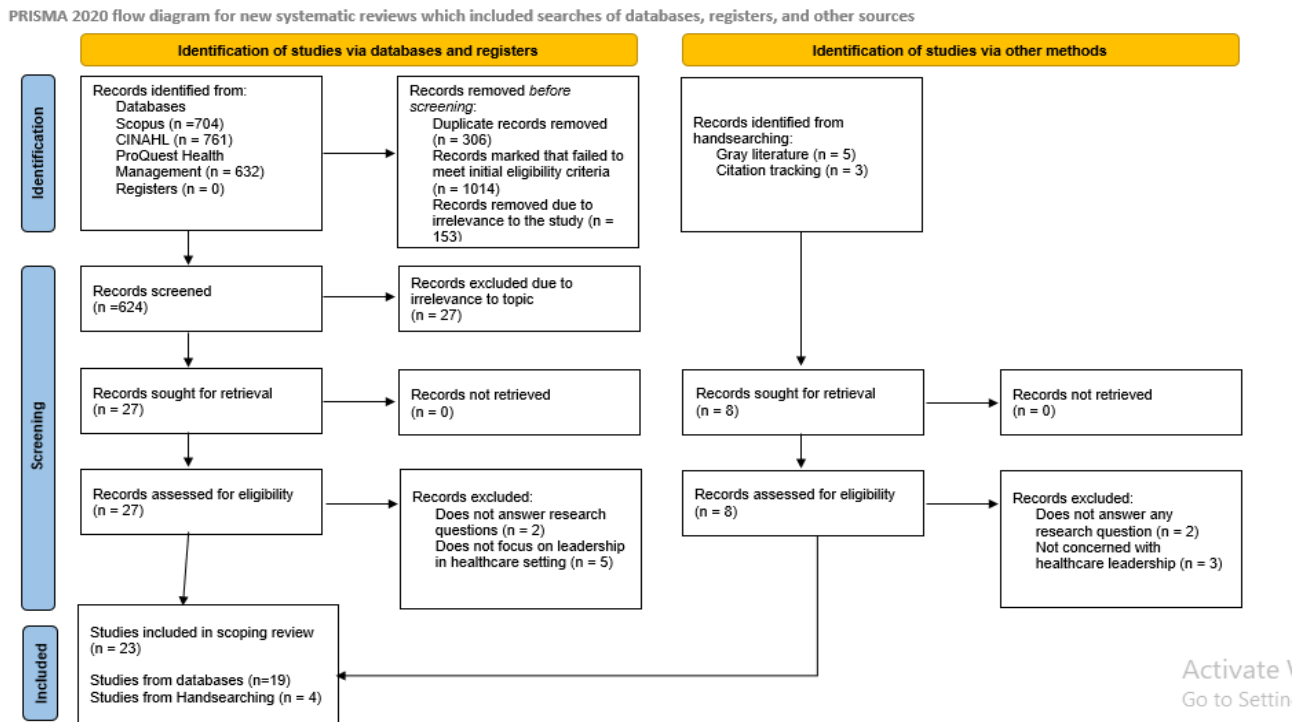


Figure 1. Prisma Flowchart showing final results



Source: Tricco et al., (2018) – Data compiled by Authors

Table 1. Inclusion and Exclusion Criteria

Criteria	Inclusion Criteria	Exclusion Criteria
Peer-review	Peer-reviewed articles	Non-peer-reviewed articles
Publication Date	Between January 2020 - August 2022	Before December 2019
Publication Language	English	Other languages
Subject area	Medicine, Nursing, and Healthcare professions	Environmental Sciences, Social Sciences, Business, Management, Accounting, Neuroscience, Psychology, Microbiology, Pharmacology, and Immunology
Full-text Access	Full-text availability	No full-text availability
Types of Publication	All publication types	-
Publication Country	All publication countries	-

Source: Authors own work

			Clinical Leadership										
Key themes			Restructuring of clinical operations	Wellbeing of frontline workers	Communication	Teamwork	Approaches						
S/N	Paper Title	Author					Authentic and Ethical	Compassionate	Empathic	Relational	Inclusive and Consensus	Creative	Exceptional
1	Healthcare Leadership Perspectives on Supporting Frontline Workers in Health Center Settings during the Pandemic	Alvarez et al. (2022)	*	*	*								
2	Role of Hospital Leadership in Combating the COVID-19 Pandemic	Abdi et al. (2021)		*	*	*							
3	Authentic and Ethical Leadership during a Crisis	Keselman and Saxe-Braithwaite (2021)	*				*						

4	Clinical leadership during the COVID-19 pandemic: Reflections and lessons learned	Sanders and Balcom (2021)					*						
5	Healthcare leadership lessons from COVID-19	Nazir (2021)	*		*								
6	Balancing COVID-19 preparedness and 'business as usual' in hospitals: lessons from executives in China, Norway and the UK	Ikram et al. (2020)	*	*									
7	Leadership for continuous improvement in healthcare during the time of COVID-19	Graham and Woodhead (2021)	*					*			*		
8	Coronavirus 2019 Silver Linings	Santosa et al. (2020)	*						*				
9	So Close to Love: Compassionate Leadership in Healthcare	Evans (2022)						*					
10	Healthcare Leadership in the COVID-19 Pandemic: From Innovative Preparation to Evolutionary Transformation	Crain et al. (2021)	*		*	*							

11	A Blueprint for Leadership during COVID-19: Minimizing burnout and moral distress among the nursing workforce	Rosa et al. (2020)	*	*	*								
12	Leading Employees Through the Crises: Key Competences of Crises Management in Healthcare Facilities in Coronavirus Pandemic	Jankelová et al. (2021)	*	*	*	*							
13	Lessons for Leading in National Emergencies: A Review and Preview of Best Practices	Hofmann (2020)	*	*	*	*						*	
14	Nurse leaders' resilience and their role in supporting nurse' resilience during the COVID-19 pandemic: A scoping review	Sihvola et al. (2022)		*	*	*				*			
15	Leadership during the COVID-19 Crisis and Beyond	Ball (2020)	*		*	*							*
16	Resilient and Inclusive Healthcare Leadership: Black Swans, COVID-19, and beyond	Kalina (2020)									*		
17	Covid-19: Why Compassionate Leadership Matters in a Crisis	Bailey and West (2020)						*					
18	What Impact will the COVID-19 Pandemic have on the Future of Healthcare Leadership?	Generational Leader Ltd (2020)	*										

Table 2: Publications by theme and sub-theme – source authors own work

Table 3. Three level command and control leadership structure

Level	Description
Gold – Strategic level	Involves senior professionals, provides extensive support for operational commanders, and is responsible for setting the strategic tone of the multi-agency response
Silver – Tactical level	Involves chief operating officers who manage and coordinate activity at the incident site.
Bronze – Operational level	Is primarily concerned with the operational delivery of the strategy which is direct patient care in the case of the Covid-19 pandemic (LGA, 2021).

Source: compiled by authors