



Faculty of  
**Medical Leadership  
and Management**



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COLLEGE *of*  
PHYSICIANS *of*  
EDINBURGH

# Compassionate Leadership

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Lancaster University 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

# Doctors Thriving in the NHS

- 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

**Belonging:** Inclusive and compassionate organisational culture

- 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

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

- 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

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

# Belonging and community



**Teams:** Doctors belonging to a home team that gives them effective induction, social interaction, recognition of value

**Supervisory support:** Time allowed for supervision and trained supervisors to support efficiency and productivity

**Culture / leadership:** behaviours that make people feel valued, characterised by positivity, civility, mutual respect and staff engagement

**Equality, diversity, inclusion:** A positive workplace that supports wellbeing needs to be inclusive to everyone

# Enabling effectiveness

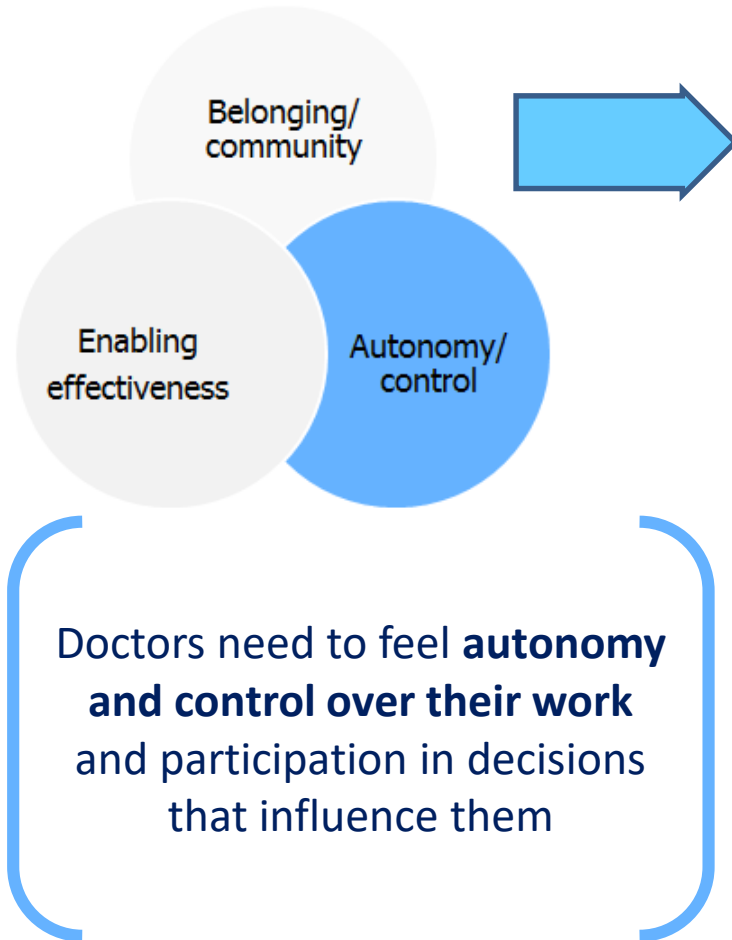


**Workload:** The single most important predictor of workplace wellbeing. Increased demand and complexity in recent years.

**Training:** A need for greater flexibility in training framework and, for many doctors, service provision interferes with training

**Revalidation:** Variability of systems to support revalidation, highlight the importance of delivering the recommendations of the Taking Revalidation Forward review.

# Autonomy and control



**Workload:** Need to explore options to tackle workload issues through new approaches, technology, task shifting etc.

**Rota design and management:** Need for consistent NHS-wide rota design based on good practice within NHS/other industries

**Voice and influence:** A need for well-structured and supported semi-autonomous teams as vehicle for autonomy/control and thereby team effectiveness and innovation

**Fairness:** Real improvements to rebuild trust of medical staff in government, regulators and employers

**Provision of basic facilities:** Lack of basic hygiene factors like space & time for breaks, access to food and drink, places to sleep and effective IT systems cause frustration and signal to doctors they are not valued



# 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



**Golden Jubilee  
National Hospital**

Patients at the heart of progress

‘We will provide a quality service delivering person-centred, safe, effective care for every patient, taking consideration of the nine protected characteristics under the Equality Act.’

*Golden Jubilee National Hospital*





## 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.



# North East Ambulance Service Strategy



## Doing what we do well

We will deliver our services and make improvements whilst protecting safety and quality standards. We will use all of our available resources in the best way possible.



## Looking after our employees

We will support each other to make NEAS a great place to work. We will adopt the Investors in People framework to underpin what we do.



## Developing new ways of working

We will drive and shape the future of urgent and emergency care services with transformation projects and collaboration with fellow colleagues throughout the NHS.

# A Feedback Rich Environment ..

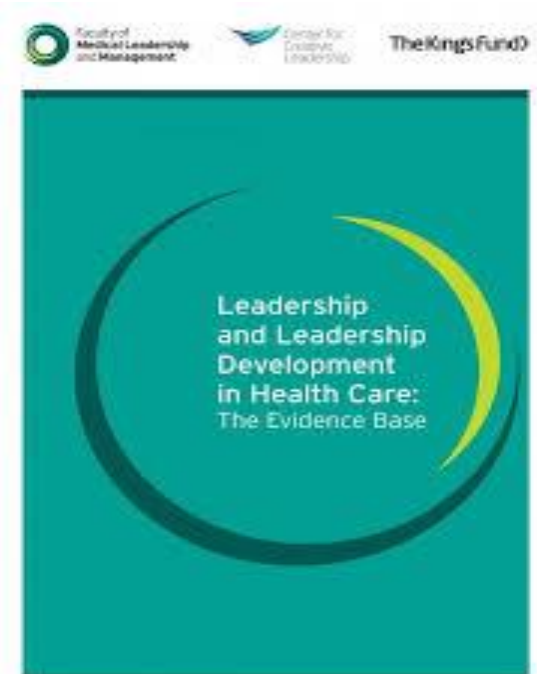
- highlights what teams and individuals are doing right, helping to build confidence
- clarifies progress towards objectives
- identifies areas for improvement
- helps to build competence
- promotes engagement and involvement with the organisation, developing a sense of being valued by their organisation.





### 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



<https://www.nhsemployers.org/-/media/Employers/Publications/Research-report-Staff-experience-and-patient-outcomes.pdf>  
<https://www.gov.uk/government/publications/nhs-staff-management-and-health-service-quality>  
<https://www.england.nhs.uk/publication/links-between-nhs-staff-experience-and-patient-satisfaction-analysis-of-surveys-from-2014-and-2015/>

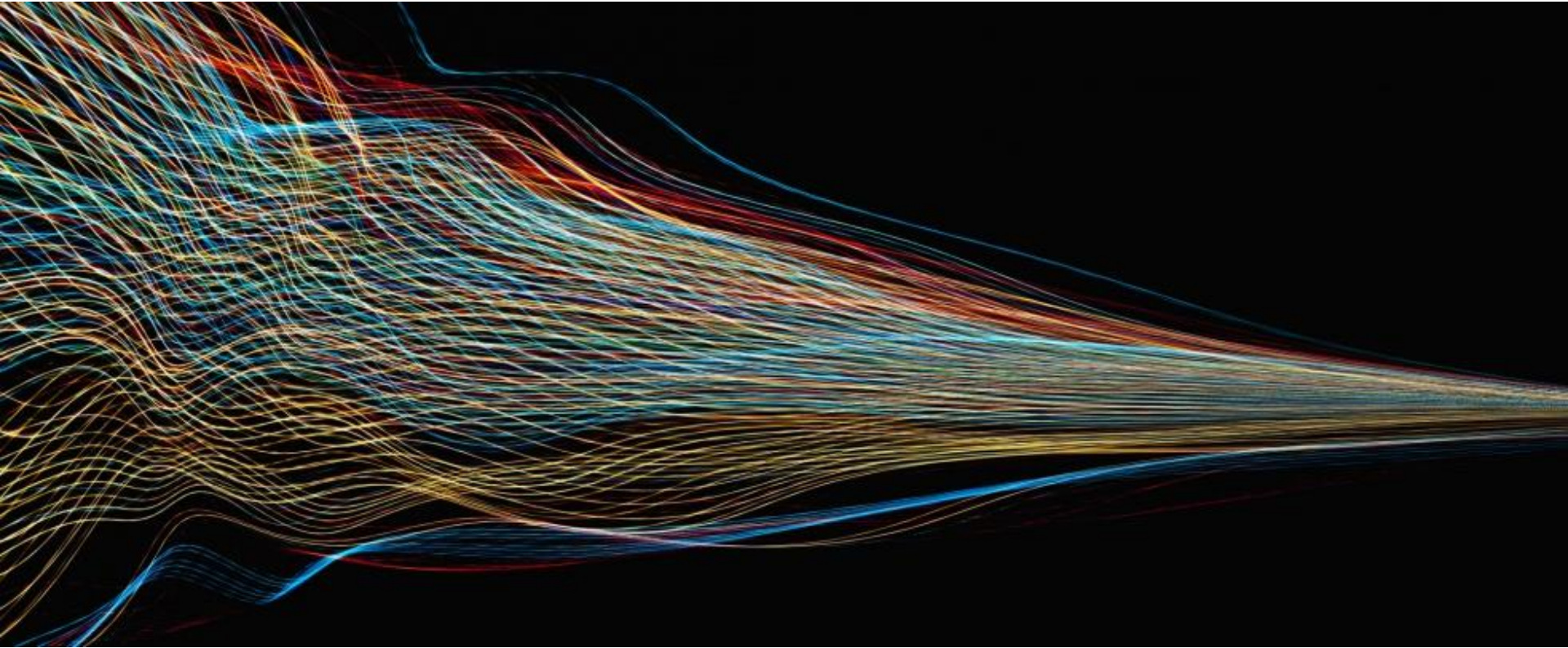
# Positive emotion and culture

- 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



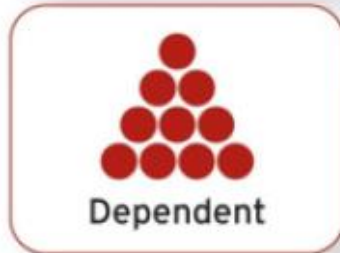
# Inclusive/Collective Leadership



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>

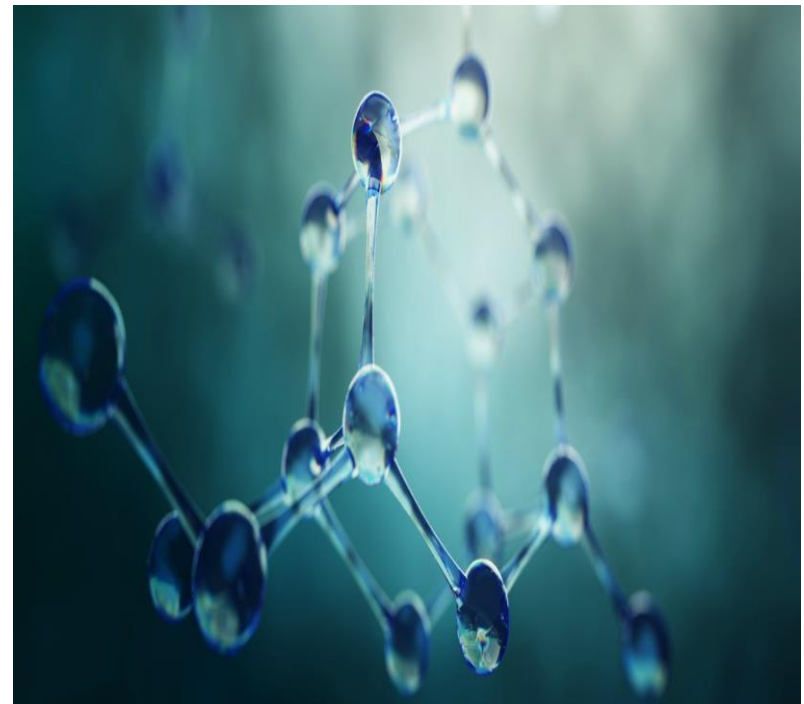
# 5. The Dance of Teams: team working, cooperation and integration





# 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.



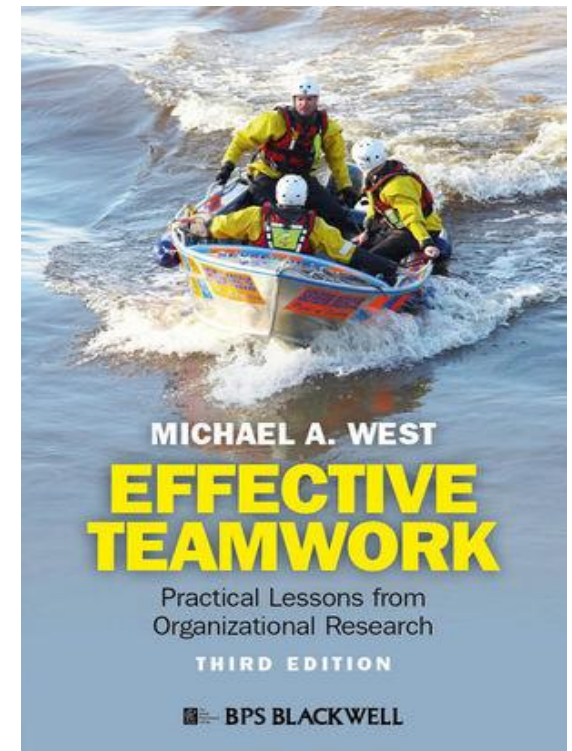
# Reflexivity

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



# How to develop the leadership capabilities to deliver the culture?

## A Leadership Strategy

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

**Must Deliver These**

# International collaboration on Culture and Leadership Programme

- NHS Scotland
- HSC Northern Ireland
- NHS Improvement England
- University College Dublin
- Health and Social Care, Eire
- The King's Fund
- NHS Wales



And 80 trusts in NHS England, plus Sweden, Canada, Australia etc.

# Seeking a Better Approach to Change

- Designed to be delivered internally
- Open-source
- Evidence based
- Integrated



And ... the change team:

Volunteers from across the organisation

Between 15-20

Help deliver and analyse the tools

Most importantly- act as ambassadors for the work

# We have designed a programme to be delivered in three phases

## Programme outcome

To implement a collective leadership strategy to embed cultures that enable the delivery of continuously improving, high quality, safe and compassionate care.



<https://improvement.nhs.uk/resources/culture-and-leadership/>

<https://improvement.nhs.uk/resources/culture-and-leadership-programme-phase-2-design/>



# 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

- Leaders 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

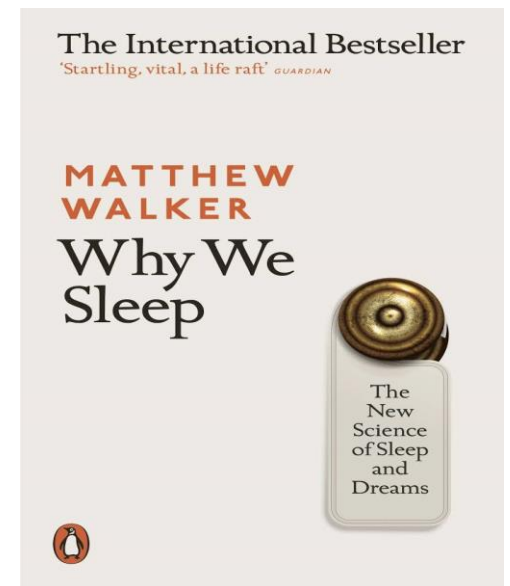
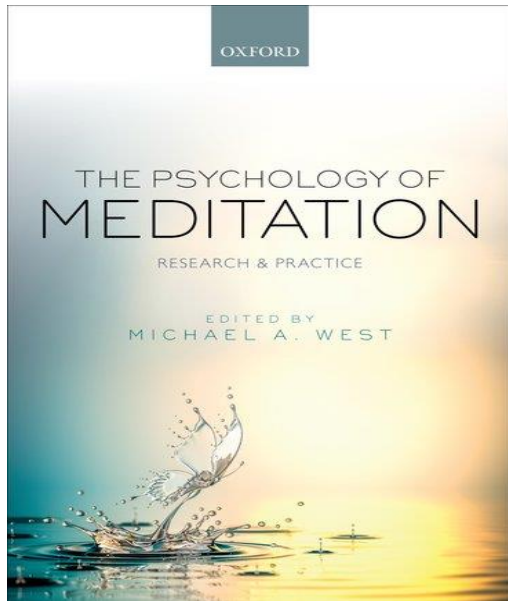
- Strategic recruitment for diverse teams
- Selection for team orientation
- Selection for team leadership capability
- Board/Executive Team development
- Team leadership training
- Team-based appraisals
- Working with shared team-leadership (peer coaching)
- After action reviews and team reflexivity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



**Belonging**  
**Sleep**  
**Exercise**  
**Being Present**  
**Learning**  
**Giving**





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**Thank you!**