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1 **In which context and for whom can interventions improve**
2 **leadership of surgical trainees, surgeons and surgical**
3 **teams and why: a realist review protocol**

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33
34 **Abstract**

35 **Background:** Improving effective leadership of individuals, groups, and healthcare
36 organisations is essential for improving surgical performance and indirectly
37 improving health outcomes for patients. Numerous systematic reviews have been
38 conducted which seek to determine the effectiveness of specific leadership
39 interventions across a range of disciplines and healthcare outcomes. The purpose of

40 this realist review is to systematically synthesise the literature which examines in
41 which context and for whom leadership interventions improve leadership of
42 surgeons, surgical teams, and trainees.

43 **Methods:** Several approaches will be used to iteratively search the scientific and
44 grey literature to identify relevant evidence. Selected articles will inform the
45 development of a programme theory that seeks to explain in which context and for
46 whom interventions can improve leadership of surgical trainees, surgeons, and
47 surgical teams. Next, empirical studies will be searched systematically in order to
48 test and, where necessary, refine the theory. Once theoretical saturation has been
49 achieved, recommendations for advancing leadership in surgery will be developed.
50 Stakeholder and patient and public consultations will contribute to the development
51 of the programme theory. The review will be written up according to the Realist And
52 Meta-narrative Evidence Synthesis: Evolving Standards publication standards. No
53 ethical review will be required for the conduct of this realist review.

54 **Discussion:** The knowledge gained from this review will provide evidence-based
55 guidance for those planning or designing leadership interventions in surgery. The
56 recommendations will help policymakers, educationalists, healthcare providers, and
57 those delivering or planning leadership development programmes across the
58 surgical disciplines to design interventions that are acceptable to the surgical
59 community and successful in improving surgical leadership.

60

61 PROSPERO registration: CRD42021230709

62

63 **Keywords:**

64 Leadership; surgery; realist review; distributed leadership; leadership configurations;
65 healthcare; protocol

66
67

68 **Plain English Summary**

69
70

71 How do leadership development activities need to be designed in order to improve
72 the leadership of surgeons, surgical teams and surgical trainees?

73

74 Leadership is seen to be an important skill for those working in healthcare.

75 Healthcare systems therefore, invest a lot of money into the development of the

76 leadership of surgeons, surgical teams, and surgical trainees. Leadership

77 development activities include leadership courses and programmes, mentoring and

78 coaching, feedback activities, and simulation training. To date there is no agreement

79 on what makes leadership development activities effective or not. We also do not

80 know whether they work for certain people or professionals more than others. It is

81 important to find out what interventions are best, in order to spend the money on

82 leadership development effectively.

83

84 This protocol describes our plan to develop a theory explaining in which context and

85 for whom leadership development activities work and why. We will develop the

86 theory based on the existing literature and through experts in the field.

87

88 To make the results more reliable, we will search databases systematically and the

89 different stages of the review will be checked by two people.

90

91 Results will feed into further research where we collect 'real world' data on
92 leadership development activities that take place in the National Health Service
93 (NHS) and whether they work and why. Our study will also provide guidance for
94 those who are planning or designing leadership development activities for surgeons,
95 surgical teams and surgical trainees.

96

97

98 **Introduction**

99 ***Clinical leadership in surgery***

100 Leadership in healthcare is vital for maintaining and improving team effectiveness,
101 clinical and financial performance, patient safety and quality (Lyons *et al.*, 2020).
102 Although healthcare systems invest significant resources in developing the
103 leadership of healthcare professionals (West *et al.*, 2015), there is no agreement on
104 how to develop good leadership and achieving effective leadership processes
105 remains a challenge in many areas of healthcare delivery, including surgery (Lega,
106 Prenestini, and Rosso, 2017). The academic literature increasingly recognises that
107 healthcare leadership is a shared, complex social dynamic - rather than something
108 exclusively held by an individual person (Lega, Prenestini, and Rosso, 2017).
109 However, in healthcare practice, the term leadership development is often used to
110 describe efforts which seek to develop the skills of individuals, rather than build
111 leadership capacity across an organisation (Frich *et al.*, 2015).

112

113 In surgery, interventions designed to improve nontechnical surgical skills and
114 processes (including leadership) have started to emerge in the operation room (Hull
115 *et al.*, 2012). Previous systematic reviews suggest that the advancing of
116 nontechnical skills in the operating room can improve team work, performance and
117 safety within the smaller professional groups (Yule *et al.*, 2006; Arora *et al.*, 2010;
118 Hull *et al.*, 2012). In the existing literature on leadership in surgery, important
119 attributes of surgical leaders (Patel *et al.*, 2010) and the ways that surgeons can
120 improve their leadership skills have been identified as important for improving
121 surgical practice and patient outcomes (Maykel, 2013). However, focusing on this
122 individualistic and attribute and skills focused explanation of surgical leadership limits
123 our understanding about how leadership in the surgical profession develops across
124 the profession, and the mechanisms and contexts which can influence and advance
125 leadership effectiveness in the organisation (Grove *et al.*, 2020).

126

127 Surgical leadership is not always restricted to those in formal leadership roles, for
128 example those referred to as a Surgical Director. Leadership can be shared amongst
129 all those involved in the delivery of care (Harris and DeFlaminis, 2016). Hu and
130 colleagues (2016) described how “interpersonal dynamics are highly important to
131 operative performance” (Hu *et al.*, 2016, p. 2). This suggests that improvement in
132 patient outcomes after surgery are not only dependent on one individual leader (e.g.,
133 one individual surgeon), but dependent on all those who interact in the process (The
134 Royal College of Surgeons of England, 2014). Hence, important characteristics such
135 as accountability and empowerment can be distributed across the surgical team.
136 This concept of distributed leadership emerged in the early 2000s from several

137 organisational scientists, most importantly the theory of distributed cognition and the
138 activity theory (Gronn, 2000, 2009; Currie and Lockett, 2011).

139

140 Leadership in healthcare demands that up-to-date evidence is implemented into
141 practice in order to achieve desirable patient outcomes, increased patient safety and
142 improved quality of life (Darzi, 2009). However, there are challenges to the use of
143 evidence in surgical practice (Grove, Clarke, and Currie, 2018; Grove *et al.*, 2020)
144 and the surgical specialties are often alleged to be lagging behind evidence-based
145 practice in comparison to their medical colleagues (Meshikhes, 2015). Consequently,
146 the reported delays of research evidence reaching clinical practice may be
147 compounded in the surgical specialties (Westfall, Mold, and Fagnan, 2007; Green *et*
148 *al.*, 2009; Trochim, 2010).

149

150 In this review, we seek to identify and understand the different types of clinical
151 leadership which have been characterised in previous surgical research. We bring
152 together the concepts of leadership and evidence-based practice to understand how
153 mechanisms and contexts of healthcare organisations influence surgical leadership,
154 and the organisational processes which can support and advance leadership in
155 surgery.

156

157 ***The need to adopt a realist approach***

158 Since leadership interventions can be considered as complex (Grove *et al.*, 2020), a
159 realist review approach was deemed to be more appropriate than a traditional
160 systematic review. Using a realist review approach, we seek to understand and
161 develop recommendations on how, which, to what extent and in which context

162 interventions can effectively support the development of leadership of surgeons,
163 surgical teams and surgical trainees.

164

165 While numerous systematic reviews have been conducted to determine the
166 effectiveness of specific leadership interventions in healthcare settings (Davis *et al.*,
167 1995; Wong and Cummings, 2007; Rosenman *et al.*, 2014; Sun *et al.*, 2018; De Brún
168 and McAuliffe, 2020; Lyons *et al.*, 2020) (for example, in medicine and nursing), a
169 systematic synthesis of the literature to examine in which context and for whom
170 interventions can improve the leadership of surgical trainees, surgeons and surgical
171 teams, has not been undertaken. We aim to fill this gap by conducting a realist
172 review.

173

174 A realist review is a theory-driven, interpretive approach to synthesise research
175 evidence (Brennan *et al.*, 2014), which may be qualitative, quantitative, or mixed
176 methods (Wong *et al.*, 2015). A key distinction between realist reviews and other
177 review types, is that realist reviews achieve more than evaluate the effectiveness of
178 interventions (i.e., what type of leadership development works in surgery?). Instead,
179 realist reviews focus on understanding the interaction between context, mechanism
180 (underlying processes or social structures) and outcomes by which an intervention,
181 such as leadership development, can be advanced. Realist reviews set out to
182 determine why, how, and in which context interventions work (Paré *et al.*, 2015).
183 Therefore, contributing to both our empirical understanding of, and the theoretical
184 developments within, surgical leadership. In our study, we seek to combine
185 theoretical understandings and empirical evidence to explain the relationship

186 between the context in which leadership was applied in surgery, the mechanisms by
187 which it worked and the outcomes that were achieved.

188

189 In order to allow for explanation building, 'middle range' realist programme theories,
190 which involve "abstraction but are close enough to observed data to be incorporated
191 in propositions that permit empirical testing" (Merton, 1967), are developed as part of
192 a realist review. From a realist perspective, causation is generative, meaning that
193 interventions alter context, which then triggers mechanisms, which then produce
194 both intended and unintended outcomes (Wong *et al.*, 2013). Realist reviews
195 therefore, can help to understand "how interventions work and under what
196 circumstances the mechanisms connected to beneficial outcomes may be triggered"
197 (Rycroft-Malone *et al.*, 2016). Hence, this approach addresses complexity and non-
198 linear casual relationships and therefore, is well suited to examining complex social
199 leadership interventions in surgery.

200

201 This realist review is conducted as part of a longitudinal mixed-method study
202 exploring how leadership and the implementation of evidence-based practice in
203 surgery can be advanced (Grove *et al.*, 2020). The findings will inform the conduct of
204 semi-structured interviews with surgeons and their professional networks, to explore
205 how surgeons learn about leadership configurations and best practice (Grove *et al.*,
206 2020).

207

208 **Research questions**

209
210 The research question of the realist review is:

- 211 • In which context and for whom can interventions improve leadership of
212 surgical trainees, surgeons, and surgical teams and why?

213 The objectives of this realist review are:

- 214 1) To develop an initial programme theory or initial programme theories to
215 explain in which context and for whom interventions can improve leadership of
216 surgical trainees, surgeons and surgical teams and why
- 217 2) To test and refine the initial programme theory or programme theories
- 218 3) Based on the programme theory or theories and the review findings, to
219 develop recommendations for policymakers, researchers and practitioners
- 220 4) To disseminate the realist review findings and the recommendations
221 developed.

222 **Methods**

223 For the purpose of this protocol, we have separated the process of the review into
224 five phases (see Figure 1). However, we recognise that these processes are closely
225 related and that the discrete steps of a realist review are iterative and not linear. The
226 phases of our realist review design were informed by the realist review five steps
227 described Pawson *et al.*, (2005) and the six elements of realist review search by
228 Booth and colleagues (2019) (Pawson *et al.*, 2005; Booth, Greenhalgh and Briscoe,
229 2019). Figure 2 presents which phases of this realist review were informed by the
230 methods outlined by Pawson *et al.*, and Booth *et al.*,

231

232 In contrast to systematic reviews, in which typically only one single literature search
233 is conducted to answer a specific research question, the realist approach uses
234 multiple searches conducted iteratively throughout the review process (Pawson *et*

235 *al.*, 2005; Booth, Greenhalgh, and Briscoe, 2019). In our realist review, at least three
236 literature searches will be conducted as part of phases two and three. As suggested
237 by Pawson and colleagues (Pawson, 2006), our review team contains a senior
238 information specialist (RC) who will be involved in all stages of the review, and
239 contribute significantly to phases 2 and 3. Information specialists are experts in
240 searching and documenting searches and have valuable knowledge to contribute to
241 the iterative process of searching that is needed in a realist review (Booth,
242 Greenhalgh and Briscoe, 2019).

243

244 Stakeholder involvement is also vital for the identification of relevant literature
245 (Pawson *et al.*, 2004) and the validation and refinement of developing theory
246 (Pawson *et al.*, 2004). Consultation with experts in the field of leadership and surgery
247 will also provide a reality check as to whether findings are consistent with experience
248 and knowledge from practice (Brennan *et al.*, 2014). A national group of
249 stakeholders has been convened to support this review as it progresses, including
250 NHS clinicians, academics, and a larger group of patient and public contributors. As
251 suggested, the realist review process is iterative, meaning that changes may occur,
252 and phases may be conducted repeatedly or in parallel to each other rather than
253 sequentially. Any changes made to the research protocol, which was prepared using
254 the PRISMA-P checklist (see 'extended data'), will be documented as necessary in
255 the final study report. The five phases of our review will now be described in detail.

256

257 ***Phase 1: Formulation of the realist review question, objectives and literature***
258 ***scoping***

259

Commented [MD1]: Please include the citation here once the extended data has been deposited.

260 Most structured literature reviews require reviewers to formulate a focused research
261 question and begin to scope the literature (Pawson *et al.*, 2005; Booth, Greenhalgh,
262 and Briscoe, 2019). This is also true for this realist review and the aim of phase 1. In
263 order to achieve phase 1 and to develop this review protocol, exploratory
264 background searches were conducted by two reviewers (JG, AG) and gaps in the
265 literature were identified. Search terms related to 'leadership' and 'surgery' were
266 used during the exploratory background search. Through discussion with the wider
267 research team, the research question and objectives were developed (see 1.
268 Introduction). The first research objective will be addressed in phase 2. The second
269 research objective will be addressed in phase 3. The third research objective will be
270 addressed in phase 4. The exploratory background searches did not follow any
271 specific technical or procedural rules (Pawson, 2006), however, they allowed us to
272 begin to explore the quantity and quality of the surgical leadership literature.

273

274 ***Phase 2: Development of an initial programme theory or programme theories***

275

276 In phase 2, the first research objective of this realist review, which is 'to develop an
277 initial programme theory or programme theories to explain how, to what extent and in
278 which context leadership in surgery can be influenced' will be addressed.

279

280 *Literature search*

281 Searching for evidence that can inform the programme theory can be challenging,
282 particularly because studies that include theories rarely include terms such as
283 'theory' in their titles. Therefore, diverse approaches to literature searching will be
284 taken including searches of a range of bibliographic databases, using search filters

Commented [MD2]: Please confirm if these were all the search terms to be used in this study. If not, please provide a list of all search terms, or a detailed explanation of how terms will be identified.

285 where necessary in larger databases, and using techniques such as citation pearl
286 growing, forward citation searching (using Web of Science and Scopus), and cluster
287 searching to identify further relevant articles (Booth *et al.*, 2013; Academic Unit of
288 Health Economics, 2018). We will search for literature related to leadership in
289 surgery but may also draw on literature from different but related fields, including
290 organisational and implementation science.

291

292 Additionally, Google (using the advanced search feature) and several healthcare
293 websites will be searched or browsed to identify relevant grey literature (including
294 NHS evidence, The Kings Fund, The Royal College of Surgeons of England, Nuffield
295 Trust, NHS England/NHS Improvement, Institute for Healthcare Improvement, The
296 Leadership Academy, Skills for Care, King's Fund, Advance HE, The Institute of
297 Healthcare Management, Faculty of Medical Leadership and Management). Search
298 terms will include words around theory (e.g., 'theory', 'programme', 'model', 'logic
299 model', and 'framework') as well as content terms such as 'leadership' and/or
300 'surgery' or 'healthcare'. All records identified in bibliographic databases will be
301 uploaded into EndNote software and deduplicated. Grey literature results from
302 websites will be screened by two reviewers (JG, AG) online and relevant documents
303 added to EndNote. The reference list of all included documents will be screened for
304 potentially relevant documents.

305

306 Evidence will be searched without date restrictions and publication types will include
307 letters, editorials and reviews. Only documents in English will be included in this
308 review due to limited translation resources. We will contact our stakeholder group to

309 request additional documents which they believe may be relevant for the
310 development of an initial programme theory or programme theories.

311

312 *Selecting evidence*

313 The lead reviewer (JG) will initially filter the documents according to their titles and
314 abstracts. Subsequently, full texts of documents that were found at title and abstract
315 stage to be potentially relevant will be retrieved. All of those full texts will then be
316 reviewed by the lead reviewer and evidence will be selected according to its
317 relevance and richness. We seek to understand whether the evidence will help
318 explain how, to what extent and in which context leadership appears to influence
319 surgical practice. A second reviewer (AG) will independently review at least 20% of
320 documents reviewed by the lead reviewer at both the title and abstract and the full
321 text stages. While reviewing the documents, the reviewers will highlight relevant
322 parts in the documents and take notes and make comments on whether the
323 documents can inform the initial programme theory or programme theories.
324 According to our initial discussions, the reviewers will decide whether or not to
325 include a document. Any disagreement that cannot be resolved will be checked by a
326 third reviewer (KS).

327

328 *Data extraction*

329 The lead reviewer will then extract relevant information from all included documents,
330 which explains how, to what extent, and in which context leadership in surgery can
331 be influenced. Extracted information may be mapped onto a context (where does
332 intervention occur and who initiates intervention), intervention (interventions,
333 strategies or processes that influence leadership), mechanism (actions taken) or

334 outcomes (unintended or intended results). The second reviewer will check at least
335 20% of all extracted data for accuracy.

336

337 *Theory development*

338 The reviewers will then review the extracted evidence and synthesise the different
339 configurations of context, interventions, mechanisms and outcomes with regards to
340 leadership in surgical practice. Findings will be described in words and figures, the
341 data sources from which the initial programme theory or programme theories was or
342 were derived from will be recorded.

343

344 *Theory refinement*

345 Through discussion with the research team and stakeholder group, we will seek to
346 identify whether or not there are any gaps in the theory. Where necessary, further
347 searches may be conducted, and further documents considered. Any additional
348 searches will be documented as previously described. We acknowledge that there
349 cannot be an absolute or complete end point to analysis of the theoretical constructs
350 (Low, 2019). However, that does not mean that it is not important to consider
351 theoretical saturation. We will follow the pragmatic guidance by Low (2019) to
352 consider whether the point of theoretical saturation has been reached during phase 2
353 (Low, 2019).

354

355 ***Phase 3: Testing and refining of the initial programme theory or programme*** 356 ***theories***

357 The aim of the third phase is to address the second research objective which is 'to
358 test and refine the initial programme theory or programme theories'. To achieve this

359 objective, primary studies including qualitative, quantitative and mixed method
360 empirical research will be identified and used to test and refine the programme
361 theories developed throughout phase 2. In phase 3, primary studies will be identified
362 using a more systematic search of the literature.

363

364 *Literature search*

365 A systematic search in several electronic databases will be conducted. These will
366 include, but not be limited to, Ovid MEDLINE, EMBASE, and Abi/INFORM Global.
367 The search will be adapted for each different database. Additional grey literature will
368 be searched as appropriate. For example, the websites from the Kings Fund, NHS
369 England/NHS Improvement and the Leadership Academy will be searched.
370 Techniques such as citation pearl growing and forward citation searching may also
371 be used to identify further evidence. Additionally, the references of all included
372 documents will be screened to identify further relevant documents for consideration.
373 Further rounds of searching will be conducted where necessary.

374

375 *Inclusion criteria*

376 Documents will be included based on their relevance to the review question. We
377 seek to understand if the article can be used to test or refine the initial programme
378 theory or theories (Booth *et al.*, 2013). Relevance will be determined by whether the
379 following inclusion criteria are met:

380

- 381 • **Study type:** all types of primary empirical studies e.g., qualitative research,
382 quantitative research, mixed methods research.

Commented [MD3]: Please include the full completed search for at least one electronic database, including planned limits and any additional information to replicate the search (PRISMA P item 10)

- 383 • **Study setting:** studies in clinical settings (e.g., hospitals, specialist clinics), in
384 academic organisations (e.g., universities) and training settings (e.g.,
385 independent training organisations).
- 386 • **Participants:** all staff involved in or influential to the delivery of surgical practice,
387 participants may include but are not limited to surgeons, nurses, and applied
388 health professional and surgeon's professional networks.
- 389 • **Intervention/ activities/ processes:** all studies that give insight into any
390 training(s), interventions, activities, processes, or strategies that are implemented
391 or conducted in order to influence leadership in the surgical profession. For
392 example, this may be training that aim to advance leadership skills or the
393 development of team working skills within surgical teams. It could also include
394 studies that evaluate interventions, activities, or processes that are implemented
395 to influence leadership in surgery. Studies that aim to influence individuals' or
396 groups' understanding of research-evidence will only be included if they give
397 insight into whether or not the intervention influenced leadership.
- 398 • **Outcomes:** all outcomes reported in the article that are reported as outcomes of
399 the leadership interventions, strategies, activities, or processes that are
400 conducted. This could include patient outcomes (e.g., mortality, patient
401 satisfaction) but also staff outcomes (e.g., empowerment, improved
402 communication skills) and organisational outcomes (e.g., productivity,
403 organisation performance). Outcomes will be grouped into intended and
404 unintended, positive and negative, self-reported and not self-reported, or short-
405 term and long-term outcomes as appropriate.
406

407 *Document selection*

408 All records from bibliographic databases will be uploaded into EndNote (*Endnote*, no
409 date) and their titles and abstracts screened by the lead reviewer for relevance to the
410 inclusion criteria. The second reviewer will screen all records independently.
411 According to the discussion between reviewers, records will be included or excluded
412 for full text screening. Grey literature sources will be screened online by the lead
413 reviewer. The lead reviewer will retrieve all full texts of those documents deemed
414 potentially relevant and both reviewers will screen all articles' full texts. Any
415 disagreement that cannot be resolved will be checked by a third reviewer (KS).

Commented [MD4]: Please include version.

416

417 *Data extraction*

418 In a realist review, documents are rarely used as a whole for the analysis (Kastner *et*
419 *al.*, 2011). Instead, small sections of the included documents will be used to test our
420 preliminary programme theory or programme theories (Kastner *et al.*, 2011; Brennan
421 *et al.*, 2014). In contrast to traditional systematic reviews, where standardised forms
422 are used to extract data, we will use notes and annotations to assimilate and
423 synthesise relevant information from the included papers (Wong *et al.*, 2015; Power
424 *et al.*, 2019). For this review, we will adopt a hybrid approach to data extraction
425 (Weetman *et al.*, 2019): first of all, software such as NVivo (*NVivo*, no date) will be
426 used to annotate data for contexts, mechanisms, and outcomes and programme
427 theories and to manage reviewer notes. Second, data extraction forms will be
428 developed iteratively to extract descriptive study characteristics and to categorise all
429 included documents. Information that we expect to extract is shown in **Error!**
430 **Reference source not found.** The lead reviewer will extract data for 100% of all

Commented [MD5]: Please include version.

431 included documents and the second reviewer will check at least 20% of the extracted
432 data for accuracy.

433

434 *Assessment of rigour*

435 All studies included to test and refine the theory or theories in phase 3 will be
436 assessed for their rigour to determine whether the methods used to generate the
437 relevant data are credible and trustworthy (Brennan *et al.*, 2014). Documents will not
438 be excluded based on their rigour, as extracts of documents with a lower rigour
439 reporting may still have valid contributions. However, this process will be conducted
440 to give context to the reader. As we will include qualitative, quantitative and mixed
441 methods studies, will be use the Mixed Methods Appraisal tool (MMAT) to assess
442 the rigour of all included studies (Hong *et al.*, 2018). MAAT has been used in
443 previous realist reviews to assess the quality of studies (Bedwell *et al.*, 2017;
444 Wozney *et al.*, 2017; Thapa *et al.*, 2018) and is well suited to assess the rigour of
445 studies of all types of study designs. The lead reviewer will assess the rigour of all
446 included studies and the second reviewer will assess 20% of all included studies for
447 accuracy. Disagreement will be resolved through a third reviewer (KS). Results of
448 the assessments of rigour will be recorded in summary tables and presented in the
449 findings of the realist review.

450

451 *Theory testing and refinement*

452 Phase 2 results in the development of an initial programme theory or theories linking
453 outcomes with context, mechanisms and implementations. The studies included in
454 phase 3 will then be used to test, confirm, refute, or refine the theory or theories.

455 This will be done by analysing similarities and differences between the context,

456 mechanism, and outcome configurations from the initial programme theories and the
457 empirical evidence included in the phase 3. The analysis will be used to iteratively
458 feed back into the initial programme theory or theories we developed in phase 2. Not
459 all studies included in phase 3 may be used to test and refine theories. Instead, we
460 will use the empirical evidence for testing until theoretical saturation has been
461 reached (Low, 2019). If we still identify gaps in the theory or theories, we may
462 conduct additional searches to aim to close these gaps. All additional searches will
463 be documented and justified using methods described in phase 3.

464

465 ***Phase 4: Development of recommendations on how leadership can be***
466 ***advanced***

467

468 Using the findings of the realist review and the theory we have developed; we will
469 develop recommendations on how leadership can influence surgical practice.
470 Throughout the review process, we anticipate finding gaps in the research literature.
471 Hence, recommendations may focus on what type of additional research needs to be
472 conducted to better understand how interventions, processes and strategies can
473 advance surgical leadership. The theoretical understanding we develop during the
474 review will enable us to develop clear, evidence-based recommendations for
475 policymakers, health organisations, and practitioners on what leadership
476 development practices should be introduced, stopped or changed in order to
477 advance leadership in surgery.

478

479 ***Phase 5: Write up and dissemination of the realist review findings and***
480 ***recommendations developed***

481

482 The review will be written up in line with the guidance the Realist And Meta-narrative
483 Evidence Synthesis: Evolving Standards (RAMESES) publication standards (Wong
484 *et al.*, 2013). We aim to publish the realist review in a peer-reviewed journal. An
485 executive summary of the findings and recommendations of the realist review will be
486 produced and shared with policymakers, practitioners and educationalists interested
487 in, or responsible for surgical leadership development. Findings will also be shared
488 with our stakeholder group who took part in the review process. Where appropriate
489 we will disseminate the findings of the review at conferences attended by both
490 healthcare professionals and academic audiences. As this realist review is part of a
491 larger mixed methods project, the findings will be used to inform primary data
492 collection for longitudinal semi-structured interviews with surgeons and their
493 professional network(s).

494

495 **Discussion**

496 Effective surgical leadership in is an important part of healthcare practice to improve
497 care delivery, to ensure patient safety and effective team work (Giddings and
498 Williamson, 2007; Currie, El Enany, and Lockett, 2014; Royal College of Surgeons,
499 2014). However, interventions which seek to influence leadership are complex and
500 context-sensitive (Lega, Prenestini and Rosso, 2017). Therefore, leadership
501 development programmes which are shown to work (e.g., improve health and
502 organisational outcomes) in one area of the NHS may not be transferable across
503 healthcare organisations, or effective in different surgical groups (e.g., surgeons at
504 early and late career stages, surgeons of differing specialities, or gender identities).
505 This realist review will enable a greater understanding of the mechanisms and

506 contexts influencing leadership in the surgical profession and contribute to advancing
507 leadership and related outcomes in surgery.
508 Focussing on improving or expanding technical skills is no longer sufficient to deliver
509 modern, safe surgical care (Agha, Fowler, and Sevdalis, 2015). Instead, those who
510 make decisions for patients need to ensure that individual, groups and organisations
511 partake in leadership development and obtain knowledge and processes which are
512 appropriate and effective. We anticipate that the knowledge and information gained
513 from this realist review can help to inform policymakers, healthcare providers and
514 those delivering and planning leadership development on the mechanisms and
515 context that need to be in place to advance leadership in surgery.

516 **Data availability**

517
518 No underlying data are associated with this article.

519 *Reporting guidelines*

520 Repository: PRISMA-P checklist for '[Article title]'. <https://doi.org/XXXXX> [97].

521 - Data are available under the terms of the Creative Commons Zero "No rights
522 reserved" data waiver (CC0 1.0 Public domain dedication).

Commented [MD6]: Thank you for providing your PRISMA-P checklist, we would request that this is deposited in a publicly accessible repository and cited using the format added here.

523 **Competing interests**

524
525 No competing interests were disclosed.

526 **Grant information**

527

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540 [content/uploads/sites/71/2019/05/AUHE-theory-finding-search-strategies-2018.pdf](https://information-specialists.leeds.ac.uk/wp-content/uploads/sites/71/2019/05/AUHE-theory-finding-search-strategies-2018.pdf)
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688 **Figures and Tables**

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690 *Table 1 Data expected to be extracted from empirical evidence as part of phase 3*

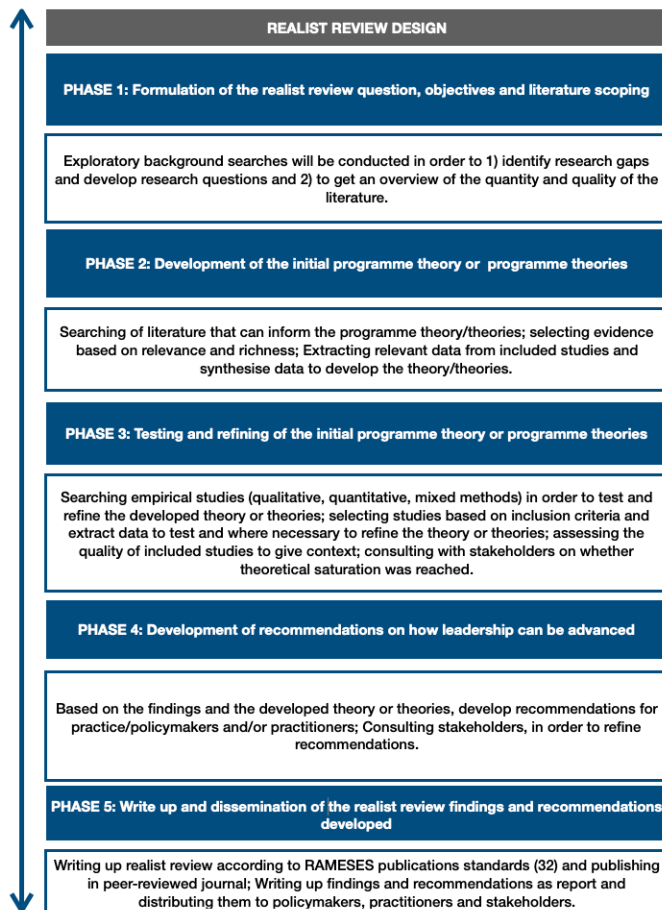
- Study design/type
- Country
- Limitations
- Healthcare service areas in which leadership is situated (surgical speciality/hospital)
- Description of leadership activities
- Any reported outcomes in relation to leadership activities enabling or inhibiting contexts linked to leadership/leadership strategies
- Clarification and explanation about context, mechanism, and outcome configurations related to the research question.

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692 **Figure 1 Realist Review Design**

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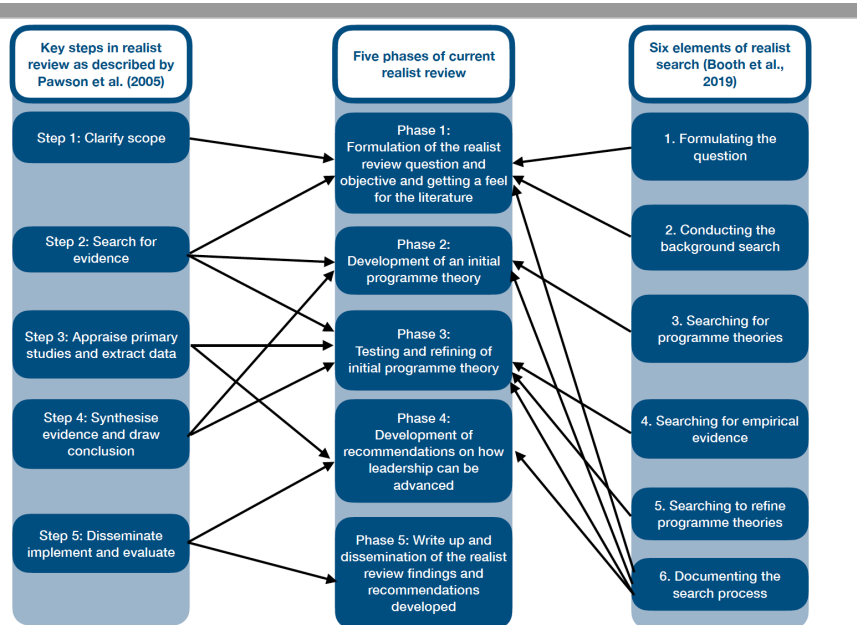
Figure 1 Realist Review Design



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698 **Figure 2 Phases of realist review**



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701 **PRISMA-P 2015 Checklist**

702 This checklist has been adapted for use with systematic review protocol
 703 submissions to BioMed Central journals from Table 3 in Moher D et al: Preferred
 704 reporting items for systematic review and meta-analysis protocols (PRISMA-P) 2015
 705 statement. *Systematic Reviews* 2015 4:1

706 An Editorial from the Editors-in-Chief of *Systematic Reviews* details why this
 707 checklist was adapted - Moher D, Stewart L & Shekelle P: Implementing PRISMA-P:
 708 recommendations for prospective authors. *Systematic Reviews* 2016 5:15

Section/topic	#	Checklist item	Information reported		Line number(s)
			Yes	No	
ADMINISTRATIVE INFORMATION					
Title					
Identification	1a	Identify the report as a protocol of a systematic review	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Identified as a realist review on line 1
Update	1b	If the protocol is for an update of a previous systematic review, identify as such	<input type="checkbox"/>	<input checked="" type="checkbox"/>	N/A

Section/topic	#	Checklist item	Information reported		Line number(s)
			Yes	No	
Registration	2	If registered, provide the name of the registry (e.g., PROSPERO) and registration number in the Abstract	<input checked="" type="checkbox"/>	<input type="checkbox"/>	95
Authors					
Contact	3a	Provide name, institutional affiliation, and e-mail address of all protocol authors; provide physical mailing address of corresponding author	<input checked="" type="checkbox"/>	<input type="checkbox"/>	5-27
Contributions	3b	Describe contributions of protocol authors and identify the guarantor of the review	<input type="checkbox"/>	<input checked="" type="checkbox"/>	NA
Amendments	4	If the protocol represents an amendment of a previously completed or published protocol, identify as such and list changes; otherwise, state plan for documenting important protocol amendments	<input type="checkbox"/>	<input checked="" type="checkbox"/>	N/A
Support					
Sources	5a	Indicate sources of financial or other support for the review	<input checked="" type="checkbox"/>	<input type="checkbox"/>	706-713
Sponsor	5b	Provide name for the review funder and/or sponsor	<input checked="" type="checkbox"/>	<input type="checkbox"/>	706-713
Role of sponsor/funder	5c	Describe roles of funder(s), sponsor(s), and/or institution(s), if any, in developing the protocol	<input type="checkbox"/>	<input checked="" type="checkbox"/>	N/A
INTRODUCTION					
Rationale	6	Describe the rationale for the review in the context of what is already known	<input checked="" type="checkbox"/>	<input type="checkbox"/>	138-255
Objectives	7	Provide an explicit statement of the question(s) the review will address with reference to participants, interventions, comparators, and outcomes (PICO)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	257-270
METHODS					
Eligibility criteria	8	Specify the study characteristics (e.g., PICO, study design, setting, time frame) and report characteristics (e.g., years considered, language, publication status) to be used as criteria for eligibility for the review	<input checked="" type="checkbox"/>	<input type="checkbox"/>	456-458 465-469 524-554
Information sources	9	Describe all intended information sources (e.g., electronic databases, contact with study authors, trial registers, or other grey literature sources) with planned dates of coverage	<input checked="" type="checkbox"/>	<input type="checkbox"/>	430-460 513-522
Search strategy	10	Present draft of search strategy to be used for at least one electronic database, including planned limits, such that it could be repeated	<input type="checkbox"/>	<input checked="" type="checkbox"/>	430-460 513-522

Section/topic	#	Checklist item	Information reported		Line number(s)
			Yes	No	
STUDY RECORDS					
Data management	11a	Describe the mechanism(s) that will be used to manage records and data throughout the review	<input checked="" type="checkbox"/>	<input type="checkbox"/>	450-453 557
Selection process	11b	State the process that will be used for selecting studies (e.g., two independent reviewers) through each phase of the review (i.e., screening, eligibility, and inclusion in meta-analysis)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	462-476 556-564
Data collection process	11c	Describe planned method of extracting data from reports (e.g., piloting forms, done independently, in duplicate), any processes for obtaining and confirming data from investigators	<input checked="" type="checkbox"/>	<input type="checkbox"/>	478-485 556-580
Data items	12	List and define all variables for which data will be sought (e.g., PICO items, funding sources), any pre-planned data assumptions and simplifications	<input type="checkbox"/>	<input checked="" type="checkbox"/>	N/A
Outcomes and prioritization	13	List and define all outcomes for which data will be sought, including prioritization of main and additional outcomes, with rationale	<input checked="" type="checkbox"/>	<input type="checkbox"/>	487-503 600- 627
Risk of bias in individual studies	14	Describe anticipated methods for assessing risk of bias of individual studies, including whether this will be done at the outcome or study level, or both; state how this information will be used in data synthesis	<input checked="" type="checkbox"/>	<input type="checkbox"/>	583-598
DATA					
Synthesis	15a	Describe criteria under which study data will be quantitatively synthesized	<input type="checkbox"/>	<input checked="" type="checkbox"/>	N/A
	15b	If data are appropriate for quantitative synthesis, describe planned summary measures, methods of handling data, and methods of combining data from studies, including any planned exploration of consistency (e.g., I^2 , Kendall's tau)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	N/A
	15c	Describe any proposed additional analyses (e.g., sensitivity or subgroup analyses, meta-regression)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	N/A
	15d	If quantitative synthesis is not appropriate, describe the type of summary planned	<input checked="" type="checkbox"/>	<input type="checkbox"/>	629-657
Meta-bias(es)	16	Specify any planned assessment of meta-bias(es) (e.g., publication bias across studies, selective reporting within studies)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	N/A

Section/topic	#	Checklist item	Information reported		Line number(s)
			Yes	No	
Confidence in cumulative evidence	17	Describe how the strength of the body of evidence will be assessed (e.g., GRADE)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	N/A

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