



ASSOCIATION OF
AMBULANCE
CHIEF EXECUTIVES

Compassionate and Collective Leadership for High Quality Care

Michael West

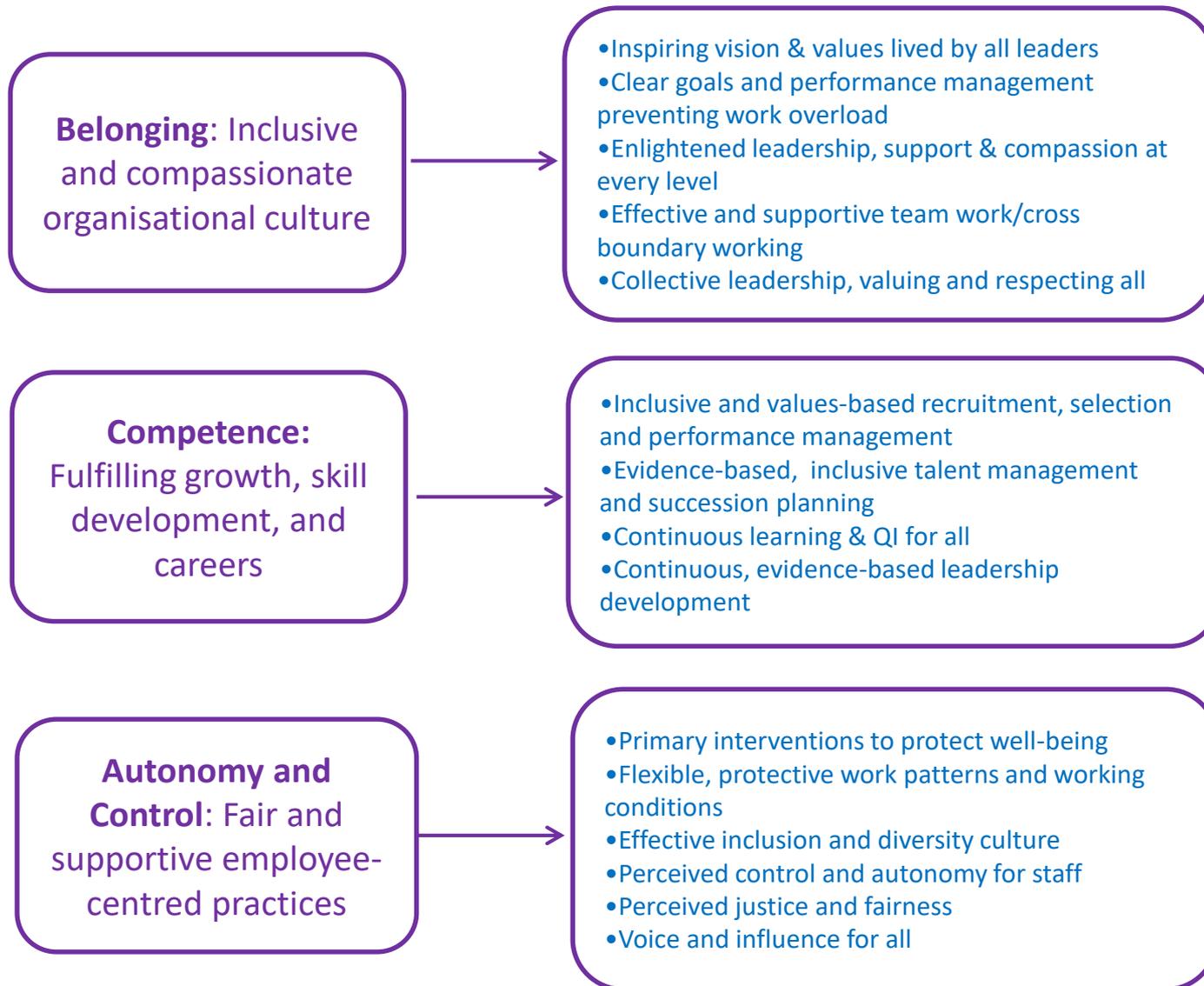
Lancaster University , AffinaOD and The King's Fund



‘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



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.*

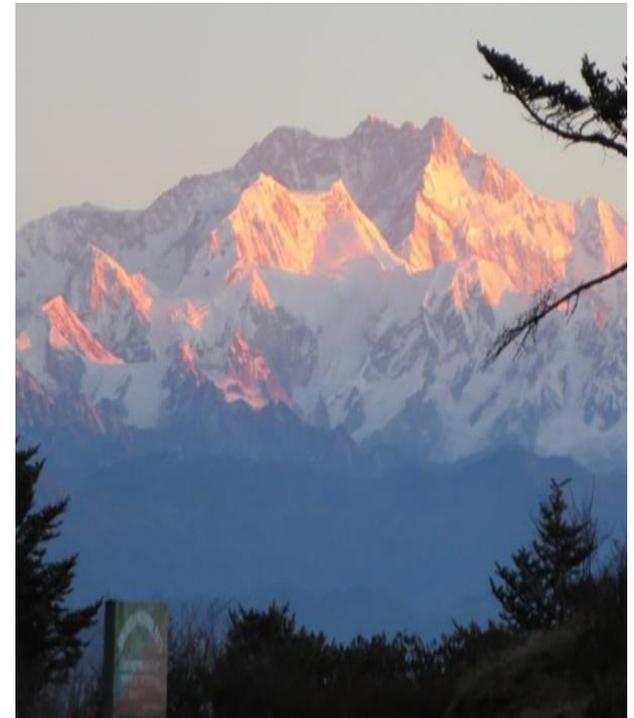


1. Direction: Inspirational vision and values

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

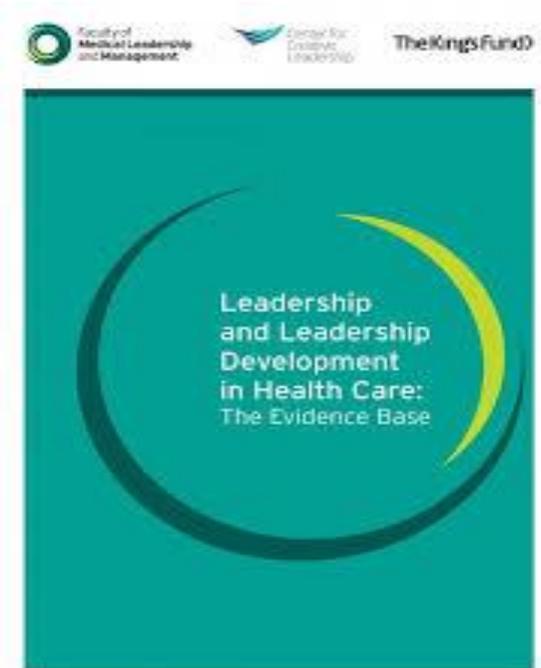
- Effectiveness – clinical effectiveness, safety, patient experience
- Patient satisfaction and involvement
- Staff growth and well being
- Innovation and quality improvement
- Inter-team working
- Productivity and finances

Dixon-Woods, Baker, Charles, Dawson, Jerzembek, Martin, ... & West,(2013). Culture and behaviour in the English National Health Service. *BMJ: Quality and Safety*. 23(2), 106-115.



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

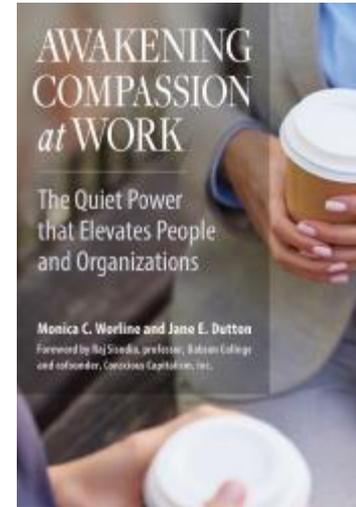
- Importance of values and trust in senior leadership
- Perceptions of unfairness and intention to leave
- Fairness of procedures
- Bullying and discrimination.

Stable senior leadership



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



Chassin & Loeb (2013). High reliability health care. *Millbank Quarterly*, 91, 459-490.
Caring to Change: How compassionate leadership can stimulate innovation in health care
<https://www.kingsfund.org.uk/publications/caring-change>

Key Elements for Innovation



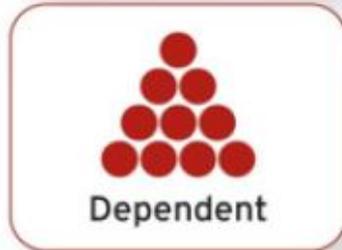
Inclusive/Collective Leadership



Leadership is a **collective** activity



Leadership emerges out of **individual expertise and heroic action**



people in authority
are responsible for leadership

West, Armit, Loewenthal, Eckert, West, & Lee (2015) *Leadership and Leadership Development in Health Care*: London: FMLM/The King's Fund. <http://www.kingsfund.org.uk/publications/developing-collective-leadership-health-care>

West, M. A., Lyubovnikova, J., Eckert, R., & Denis, J.L. , (2014), Collective leadership for cultures of high quality health care. *Journal of Organizational Effectiveness: People and Performance*, 1, 240 – 260. <http://dx.doi.org/10.1108/JOEPP-07-2014-0039>

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>

<https://www.nmhs.ucd.ie/clinical-engagement/collective-leadership-and-safety-cultures-co-lead>

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



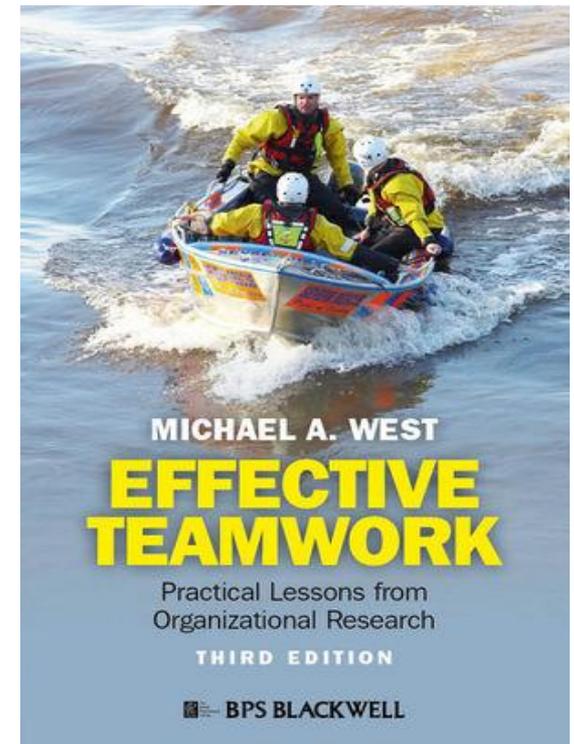
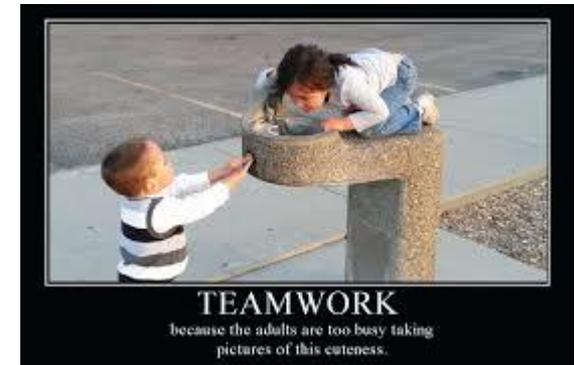
West, M. A. & Markiewicz, L. (2016). Effective team work in health care. In E. Ferlie et al., (eds.). *The Oxford handbook of health care management* (pp 231-252). Oxford University Press.

Reflexivity

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.

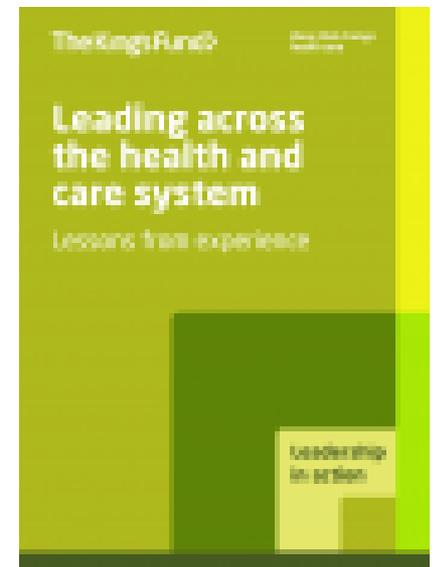
Team leadership

- 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

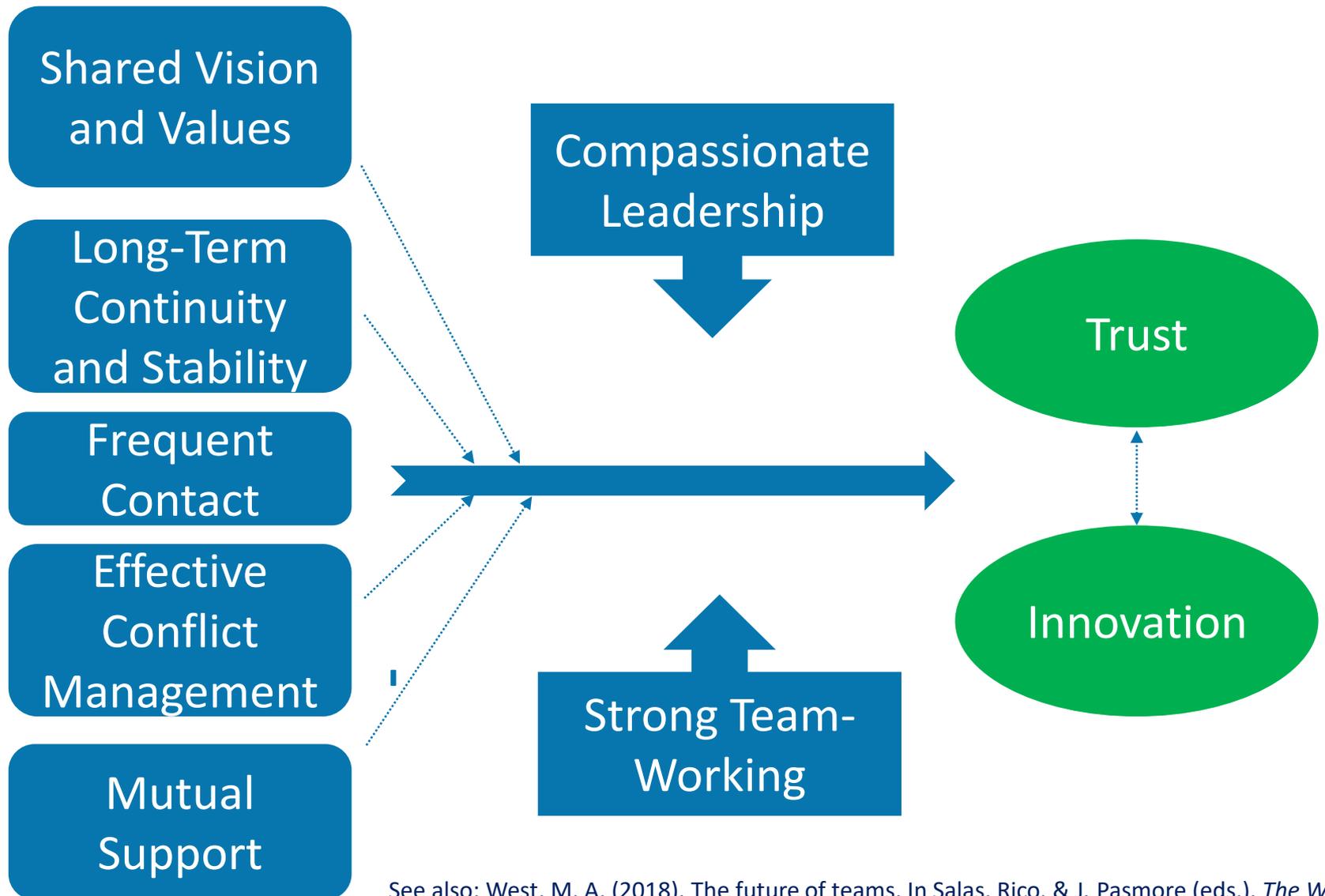


Partnership Working – Leading Across Boundaries

- 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



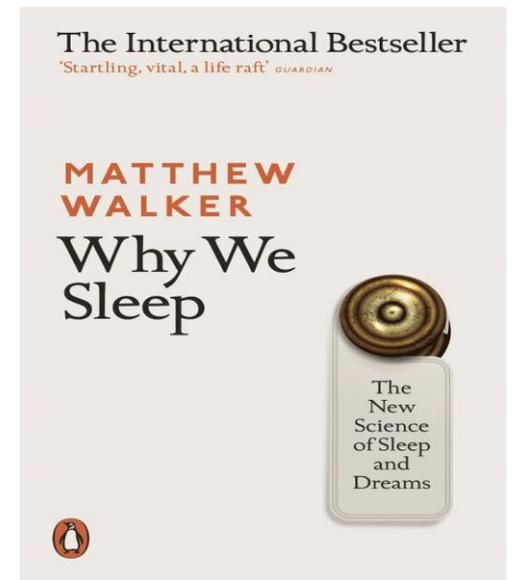
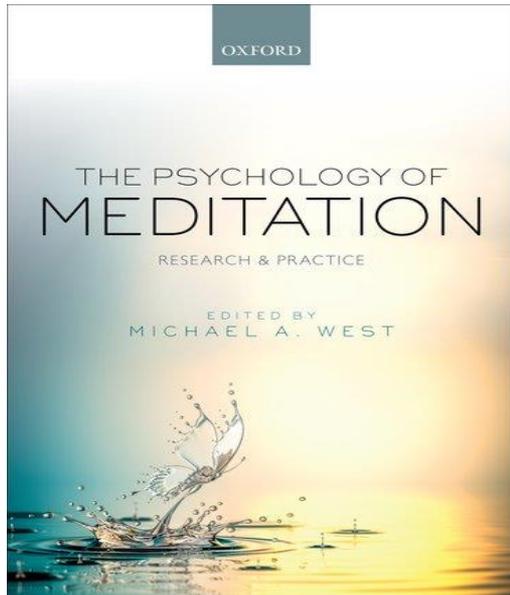
Partnership Working



See also: West, M. A. (2018). The future of teams, In Salas, Rico, & J. Pasmore (eds.). *The Wiley Blackwell handbook of the psychology of team working and collaborative processes*.



Belonging
Sleep
Exercise
Being Present
Learning
Giving





*‘Compassionate leadership for
compassionate health services’*

- *Attending*: paying attention to staff – ‘listening with fascination’
- *Understanding*: finding a shared understanding of the situation they face
- *Empathising*
- *Helping*: taking intelligent action to help



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Thank you!