

# Escalation, Culture, and Leadership

## Introduction

This video series provides leaders with concepts, reflections, and tools to support the roll out of the new escalation toolkits in maternity and neonatal care. Studies such as those by O'Neil et al (2021) demonstrate that these tools work best in cultures in which staff members from across hierarchies can communicate openly and freely, feel safe to challenge and voice concerns, and in which escalation is a normalised process.

As such, the videos are split into 4 sections.

- 1) Exploring the **psychology of power** to ensure leaders create hierarchies that work for escalation.
- 2) Demonstrating tools to support **empowering more voice** from staff.
- 3) Forming **habits and rituals** that normalise the practices and relationships necessary for good escalation.
- 4) How **modelling learning and curiosity** enable staff to make the most out of escalation.

The worksheets have reflection questions and activities for you to try as you go. It can be really useful to do this with someone else, as it helps reflection, allows for more practice of tools, and can be much more engaging. However, lots can be gained by doing it alone too.

Each worksheet also includes resources and links to further learning and evidence. Feel free to pick and choose based on whatever you think is useful. You should find plenty to get you thinking and start building a healthy culture where you are.

## Resources and Links:

<https://pubmed.ncbi.nlm.nih.gov/33509099/> O'Neill et al (2021) study on facilitators and barriers to escalation.

[https://assets.kingsfund.org.uk/f/256914/x/9ccade5367/leadership\\_in\\_health\\_care\\_summary\\_february\\_2015.pdf](https://assets.kingsfund.org.uk/f/256914/x/9ccade5367/leadership_in_health_care_summary_february_2015.pdf) Kings Fund review of Leadership Impact in Health Care

<https://link.springer.com/article/10.1007/s00431-024-05968-8> Impact of Leadership Interventions on Neonatal Care: a systematic review

