Compassionate and Collective Leadership for High Quality Care

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‘Compassionate leadership for compassionate health services’

• **Attending**: paying attention to staff – ‘listening with fascination’
• **Understanding**: shared understanding of what they face
• **Empathising**
• **Helping**: taking intelligent action to serve or help

To ensure the NHS is a best place to work

**Belonging**: Inclusive and compassionate organisational culture

- Inspiring vision & values lived by all leaders
- Clear goals and performance management preventing work overload
- Enlightened leadership, support & compassion at every level
- Effective and supportive team work/cross boundary working
- Collective leadership, valuing and respecting all

**Competence**: Fulfilling growth, skill development, and careers

- Inclusive and values-based recruitment, selection and performance management
- Evidence-based, inclusive talent management and succession planning
- Continuous learning & QI for all
- Continuous, evidence-based leadership development

**Autonomy and Control**: Fair and supportive employee-centred practices

- Primary interventions to protect well-being
- Flexible, protective work patterns and working conditions
- Effective inclusion and diversity culture
- Perceived control and autonomy for staff
- Perceived justice and fairness
- Voice and influence for all
Cultures for high quality care

1. An inspirational vision of high quality care

2. Clear aligned goals at every level with helpful feedback

3. Good people management and employee engagement

4. Continuous learning and quality improvement

5. Enthusiastic team-working, cooperation and integration

1. Direction: An inspirational vision

Leaders relentlessly focused on inspirational vision, values and narrative about high quality, continually improving and compassionate care

Our vision: *Unmatched quality of care, every time we touch lives*

*Even in the most challenging situations we will strive to perform to the highest professional standards in a spirit of collaboration and teamwork, no matter what the circumstances.*
1. Direction: Inspirational vision and values

Leaders relentlessly focused on inspirational vision, values and narrative about high quality, continually improving and compassionate care.

Values: The values will become the behaviours we recruit to and measure employees by as part of the performance review.

- Respect
- Responsibility and accountability
- Compassion
- Pride
- Excellence and innovation.
- Make a difference – day in day out.
2. Alignment: Clear goals at every level

A focus on (5 or 6) clear, agreed, challenging and aligned team objectives at every level with helpful and timely feedback on performance

- Effectiveness – clinical effectiveness, safety, patient experience
- Patient satisfaction and involvement
- Staff growth and well being
- Innovation and quality improvement
- Inter-team working
- Productivity and finances

3. Commitment: Leadership that is …

- Authentic
- Open and honest
- Humility and curiosity

- Optimistic
- Appreciative
- Compassionate

People management and engagement

- Staff views of leaders → patients’ views of care quality
- Staff satisfaction → patient satisfaction
- High work pressure → less compassion, privacy, respect.
- Poor staff well-being → poorer CQC performance (and £)
- Good HRM practices → lower patient mortality

3. Employee engagement success factors

**A compelling strategic narrative**
- A clear narrative on their purpose and aims
- ‘providing the highest quality health and social care to our local communities and staying true to and embodying the organisation’s values’

**Inclusive leadership and management**
- Retraining leadership to adopt inclusive, compassionate and supportive styles
- In house programmes to retrain all managers in compassionate and collaborative leadership

**Staff in charge of service change**
- Staff have skills, time, freedom, resources and responsibility for leading service change
- Wrightington Wigan & Wigan and Leigh and Unipart
- Buckinghamshire and ELFT programmes

**Values and Integrity**
- Importance of values and trust in senior leadership
- Perceptions of unfairness and intention to leave
- Fairness of procedures
- Bullying and discrimination.

Stable senior leadership

www.kingsfund.org.uk/publications/staff-engagement
Positive emotion and culture

- Leader positivity – optimism, humour, compassion
- Caring for staff e.g., Schwartz Rounds
- Dealing with aggression and poor performance
4. Innovation, learning, quality improvement

Caring to Change: How compassionate leadership can stimulate innovation in health care
https://www.kingsfund.org.uk/publications/caring-change
Key Elements for Innovation

Skills, capabilities, systems and processes

Compassionate Leadership

Commitment to Innovation

Enthusiastic Team and Cross-Boundary Working

Positive Inclusion and Participation

Autonomy and Support

Inspiring Vision and Strategy

https://www.kingsfund.org.uk/publications/caring-change
Inclusive/Collective Leadership

Leadership is a collective activity

Leadership emerges out of individual expertise and heroic action

people in authority are responsible for leadership


Inclusive/Collective Leadership

• Leadership the responsibility of all - anyone with expertise taking responsibility when appropriate
• Shared leadership in teams and across teams
• Interdependent, collaborative leadership - working together across boundaries prioritising quality, well-being and performance across the system/organisation
• Consistent approach to leadership within the leadership community – authenticity, openness, humility, optimism, compassion, appreciation

http://www.kingsfund.org.uk/publications/developing-collective-leadership-health-care
https://www.kingsfund.org.uk/sites/default/files/media/delivering-collective-leadership-ccl-may.pdf
5. The Dance of Teams: team working, cooperation and integration
Key elements for effective team working

• Clear, agreed vision and challenging objectives
• Role clarity
• Positivity, optimism, cohesion, compassion
• Effective communication and constructive debate
• Enthusiastic and supportive inter-team and cross-boundary working

Teams are more productive, effective and innovative to the extent that they routinely take time out to reflect upon their objectives, strategies, processes and environments and make changes accordingly.

Schippers, West & Dawson, 2012, *Journal of Management*
Tannenbaum & Cerasoli, 2013, *Human Factors*
Team leadership

• Offer an inspiring vision and clear direction
• Ensure regular and positive team meetings
• Encourage positive, supportive relationships
• Resolve and prevent intense conflicts
• Positive group attitudes towards diversity
• Be attentive and listen carefully to the team
• Lead inter-team cooperation
• Nurture team learning, improvement and innovation
Partnership Working – Leading Across Boundaries

- A compelling shared vision of transforming the health and well-being of communities
- Frequent personal contact between leaders who need to work together to build trust and make real progress to deliver for their communities
- A shared commitment to work together for the medium and long term (not only short term objectives)
- A shared covenant to surface and resolve conflicts quickly, fairly, transparently and collaboratively
- An overt commitment to behave altruistically towards each other’s organisations, mutually supporting system success to transform the health and well-being of communities

[Link to the Kings Fund report](https://www.kingsfund.org.uk/publications/leading-across-health-and-care-system)
Partnership Working

- Shared Vision and Values
- Long-Term Continuity and Stability
- Frequent Contact
- Effective Conflict Management
- Mutual Support

Compassionate Leadership

Strong Team-Working

Trust

Innovation

Belonging
Sleep
Exercise
Being Present
Learning
Giving
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• **Empathising**
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Thank you!