadership strategies.	One option for future research could include looking at real-time data and comparing performance with other decision-making frameworks for effectiveness.	How can the most effective leadership strategies be applied to leadership training in health service organizations.	Yes
Sikalgar, Rizwan Farha; Bangera, Deepak, Kumar, Manasvi P; Bhuvaneshwari; Paul, Yuvaraj; Muralidharan, Skrikanth (2025)	Trait Theory	How do different leadership theories impact healthcare and how can different leadership theories be applied in healthcare.	Systematic Literature Review	This article discusses that transformational, servant, and situational leadership theories have been proven to be effective approaches in healthcare.	The three leadership theories discussed in this article prove that transformational, servant, and situational leadership are effective in impacting leadership performance.	Future research could focus on testing how effective each model is on healthcare leadership and if one theory is more impactful than another for healthcare leaders.	Health service organizations can use different approaches to leadership to increase overall quality of leadership and care for patients.	Yes

Shankar, Ravi; Devi, Fiona, Mukhopadhyay (2025)	Psychological Safety Theory	What key themes related to leadership, behaviors, strategies and interventions safe environments for leaders and employees.	Literature Review	This article provides a protocol that outlines systemic reviews of leadership principles that foster a healthy healthcare leadership environment.	This article outlines a systemic approach to review how leadership behaviors influence a health environment in the healthcare setting, helping to develop strong leadership development and better patient safety outcomes.	Future research could include identifying leadership behaviors that foster a psychological safe environment.	With the understanding of how leadership fosters psychological safety in healthcare organizations can develop leadership programs that help leaders develop appropriate leadership traits.	Yes
Montgomery, Anthony; Lainidi, Olga; Creese, Jennifer; Baathe, Fredrik; Baban, Adriana; Bhattacharjee, Anindo; Carter, Madeline; Dellve, Lotta; Dhoerty,	Sense Making Theory	How does sensemaking theory impact the cultural and professional factors that contribute to employee's ability to speak up about issues and concerns and the effects on patient safety.	Critical Theoretical Analysis	This article found that environments in which leaders do not speak up see it as a lack of professionalism, but healthcare leaders can reshape how healthcare environments are by promoting a culture that appreciates	This article discusses how employee silence in healthcare, especially around complex issues, can create an unhealthy organizational culture. This article emphasizes the need of healthcare leaders to	Future research could include a framework for identifying the indicators of employees that are not speaking up.	Healthcare organizations and leaders can create an environment that promotes meaningful dialogue and openness to promote patient safety.	No

Eva; Kheddache, Mimmi; Morgan, Karen; Srivastava, Manjari; Thompson, Neil; Tyssen, Rediar; Vohra, Veena (2022)				meaningful dialogue.	recognize, silence and promote a culture of meaningful dialogue.			
Graham, Gillian (2020)	Leadership Development Theory	What skills are needed for clinicians to become strong clinical leaders and how can these skills be developed.	Individual Interviews and qualitative data review	This article discusses how new leaders have significant challenges transitioning into leadership due to stress, limited support and learning as the go, highlighting the need for leadership programs.	Through the use of learning programs, leaders can be provided with feedback that will help them to grow and become strong leaders.	Future research could include looking at healthcare leadership in different settings, and comparing how different leadership training programs effect leader performance	Healthcare organizations can grow their leaders by developing and implementing leadership training programs for new healthcare leaders.	Yes
Restive, Vincenzo; Minutolo, Guiseppa; Battaglining, Alberto ; Carli, Alber	Chen's Leadership Theory	Leadership interventions lead to measurable improvements in healthcare leaders and	Systemic Review and Meta- Analysis	This article found that based on different types of leadership styles and the different	This study found that leadership interventions, specifically, transformational and servant	Future research could focus on looking at long term effect of leadership	Healthcare organizations can help to grow leaders and improve their outcomes through	Yes

;Capraro, Michelle; Gaeta, Maddalena; Odone, Anna; Trucchi, Cecilia; Favaretti, Carol; Vitale, Francesco; Casuccio, Alessandra (2022)		their organizations.		locations that leaders are placed in will have a different effect on the most beneficial form of leadership.	styles of leadership, have a greater impact on the improvement of healthcare performance and guideline adherence.	interventions exploring how different healthcare leadership styles impact different areas of healthcare performance, and quality.	leadership training programs.	
Greene, Jessica; Gibson, Diane; Taylor, Lauren, Wolfson, Daniel B (2025)	Transformational/ Servant Leadership	What are the factors that healthcare workers trust in leadership and how can healthcare leaders use these to build and maintain trust.	Open Ended Survey	This survey found that one in five healthcare workers trusted leadership “very much” more than one third trusted leadership somewhat and 42% trusted leadership at with lower levels of trust.	The findings from this article suggest that healthcare leaders can benefit from gaining the trust of their team.	Future research could evaluate how different levels of trust in leadership can impact the team and organization’s trust.	Healthcare leadership should work to get the trust of their employees to ensure a successful team that can provide quality care.	Yes
Van Dinggele, Christine; Burgess, Annette; Roberts,	Transactional and Transformational Leadership	What leadership theories or approaches can impact effective	Narrative Review	This article provides evidence that transformational leadership and situational	The article finds that effective leadership in healthcare relies on a collaborative,	This article suggests that future research can explore how different	Healthcare leadership training programs should be comprised of	Yes

Chris; Mellis, Craig (2020)		leadership development in healthcare leaders.		models of leadership play a role in leadership development.	value driven approach based on a combination of different leadership theories.	leadership theories can be applied to leadership training and how they can have an impact of leaders.	different healthcare theories to have the most successful leader.	
Spanos, Samantha; Leask, Elle; Paterl, Romika, Datyner, Michael; Loh, Ermin; Braithwaite, Jeffery (2024)	Arskey and O'Malley Framework	What future research does the literature indicate about leadership roles and competencies to effectively lead with a complex healthcare organization.	Database Search	This article found that healthcare leaders must align with a bigger role such as system thinker or change agent to develop the needed competencies to be an effective leader.	This study concludes that as healthcare systems become more complex, future leaders will need to move beyond the traditional stagnant roles and focus more on dynamic leadership.	In what ways can healthcare leaders align themselves to be more capable of leading healthcare organizations?	Training healthcare leaders should be a dynamic process focused on different leadership qualities to help leader complex health systems.	Yes.
Karaszweski, Robert, Drewniak (2021)	Trait Leadership Theory	How have the perceived key traits and competencies of effective healthcare leaders changed over the past decade?	Quantitative Survey	This article found that traditional leadership traits such as integrity, responsibility, and communication skills are important new skills such as	This study provides research that suggests the new leader is evolving and needs to be flexible, and have traits such as creativity, adaptability and innovation.	Implications for future research include looking at what traits leaders need as the healthcare landscapes evolve	Healthcare leaders need to be flexible and adaptable as they lead in the new healthcare landscape and training should follow suit.	Yes

				innovation and adaptability to change are of notable importance in today's healthcare leader.				
Miles, Matthew; Richardson, Karl, Wolfe, Rachel, Hairston, Kristen; Cleveland, Marjo; Kelly, Christopher; Lippert, Jacqueline; Mastandrea, Nina; Pruitt, Zachary (2023)	Kotter's 8 Steps of Change Management	Using Kotter's Change Management framework can there be a redesign and improvement of the GRE recruitment process	Qualitative Case Study	The article analyzes how each step of the Kotter's 8 step model can be implemented in practice.	This article provides evidence that applying Kotter 8 Step of Change management framework, there can be improvement in process and workflows.	How can this framework be used in other settings in healthcare to address process or flow changes.	When trying to make changes, to process and workflows Kotter's 8 steps of change can be beneficial in guiding the change process	Yes
Kotter, John (1995)	Kotter's 8 Steps of Change Management	Why do summary change efforts fail, and what are the critical steps for organizations to take to implement lasting change	Conceptual Analysis	This article found that there are 8 steps that can help change sustain in an organization.	This article provides research that shows that there are 8 steps that can be used to effect change in an organization and by addressing where	How can this model be applied to different healthcare systems and organizations to systematically effect change.	When trying to make lasting change in an organization, understanding where individuals are at in the change process can be	Yes

					individuals are in this model, change can be sustained.		useful in making change happen	
Deng, Connie; Gulseren' Duygu, Isola, Carlo; Grocutt, Kyra; Turner, Nick (2022)	Full Range Leadership Model	How much added value does transformational leadership provide compared to top new leadership models?	Literature Review	This article shows that transformational leadership has positive effects on individuals and team, but new models have more ethical and servant leadership qualities.	This article concludes that transformational leadership remains the most empirically supported method of effective leadership across various outcomes and new leadership models.	Future research suggests a focus on exploring how transformational leadership interacts with different contextual factors and how it can be combined with emerging practices	This article presents information that organizations should prioritize developing leadership skills as these skills support positive outcomes and is a proven leadership style.	Yes
Verawati Marlina Dian; Hartono, Dudi (2020)	Trait Theory	How do leadership traits play a role in effective leadership?	Conceptual Review	This article reviews Trait and Behavioral Theories to show that both are effective leadership traits but depend on the leader's inherent traits.	This article suggests that the combination of Trait Theory and Behavior Theory will present leaders with actionable leadership traits and qualities.	Future research could include how to combine Trait and Behavioral Theories with other factors to understand leadership effectiveness.	This article recommends not only selecting the appropriate leader but investing in the leader with specific training and leadership behaviors to create effective leaders.	No

## Appendix B: DHA Review Question Search Log

Database or location name	Search Terms	Results	Notes
Pub Med	Healthcare leadership, leadership training, healthcare leadership training, Leadership Theory, Executive Leadership, Healthcare Executive Leadership	30	Articles that encompass all areas of healthcare leadership, leadership traits and leadership theory
Google Scholar	Healthcare leadership, leadership training, healthcare leadership training, Leadership Theory,	8	Sources from this search are good mix of methods, but may not be as strong as other articles
American College of healthcare Executives	Healthcare leadership Training	1	Very focused leadership training source.
ResearchGate	Healthcare leadership, healthcare training	1	Different perspective on leadership training and culture that could lend a useful perspective on leadership training and competencies
Elsevier	Leadership training, healthcare leadership, Healthcare leadership training	4	Range of sources that look at leadership traits, theory.
Taylor and Francis	Healthcare leadership training	1	A perspective that focuses on metrics for leadership training
BMC	Healthcare leadership, healthcare leadership training, leadership theory, healthcare training	2	Strong qualitative sources that support the use of HR and leadership teams to support healthcare leadership training
ProQuest	Healthcare leadership, leadership training, healthcare management	4	Mix of methods, and articles that focus on frontline leadership training

Appendix C: DHA Appraisal Results Log

<b>Author, date, and title</b>	<b>Evidence level and quality rating</b>	<b>Focus: HSO type, research domain, and specific problem being addressed</b>	<b>Findings that help answer the review question(s)</b>	<b>Metrics and measures if used</b>	<b>Source limitations</b>
Ahmadi, A., & Vogel, B. (2023)	Evidence Level III; Quality: Good	Managers in Healthcare organizations, with a focus on the research domain of leadership development and knowledge transfer, addressing leadership and management and addressing the discrepancy between what managers know and how they apply it to practice.	This article presents the idea that there are constraints such as culture, resource limitations and role expectations that can affect the knowledge-doing gap and prevent leaders from applying their knowledge to practice.	Critical incidents and narrative interviews	Small sample size with an n=22 in just the UK, self-reported incidents, and the study does not take place over a long period of time.
Zarif, A., Bandyopadhyay, S., Miller, G., & Malawana, J. (2024).	Evidence Level III; Quality: Good	This study is based in the healthcare education domain, with a research domain focus on leadership development, and evaluation of leadership training effectiveness. This study addresses the gap in leadership training, specifically around early-career professionals	A review of the 70 participants, 99% reported that training made them feel more equipped as leaders, and 86% were more likely to take on leadership roles.	Survey- 22 question survey with multiple choice, free- text, ranking and Likert scale. Ranking System and quality rating systems.	No baseline Participants were self-selected- could show that only those with good experiences participated in survey. Limited follow-up data
Restivo, V., Minutolo, G., Battaglini, A., Carli, A., Capraro, M., Gaeta, M., Odone, A., Trucchi, C., Favaretti, C., Vitale,	Evidence Level III; Quality: Good	This study focuses on healthcare systems and address hospitals, and clinical care settings. The research domain for this article is leadership effectiveness, and	This study presented a cross-sectional study to compare before and after studies after leadership training interventions to assess how successful they were. This study	Correlation coefficients, Percentages New Castle- Ottawa Scale Study Quality Assessment tools	Nonrandomized Publication Bias Lack of long-term outcomes Absence of controls

Author, date, and title	Evidence level and quality rating	Focus: HSO type, research domain, and specific problem being addressed	Findings that help answer the review question(s)	Metrics and measures if used	Source limitations
F., & Casuccio, A. (2022).		leadership interventions in healthcare. This article addresses the problem of how to quantify how effective leadership training and interventions are in healthcare in relation to performance, guideline adherence and quality outcomes.	showed a 24% improvement and correlation coefficient of 0.22.		
Kaplan, G. S. (2020).	Evidence Level III, Quality: Low	A conceptual article founded in the hospital setting, and focused in the leadership theory and management domain. This article addresses the ever-changing landscape of healthcare and how organizations and leaders need to learn to adapt faster and the need for training to adapt.	It is important for organizations to be learning organizations, and to embrace change, and that the use of management methodology needs to be applied to health systems. It is also encouraged to have a distributed responsibility culture opposed to a top-down approach.	None	Lack of empirical data Single practice location No comparative analysis
Singh, P., Singh, S., Kumari, V., & Tiwari, M. (2024).	Evidence Level III, Quality: Low	This article is a review of healthcare leadership focused on clinical and medical institutions. This article use a review of different trait theories to understand what traits are	This review describes a comprehensive set of leadership theories that relate to healthcare and states several that are key traits for health care leaders. This study also	Synthesis	Selection bias Not Quantitative analysis and lack of empirical backing

Author, date, and title	Evidence level and quality rating	Focus: HSO type, research domain, and specific problem being addressed	Findings that help answer the review question(s)	Metrics and measures if used	Source limitations
		needed for successful leadership practice.	identifies challenges facing healthcare leaders.		
Sikalgar, F., Banger, D., Kumar, M. P., Bhuvaneshwari, Paul, Y., & Muralidharan, S. (2025).	Evidence Level III, Quality: Low	This article is a broad review of healthcare leadership theory and how it can be applied to healthcare organizations such as hospital and clinical settings. The article focuses on leadership theory and leadership models. The authors of this article discuss how to map and explain leadership theories and how they can be applied to healthcare and leadership practice	This review identifies key leadership theories and traits that are often used in healthcare setting and how they can increase outcomes such as performance of leader and teams, patient outcomes, staff morale and collaboration.	None	Lack of empirical data Limited review
Graham, G. L. (2020).	Evidence Level III, Quality: High	Single healthcare center in a large hospital, this article focuses on frontline early leaders in healthcare. This article focuses on leadership development and organizational support. The authors also address “leadership gap” and how unmet needs and challenges face new leaders.	This study presented that with early support and guidance leaders can be strong leaders. It is also important to have leadership training, peer support and mentorship as well as clear defined project and expectations.	Focus Group Individual interview Thematic Analysis	Single Site study Small sample size Cross sectional

Author, date, and title	Evidence level and quality rating	Focus: HSO type, research domain, and specific problem being addressed	Findings that help answer the review question(s)	Metrics and measures if used	Source limitations
van Diggele, C., Burgess, A., Roberts, C., & Mellis, C. (2020).	Evidence Level III, Quality: Good	This article focuses on healthcare professions and healthcare education and research leadership theory and models in healthcare education to address the roles and skills need for successful healthcare leadership	This article highlights the difference between leadership and management and how they differ in success. This article discusses transactional vs. transformational leadership and how this can be used in successful leadership.	None	Non-empirical Possible selection biases
Karaszewski, R., & Drewniak, R. (2021).	Evidence Level III Quality: High	This article reviews leadership at the global level and focuses leadership trait theory, and empirical research to understand how leadership traits, competencies, leadership styles and delegation of leadership responsibility all have an impact on healthcare leaders.	This article reports that delegation of leadership activities increases between 2008 and 2018 and addressed traits such as responsibility and foresight as strong traits for strong leaders.	Survey- 15 question questionnaire used in both 2008 and 2018. Data was analyzed through descriptive analysis to draw a comparison between trait theories.	Low response rate Self-reporting Descriptive design
Kotter, J. (1995).	Evidence Level V; Quality: High	This article is not specific to healthcare but focuses on how leaders and organizations can influence and lead changes. This article is focused in organizational change and leadership transformation and address why large scale	Kotter presents and 8 step model that he argues is a multi-step process and each step needs to be achieved before moving to the next for successful change.	None	Lack of empirical testing Limited application No metrics for evaluation

Author, date, and title	Evidence level and quality rating	Focus: HSO type, research domain, and specific problem being addressed	Findings that help answer the review question(s)	Metrics and measures if used	Source limitations
		change often fails and provides a system to achieve successful change			
Deng, C., Gulseren, D., Isola, C., Grocutt, K., & Turner, N. (2023).	Evidence Level III Quality: High	This article is focused on Human resource development and transformational leadership across organizations but applies to healthcare as a whole. This article addresses the need to present concise evidenced based research on transformational leadership so that it can be applied to healthcare leaders.	The research this article displays that there is a medium to large effect on teams with transformational leadership principles applied. The authors also identified four core behaviors that lead to successful leadership.	Meta- analysis Correlation coefficients	Dependent on existing literature No practical implications
Solow, M., & Perry, T. E. (2023)	Evidence Level V; Quality: Good	This review is focused on healthcare organizations with a primary focus on hospitals and clinical areas and is research domain focused on change management theory and organizational culture.	This article uses Lewins’s change model and Kotter’s 8 step model along with other theories to understand how successful change theory can work with other factors. The authors also express that change is grounded in a strong foundation and that must be set up for change to take place.	None- review article	This article is a review and not systematic Lacks new evidence No formal critical appraisal

Author, date, and title	Evidence level and quality rating	Focus: HSO type, research domain, and specific problem being addressed	Findings that help answer the review question(s)	Metrics and measures if used	Source limitations
Perez, J. M. (2021)	Evidence Level V; Quality: Good	This article focuses on clinical and healthcare organizations with a focus on healthcare providers in leadership. The article focused on the research domains of leadership style and theory and leadership transition and literature synthesis. This study addresses the gap between clinical professionals, what they know about healthcare leadership and what is effective and how to bridge the gap.	There were positive associations found between transformational leaders with positive outcomes, and job positivity. However, it did present a weak correlation with strong leadership.	None	Narrative Literature Not systemic review
Karki, L., Rijal, B., Hamal, P., Khanal, M., & Bhusal, S. (2023).	Evidence Level V; Quality: Good	Public healthcare sector in Nepal with a focus on leadership and professional training domains. This article reviews the idea that the lack in healthcare improvement comes from the lack of trained managers	This article presents the results of programmatic outcomes of the IPHMDP with participants scores. The participants reported that the program helped them be stronger leaders and trained them on best practices.	Survey- 45 participants	Not rigorous empirical study No baseline Only self-reported feedback Small sample size
Smith, K.-A., Morassaei, S., Ruco, A., Bola, R., Currie, K. L.,	Evidence Level III; Quality: High	This article focuses on the healthcare and hospital HSO and leadership development and program evaluation research	This article presented that at 6 and 18 months past program 47-59% of participants reporting outside leadership	Questionnaire 6 and 18 months post program.	Low response rate No baseline Small sample size

Author, date, and title	Evidence level and quality rating	Focus: HSO type, research domain, and specific problem being addressed	Findings that help answer the review question(s)	Metrics and measures if used	Source limitations
		domains. The authors of this article aim to determine if participation in a healthcare leaders fellowship program lead to increased leadership roles and activities.	evolvment with N sizes of 25 and 17 respectively. Qualitative data also showed that participants felt that they had more confidence and leadership and skill building knowledge.		
Spanos, S., Leask, E., Patel, R., Datyner, M., Loh, E., & Braithwaite, J. (2024)	Evidence Level III; Quality High	HSO focus of healthcare systems with a more specific focus on hospital and integrated care units. The research domains reviewed are leadership roles and competences in healthcare. This study address as healthcare keeps changing the roles and competencies needed to be successful in healthcare are shifting and leaders need to map future trends to ensure leaders are trained.	A synthesis of 39 sources resulted the presentation of four emerging domains and roles and competencies. It is also notes that the need for these different competencies is based on the complexity of the organization.	PRISMA- ScR	Scope and Search constraints General nature of sources
Parker, G., Smith, T., Shea, C., Perreira, T., & Sriharan, A. (2022)	Evidence Level III Quality: High	This study is in the hospital HSO and focuses on the research domains of leadership competencies and leadership development. This article address which current competencies healthcare	This study quantifies core five core competencies in the sample test and the review presented that some core competencies are based on internal characteristics and that	Semi Structured interviews with 12 healthcare leaders	Small sample size Potential biases

<b>Author, date, and title</b>	<b>Evidence level and quality rating</b>	<b>Focus: HSO type, research domain, and specific problem being addressed</b>	<b>Findings that help answer the review question(s)</b>	<b>Metrics and measures if used</b>	<b>Source limitations</b>
		leaders deem as essential and how leadership training can evolve to meet the needs of healthcare	leadership training needs to focus more on today's health care environment.		
Ravaghi, H., Beyranvand, T., Mannion, R., Alijanzadeh, M., Aryankhesal, A., & Bélorgeot, V. D. (2021).	Evidence Level III Quality: High	The HSO focus is Hospital Managers, and the research domain focus is health services management, leadership training and leadership development	The review of nine studies revealed that there were improved skills and competencies when using training programs	Joanna Briggs Institute check list and Kirkpatrick evaluation	Small evidence base with 9 articles Publication bias
Luedi, M. M. (2022)	Evidence Level V; A High Quality	HSO type for this source is healthcare organizations with a research domain of leadership theory and leadership practice bridging	This study found that leaders must shift their management styles from those of an older mindset to those based on relationship management and coaching. Leaders must also create environments where there is trust and integrity that can foster collaboration and growth.	None	Not empirical Limited Scope
Neagle, P. E. (2021)	Evidence Level V; Quality: High	Healthcare and Clinical setting HSO with a research domain focus on leadership transition, and practical application. This article address the challenges leaders face when going	This study presents that there must be a mindset in healthcare leaders when transitioning from clinical to leadership roles. To be successful in this transition it is	None	Not empirical Limited scope

Author, date, and title	Evidence level and quality rating	Focus: HSO type, research domain, and specific problem being addressed	Findings that help answer the review question(s)	Metrics and measures if used	Source limitations
		from clinical to leadership roles and understanding the expectations	suggested that there be a framework and mentorship for leaders.		
Dalgaard, V. L., Gayed, A., Hansen, A. L., Grytnes, R., Nielsen, K., Kirkegaard, T., Uldall, L., Ingerslev, K., Skakon, J., & Jacobsen, C. B. (2023)	Evidence Level III Quality: High	Hospital HSO with research domains focusing on leadership development and training. This research address the issue of hospital staff working through psychosocial working conditions that contribute to burnout and how it effects patient safety.	The primary findings for this study indicate that it is important for managers and employees to understand burnout and stress and promote an environment that allows the manager to address these concerns.	The use of multiple scales, and questionnaires to address levels of burnout, confidence, and safety.	High level of staff turnover Generalizability 12-month timing of scales and questionnaires.
Hartviksen, T., Solbakken, R., Strauman, L., & Magnussen, I.-L. (2024)	Evidence Level III Quality: High	The HSO for this study is a municipal healthcare service in a rural community with a research domain focus on leadership development, and organizational learning.	This article discusses how when going into a leadership position a leader must go from a solo player to a team player and be able to handle conflicting and complex ideas.	Workshops Focus Groups Observations Online survey	Specific to one rural location Researcher part of study No long term outcomes

Appendix D: DHA Thematic Analysis Results

Author(s) and date Or Reference	Data (General Information) Extracted	Preliminary Problem-Solving Themes
<p>Ahmadi, A., &amp; Vogel, B. (2023). Knowing but not enacting leadership: Navigating the leadership knowing–doing gap in leveraging leadership development. <i>Academy of Management Learning &amp; Education</i>, 22(3), 507–530. Retrieved September 21, 2025, from <a href="https://doi.org/10.5465/amle.2020.0534">https://doi.org/10.5465/amle.2020.0534</a></p>	<p>Examines the leadership-doing-gap and understanding why leaders understand effective leadership principles but fail to implement them in their daily practice. Review of the impact that organizational factors limit the ability for leaders to act even though they have the data. This article also discusses the need for ongoing training and support for leaders to turn knowledge into action.</p>	<p>Bridging leadership-gap through practice and leader reflection. Processing leadership knowledge and translating it into daily leadership practice and addressing organizational constraints that restrict leaders from growing into their roles.</p>
<p>Zarif, A., Bandyopadhyay, S., Miller, G., &amp; Malawana, J. (2024). Delivering medical leadership training through the healthcare leadership academy: A four year analysis. <i>BMC Medical Education</i>, 24(1), 1–13. <a href="https://doi.org/10.1186/s12909-024-05031-y">https://doi.org/10.1186/s12909-024-05031-y</a></p>	<p>Analysis of data over the course of the Healthcare Leadership Academy (HLA) program to understand its effects on healthcare leaders. Identifies improved confidence and communication, as well as team work as traits with increased confidence from participation in the HLA program. Challenges were identified in the study, stating that balancing clinical duties with leadership training, as well as keeping engaged through the training.</p>	<p>Through the use of leadership education early on clinical leaders can grow and develop their leadership capacity. By promoting evidenced based leadership engagement and leadership training leaders will be more effective.</p>

Author(s) and date Or Reference	Data (General Information) Extracted	Preliminary Problem-Solving Themes
<p>Restivo, V., Minutolo, G., Battaglini, A., Carli, A., Capraro, M., Gaeta, M., Odone, A., Trucchi, C., Favaretti, C., Vitale, F., &amp; Casuccio, A. (2022). Leadership effectiveness in healthcare settings: A systematic review and meta-analysis of cross-sectional and before–after studies. <i>International Journal of Environmental Research and Public Health</i>, 19(17), 10995. <a href="https://doi.org/10.3390/ijerph191710995">https://doi.org/10.3390/ijerph191710995</a></p>	<p>Review of 21 studies that focus on healthcare employee performance and how well they follow guidelines. The study yielded results of 10-18% improvement post intervention.</p>	<p>This study recommends leadership training earlier in clinical education to encourage strong leadership early on in a healthcare career. Study underscores gaps in leadership and the lack of enough formal studies.</p>
<p>Kaplan, G. S. (2020). Defining a new leadership model to stay relevant in Healthcare. <i>Frontiers of Health Services Management</i>, 12–20. <a href="https://doi.org/10.1097/HAP.000000000000077">https://doi.org/10.1097/HAP.000000000000077</a></p>	<p>This article presents data supporting that healthcare leadership is severely impacted by external forces such as technology, and cost pressures and requires new leadership approaches. Supports the need for leadership engagement in problem solving activities regardless of position and supports the need for leaders to communicate with their teams.</p>	<p>Leaders must continuously evolve in order to stay relevant to the changes in healthcare. By implementing and following through with leadership programs leaders will have the tools needed to be successful and a promote meaningful change.</p>
<p>Singh, P., Singh, S., Kumari, V., &amp; Tiwari, M. (2024). Navigating healthcare leadership: Theories, challenges, and practical insights for the future. <i>Journal of</i></p>	<p>Systemic Review of current literature with a focuses on different leadership theories and traits and reviews them for effectiveness. Leadership training is most successful when it is</p>	<p>This study provides and understanding of how leadership theories are applied to successful leadership training. This article puts a focus on obstacles in leadership effectiveness and</p>

Author(s) and date Or Reference	Data (General Information) Extracted	Preliminary Problem-Solving Themes
<p><i>Postgraduate Medicine</i>, 70(4), 232–241.  <a href="https://doi.org/10.4103/jpgm.jpgm.533.24">https://doi.org/10.4103/jpgm.jpgm.533.24</a></p>	<p>a combination of multiple theories. Identifies gaps in leadership training and intervention</p>	<p>understanding of the personal competences needed for successful leadership.</p>
<p>Sikalgar, F., Bangera, D., Kumar, M. P., Bhuvaneshwari, Paul, Y., &amp; Muralidharan, S. (2025). A review of leadership theories in healthcare. <i>Journal of Pharmacy and Bioallied Sciences</i>, 17(Suppl 1), S163–S165.  <a href="https://doi.org/10.4103/jpbs.jpbs.1907.24">https://doi.org/10.4103/jpbs.jpbs.1907.24</a></p>	<p>A review of leadership theories and paradigms including transformational, transactional, and servant leadership for their effectiveness. Promotes the idea that different leadership styles influence how teams perform and leaders can be innovative and increase morale.</p>	<p>The use of different leadership theories and their effectiveness in the context of healthcare. Using different leadership styles to achieve different outcomes based on theory.</p>
<p>Graham, G. L. (2020). The leadership gap: Supporting new front line leaders in cancer care. <i>Journal of Medical Imaging and Radiation Sciences</i>, 51(1), 54–61.  <a href="https://doi.org/10.1016/j.jmir.2019.09.008">https://doi.org/10.1016/j.jmir.2019.09.008</a></p>	<p>This article addresses the transition from clinical positions to front-line leadership roles, and explores common themes, ideas and relationships. This article recommends that mentoring, coaching and peer support have been shown to help new leaders transition into their role.</p>	<p>One of the factors that lead to leadership gap are when clinicians move into leadership and do not have the required training and support. This gap can take the form of skills role clarity, and emotional adjustment. Institutional leadership programs and support programs can alleviate this gap.</p>
<p>van Diggele, C., Burgess, A., Roberts, C., &amp; Mellis, C. (2020). Leadership in healthcare education. <i>BMC Medical Education</i>, 20(S2).</p>	<p>This article is a review that focuses on healthcare education with an emphasis on leadership. This article discusses that leadership is not defined just by title but a set of leadership skills and the ability to create change. This article also reviews two leadership theories,</p>	<p>This article highlights leadership theory and its application in everyday leadership. The use of mentoring, feedback loops and an support infrastructure are vital to leaders</p>

Author(s) and date Or Reference	Data (General Information) Extracted	Preliminary Problem-Solving Themes
<a href="https://doi.org/10.1186/s12909-020-02288-x">https://doi.org/10.1186/s12909-020-02288-x</a>	transactional and transformational leadership and how these theories can be used to focus on a team-based leadership model. This article highlights the need to focus on ongoing leadership development through a detailed curricula and mentorship.	success as it provides a framework to use in daily application.
Karaszewski, R., & Drewniak, R. (2021). The leading traits of the modern corporate leader: Comparing survey results from 2008 and 2018. <i>Energies</i> , 14(23), 7926. <a href="https://doi.org/10.3390/en14237926">https://doi.org/10.3390/en14237926</a>	This article reviews surveys from 2008 and 2018 to compare leadership traits and the perceptions of how effective these leaders' traits were on leaders over a 10-year span. This study determined that there is a gap between leadership competencies for modern leaders and the actual implementation of them in daily practice. This study also expresses that different organizational structures and factors can also inhibit leaders from applying these principles into their leadership practice.	Ability to bridge the leadership- doing gap through daily practice and addressing barriers preventing leaders from enacting what they know. This is accomplished through development, practice and organizational support. Having an organizational culture that aligns with the concept of training and educating leaders will lead to more successful leaders and organizational success.
Kotter, J. (1995). Leading change. <i>Harvard Business Review</i> , 1–9. <a href="https://doi.org/10.1016/0024-6301(95)91633-4">https://doi.org/10.1016/0024-6301(95)91633-4</a>	This article discusses the eight- step process for leading change in an organization and focuses on understanding how to lead change and properly implement change in an organization. This article also discusses the importance of communication and empowerment in leadership and changing processes.	This article focuses on implementing a structured approach to change through and eight-step model that is based on leadership theory. This model aligns people, culture, and organizations and aims to remove barriers.
Deng, C., Gulseren, D., Isola, C., Grocutt, K., & Turner, N. (2023). Transformational leadership	This article reviews transformational leadership effectiveness in recent studies and explores transformational leadership behaviors and their	Leadership development can occur through the use of effective evidence-based practice and transformational

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effectiveness: an evidence-based primer. <i>Human Resources Development International</i> , 26(5), 627–641. <a href="https://doi.org/10.1080/13678868.2022.2135938">https://doi.org/10.1080/13678868.2022.2135938</a>	impact on performance and organizational outcomes.	leadership theory. These theories help develop leaders that are adaptable and can align with organizational and cultural needs.
Solow, M., & Perry, T. E. (2023). Change management and health care culture - PubMed. <i>Anesthesiology Clinics</i> , 41(4). <a href="https://doi.org/10.1016/j.anclin.2023.05.001">https://doi.org/10.1016/j.anclin.2023.05.001</a>	This study reviews transformational leadership and its effectiveness in leadership development. This article also discusses the four key traits of a transformational leader and how these traits can be used to lead change and cultivate engagement with their teams.	Through the use of transformational leadership and evidence based frameworks, leaders can become adaptable and lead change in diverse organizations.
Perez, J. M. (2021). Leadership in healthcare: Transitioning from clinical professional to healthcare leader - PubMed. <i>Journal of Healthcare Management</i> , 66(4). <a href="https://doi.org/10.1097/jhm-d-20-00057">https://doi.org/10.1097/jhm-d-20-00057</a>	This article reviews the challenges healthcare leaders face when transitioning from clinical roles into leadership roles. This article also discusses the shift from clinical skills to interpersonal skill competences needed for effective leadership. Development of communication skills, emotional intelligence, change management, and team collaboration are key factors in a successful transition into leadership roles.	Support for leaders transitioning from clinical to leadership roles is provided through targeted development and mentorship which help to develop emotional intelligence, communication skills and adapt to healthcare leadership roles.
Karki, L., Rijal, B., Hamal, P., Khanal, M., & Bhusal, S. (2023). Management and leadership development in healthcare professionals - PubMed. <i>Journal</i>	This article expresses the importance of leadership and management development among healthcare professionals to improve healthcare organizational performance. There is a need for structural leadership training, mentorship and	Sustainable leadership capacity through structured development and institutional support. By addressing barriers to leadership development by promoting mentorship, and competency

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<p><i>of Nepal Medical Association, 61(259).</i>  <a href="https://doi.org/10.31729/jnma.8100">https://doi.org/10.31729/jnma.8100</a></p>	<p>competency based training programs to prepare clinicals and administrators in leadership roles.</p>	<p>based training to cultivate strong healthcare leaders.</p>
<p>Smith, K.-A., Morassaei, S., Ruco, A., Bola, R., Currie, K. L., Cooper, N., &amp; Prospero, L. (2022). An evaluation of the impact for healthcare professionals after a leadership innovation fellowship program - PubMed. <i>Journal of medical imaging and radiation sciences, 53(4).</i>  <a href="https://doi.org/10.1016/j.jmir.2022.09.004">https://doi.org/10.1016/j.jmir.2022.09.004</a></p>	<p>This article studies the results of a healthcare leadership fellowship program, to understand how participating in this program impacted leadership capacity, confidence and ability to lead changes in the clinical setting. This study presents how fellows gained strong theoretical leadership and understanding, organizational constraints hindered leaders full ability.</p>	<p>By bridging the theory- practice gap in healthcare leadership, leaders can be supported in transferring their knowledge into practice. This can be accomplished through mentorship, organizational alignment, and reflection.</p>
<p>Spanos, S., Leask, E., Patel, R., Datyner, M., Loh, E., &amp; Braithwaite, J. (2024). Healthcare leaders navigating complexity: A scoping review of key trends in future roles and competencies - PubMed. <i>BMC Medical Education, 24(1).</i>  <a href="https://doi.org/10.1186/s12909-024-05689-4">https://doi.org/10.1186/s12909-024-05689-4</a></p>	<p>This article explore, how the changing and evolving healthcare leadership landscape requires there to be a review of required leadership competencies. This review identified adaptive leadership, systems thinking, emotional intelligence, and collaboration as essential future leadership traits. The study also noted that being able to apply these traits to actual work is limited due to workload, and organizational pressures and lack of leadership infrastructure.</p>	<p>Being able to bridge the leadership-competency gap through learning and adaptative practicing. By building a leader through understanding of daily decision making, flexibility, and reflective learning will strengthen leaders that can navigate through barriers, and organizational rigidity.</p>

Author(s) and date Or Reference	Data (General Information) Extracted	Preliminary Problem-Solving Themes
<p>Parker, G., Smith, T., Shea, C., Perreira, T., &amp; Sriharan, A. (2022). Key healthcare leadership competencies: Perspectives from current healthcare leaders - PubMed. <i>Healthcare Quarterly</i>, 25(1).  <a href="https://doi.org/10.12927/hcq.2022.26806">https://doi.org/10.12927/hcq.2022.26806</a></p>	<p>This article reviews the essential competencies as perceived by current healthcare leaders a critical for effective leadership in healthcare systems. This study expresses that communication, emotional intelligence, strategic thinking and the ability to lead change as the essential competencies. Leaders often face competing demands from the organizational level, and insufficient support and mentorship for leadership development.</p>	<p>Bridging the leadership- competency gap by creating a structured development and mentoring leadership. Importance in encouraging leaders to move from conceptual knowledge to reflective leadership practice and application of theory. Continuous feedback and learning is important to leadership effectiveness and growth.</p>
<p>Ravaghi, H., Beyranvand, T., Mannion, R., Alijanzadeh, M., Aryankhesal, A., &amp; Bélorgeot, V. D. (2021). Effectiveness of training and educational programs for hospital managers: A systematic review - PubMed. <i>Health Services Management Research</i>, 34(2).  <a href="https://doi.org/10.1177/0951484820971460">https://doi.org/10.1177/0951484820971460</a></p>	<p>This systemic review evaluates the effectiveness of training programs for hospital managers and leaders. The focus of this review was on how leadership training interventions improve leadership skills, management performance, and organizational outcomes. The review presents the idea that while training programs enhance theoretical understanding and short-term knowledge,</p>	<p>Bridging the learning- application gap in leadership training through development programs founded in leadership theory. With an emphasis of experiential learning, mentorship, and feedback, hospital managers are able to take knowledge and apply it to practical leadership behaviors to improve individual and organizational outcomes.</p>
<p>Luedi, M. M. (2022). Leadership in 2022: A perspective. <i>Best Practice &amp; Research Clinical Anaesthesiology</i>, 36(2), 229–235. Retrieved September 24, 2025, from</p>	<p>This article provides a review of healthcare leadership, with an emphasis of the evolving expectations that healthcare leaders are faced with. Due to rapid growth and change in healthcare leaders need to be able to be</p>	<p>This article reviews leaders being able to emotionally resilient and being able to translate self-awareness and ethical insight into daily leadership practice.</p>

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<a href="https://www.sciencedirect.com/science/article/pii/S1521689622000155">https://www.sciencedirect.com/science/article/pii/S1521689622000155</a>	emotionally intelligent, be adaptable and resilient, and be able to make ethical decisions.	
Neagle, P. E. (2021). Practitioner application: leadership in healthcare: Transitioning from clinical professional to healthcare leader. <i>Journal of Healthcare Management</i> , 66(4), 302–303. <a href="https://doi.org/10.1097/jhm-d-21-00068">https://doi.org/10.1097/jhm-d-21-00068</a>	This article review the transition from clinical professional to healthcare leader with a focus on the challenges faced by clinicians when shifting from specific clinical expertise to a broader leadership role.	The gap between professional identity and leadership practice can be closed through mentorship and support as well reflective learning. By assisting clinicians in developing confidence, adaptive leadership skills, and providing mentorship, clinicians can transfer into leadership roles, and display proper leadership traits.
Dalgaard, V. L., Gayed, A., Hansen, A. L., Grytnes, R., Nielsen, K., Kirkegaard, T., Uldall, L., Ingerslev, K., Skakon, J., & Jacobsen, C. B. (2023). A study protocol outlining the development and evaluation of a training program for frontline managers on leading well-being and the psychosocial work environment in Danish hospital settings – a cluster randomized waitlist controlled trial. <i>BMC Public Health</i> , 23(1).	This article reviews and outlines the design and evaluation protocol for a leadership training program to enhance frontline leaders’ ability to lead and manage the psychosocial work environment. This article highlights the need for leaders to balance psychosocial needs as well as operational efficiency in their daily leadership.	It is important to under the gap between psychosocial needs and organizational needs and for leaders to be able to translate well-being and organizational needs into leadership behaviors that lead to organizational success.

Author(s) and date Or Reference	Data (General Information) Extracted	Preliminary Problem-Solving Themes
<a href="https://doi.org/10.1186/s12889-023-15728-2">https://doi.org/10.1186/s12889-023-15728-2</a>		
<p>Hartviksen, T., Solbakken, R., Strauman, L., &amp; Magnussen, I.-L. (2024). Co-creating a continuous leadership development program in rural municipal healthcare – an action research study. <i>BMC Health Services Research</i>, 24(1). <a href="https://doi.org/10.1186/s12913-024-11096-8">https://doi.org/10.1186/s12913-024-11096-8</a></p>	<p>This study focuses on developing a continuous leadership development program for leaders with a focus on rural healthcare. This study highlights the need for collaboration between researcher’s and practitioner to create a program that is focused on real- world leadership challenges. While leaders my value theoretical leadership frameworks, the application of in a practical setting is often limited by lack of organizational support and staffing concerns.</p>	<p>By understanding the gap in implementation of leadership training programs, training programs can be implemented that help to apply theory to practice through peer collaboration and reflective learning.</p>

Appendix E: Thematic Map

The Role of Leadership and Communication Training in Non- Profit Hospitals and the Influence on Leadership Change

