Collaborative and Compassionate Leadership

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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
Developing people, improving care:
A national framework for action on improvement and leadership development in NHS funded services
The goal of the framework

To create conditions common to high quality, high performing health and care systems across England

• Collective, compassionate and effective leaders at all levels
• Knowledge of improvement methods and ability to use them at all levels

Pledges from national bodies

• We will model in all our dealings with the sector and in our own organisations inclusive, compassionate leadership and attention to people development
The HSC Collective Leadership Strategy was launched on 18th October 2017, with strong commitment to Collective and Compassionate Leadership.
NHS 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

High quality care cultures and NHS Wales core principles

• An inspirational vision of high quality care
• We put patients and users of our services first
• Clear aligned goals at every level with helpful feedback
• We focus on wellbeing and prevention
• Good people management and employee engagement
• We value all who work for the NHS
• Continuous learning and quality improvement
• We seek to improve our care and we reflect on our experiences and learn
• Enthusiastic team-working, cooperation and integration
• We work in partnership and as a team
1. Direction: An inspirational vision

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

‘Parliamentary Review – One system of seamless of health and care for Wales.’
2. Alignment: Clear goals at every level

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

Example dimensions:

- **Effectiveness** – clinical effectiveness, safety, service user/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, respect, dignity
- Staff satisfaction → patient satisfaction with their care
- High work pressure → less compassion, privacy, respect.
- Poor staff well-being → poorer care quality and financial performance
- Enlightened people management practices → lower patient mortality

3. Employee engagement success factors

www.kingsfund.org.uk/publications/staff-engagement

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, 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 in staff-led change

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, appreciation
• Caring for staff e.g., Schwartz Rounds
• Dealing with aggression, intimidating behaviour 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
Cultures of Learning and Innovation

Skills, capabilities, systems and processes
Leadership committed to Innovation
Compassionate Leadership
Inspiring Vision and Strategy
Autonomy and Support
Positive Inclusion and Participation
Enthusiastic Team and Cross-Boundary Working

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

Leadership is a **collective** activity

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

**people in authority** are responsible for leadership


Collaborative/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 to ensure high quality
- Leaders and teams 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
5. Team working, cooperation and integration

- Care quality and improving care
- Patient satisfaction and safety
- Multi-disciplinary integration
- Fewer errors, lower mortality
- Staff well-being, lower turnover & absence
- Large financial savings

What is a Team?

Typically no more than 12 members who:

• Have shared objectives in common
• Need to work together to achieve these objectives
• Have defined roles in the team
• Meet regularly to review performance and to improve
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 working
Team: noun or verb?

Multi-prof Project team

Multi-Agency project team

Uni-prof project team

Senior Leadership team

Uni-prof action teams

Multi-prof action teams

A group of individuals ‘teaming’ e.g. a ward

Developed from ideas in Teaming by Amy C Edmondson 2012 John Wiley &Son

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Working in Team and Errors, Stress and Injury
(170 acute trusts, 120,000 respondents)

Patient mortality

- 5% more staff working in real teams associated with 3.3% drop in mortality rate ($p = .006$)
- For an “average” acute hospital, this represents around 40 deaths per year

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
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.
Systems Leadership – Working Across Boundaries

- Heartfelt, shared vision
- Long term objectives
- Frequent personal contact
- Shared models to deal with conflict
- Strong mutual support to deliver high quality care

How to ensure compassionate, collective and collaborative leadership

The challenges health care is facing require new strategies. New strategies imply new leadership capabilities. These are both individual and collective leadership capabilities. This requires new and collective leadership cultures.

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Design of Leadership Strategy

An interactive evidence-based and open source PDF that enables you to access the resources you require and find a way forward quickly.

https://improvement.nhs.uk/improvement-hub/culture-and-leadership/
Culture Phase 2: List of evidence-based interventions

**Vision and Values**
- Values based Recruitment
- Values Based Appraisal and Performance Management
- Values-focused curricula
- Annual talent cycle

**Goals and Performance**
- Leader role job design
- Inclusive recruitment
- Regular (annual) leadership forecast update
- Team goals
- Development on providing feedback on goals, behaviour and performance
- Compassionate Performance Management

**Support and Compassion**
- Recruiting and promoting for compassion
- Emotional Intelligence Development
- Inclusion - listening with fascination and compassion
- Peer coaching
- Mentoring
- Diversity and Equal opportunities training
- Identity-based talent management

**Team Work**
- Strategic recruitment for diverse teams
- Selection for team orientation
- Selection for team leadership capability
- Board/Executive Team development
- Team leadership training
- Team-based appraisals
- Working with shared team-leadership (peer coaching)
- After action reviews and team reflexivity
- System Leadership

**Learning and Innovation**
- Developing cultures for innovation
- Leading for QI
- Developmental assignments
- Action Learning
- Recruit for commitment to innovation & QI
- Development for leading innovation

https://improvement.nhs.uk/improvement-hub/culture-and-leadership/
Content: Case studies and useful links

Case Study 6

Who
Sheffield Teaching Hospitals NHS Foundation Trust

Programme name
The positive contribution of young people with learning disabilities in the workplace

What was the aim?
Sheffield Teaching Hospitals NHS Foundation Trust wanted to help young people with learning disabilities gain significant work experience and references from placement managers so they could build their confidence at work and find employment locally. The Sheffield learning disability health needs assessment 2010 noted it was hard to say how many people in the city had a learning disability as definitions had changed over time, but we estimated that 12,000 had a learning disability or difficulties.

Visual displays and reminders show the importance that teams place on safety. Operating signs displaying the number of days since the last harm event are updated in the huddle.

Case Study 12

Who
Leeds Teaching Hospitals NHS Trust

Programme name
Measuring progress and celebrating success with safety huddles

What was the aim?
Leeds Teaching Hospitals NHS Trust (LTH) wanted to take a whole-team approach to reducing patient harm.

What did they do?
Ward teams now meet every day in a ‘safety huddle’ to discuss patient harm such as falls, pressure sores, and avoidable deterioration.

Visual displays and reminders show the importance that teams place on safety. Operating signs displaying the number of days since the last harm event are updated in the huddle.

*A week between falls was a rare event on a medical ward,* says Dr Cracknell. *‘So the idea began of celebrating 16 days as a bronze certificate, silver for 30 days and what seemed unachievable – gold for 60 days between talk.’*

https://improvement.nhs.uk/improvement-hub/culture-and-leadership/
Belonging
Being Present
Exercise
Learning
Giving
‘Compassionate leadership for compassionate health services’

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Diolch yn fawr!