



Building organisations which sustain rather than damage employee well-being

Michael West

The King's Fund and Lancaster University

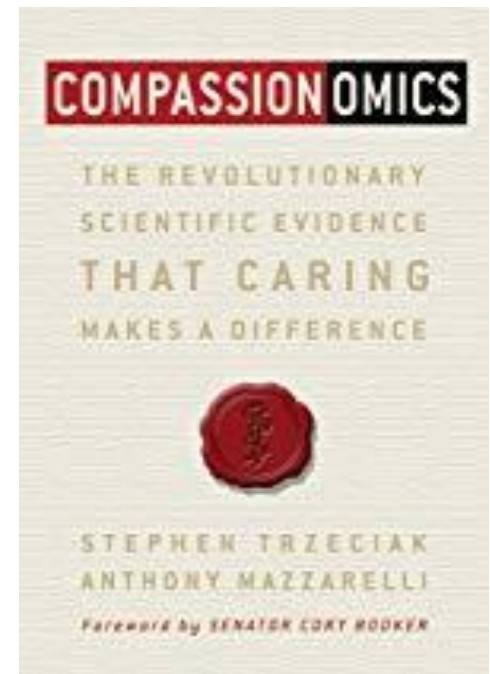


‘Compassionate leadership for compassionate health services’

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

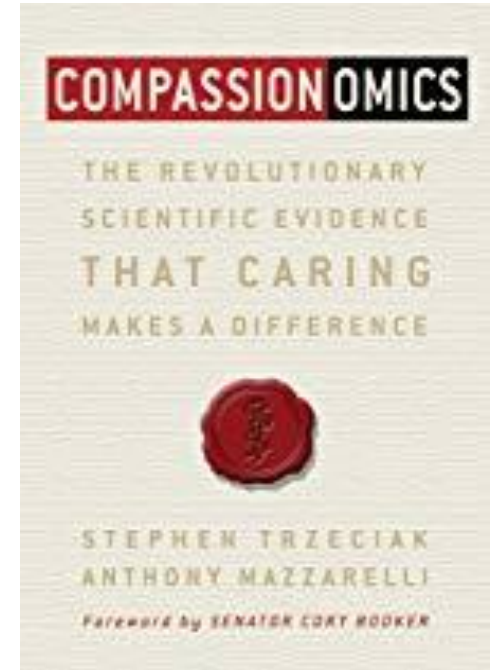
Compassion in health care

- 17/18 studies show compassion declines during clinical training
- Compassion from anaesthetists vs sedatives – patients calm but not drowsy. 50% lower requirement for opiates post surgery.
- Decreased length of stay.
- Patients randomly assigned to compassionate palliative care survived 30% longer
- Post-operative nurse compassion associated with 50% lower pain ratings; pain management – compassion group 47% less pain in relevant brain areas of pain



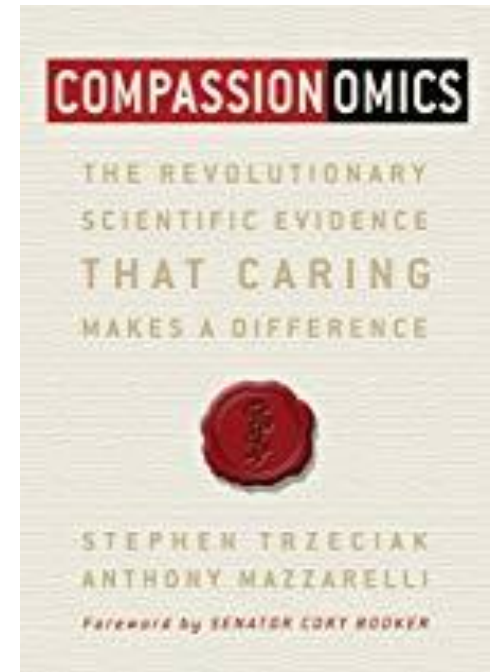
Compassion in health care

- Diabetes – optimal blood sugar control 80% higher. 41% lower odds of complications
- Wound healing 17% quicker
- HIV patients 33% higher adherence to therapy and 20% lower odds detectable virus; 62% higher odds of adherence to treatment
- 65% of variance in patient satisfaction, 50%+ fewer referrals and readmissions, quicker recovery



Compassion in health care

- More compassion does not affect encounter length; being compassionate – lower depression, anxiety, distress
- Time pressures profoundly reduce compassion - time affluence; 56% of health care providers don't think they have time for compassion
- Size of effects is greater than effects of aspirin in heart attacks, and of statins in five year risk of cardiovascular event



ABC of Core Needs at Work

- Voice and influence for all
- Perceived justice and fairness
- Primary interventions to protect well-being
- Flexible, protective work patterns
- Good working conditions
- Collective leadership

Autonomy and Control: Influence and 'voice' within a just, supportive culture

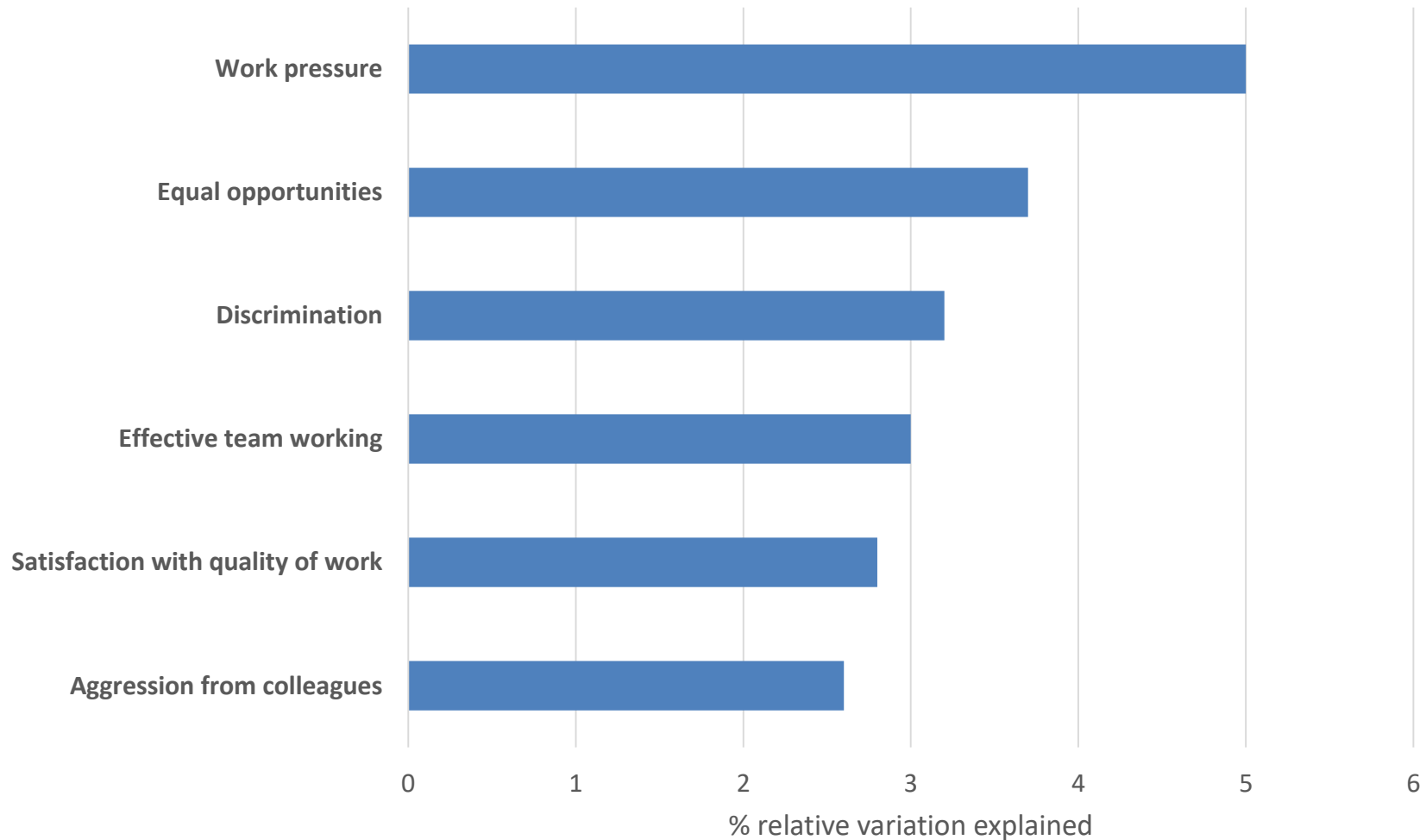
- Effective multi-disciplinary team work
- Inspiring vision & values lived by all
- Compassionate leadership, at all levels
- Effective inclusion and diversity culture
- Effective inter-team/ cross boundary work

Belonging: Effective inclusive team working in inclusive, compassionate cultures

- Manageable and safe workloads
- Effective line management/supervision
- Clear goals and performance management
- Focus on learning rather than blame
- Continuous learning & QI for all

Competence:
Fulfilling growth, skill development, and careers

Most important predictors of overall patient satisfaction 2014-2015



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



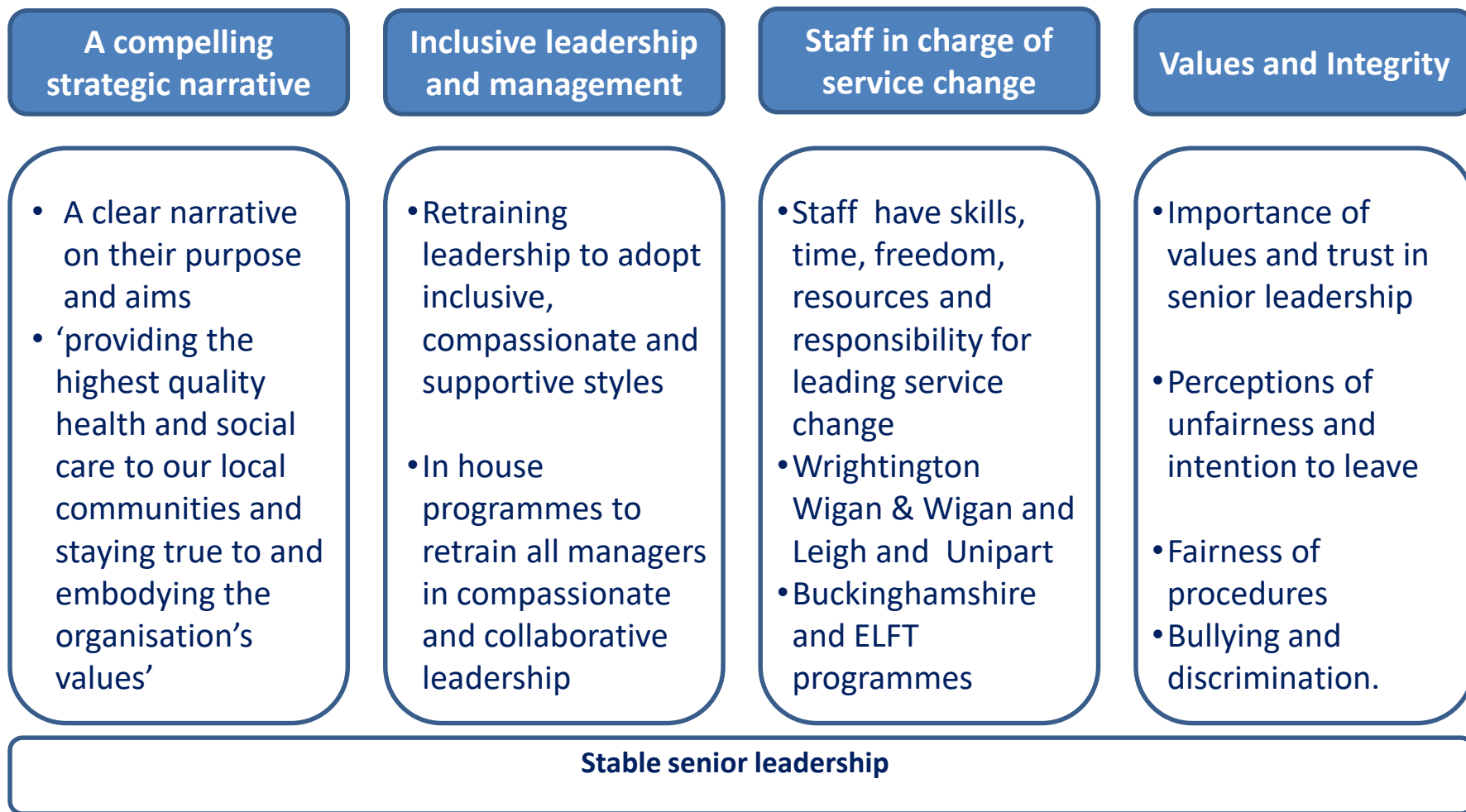
People management and engagement

- 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/>

3. Employee engagement success factors



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

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

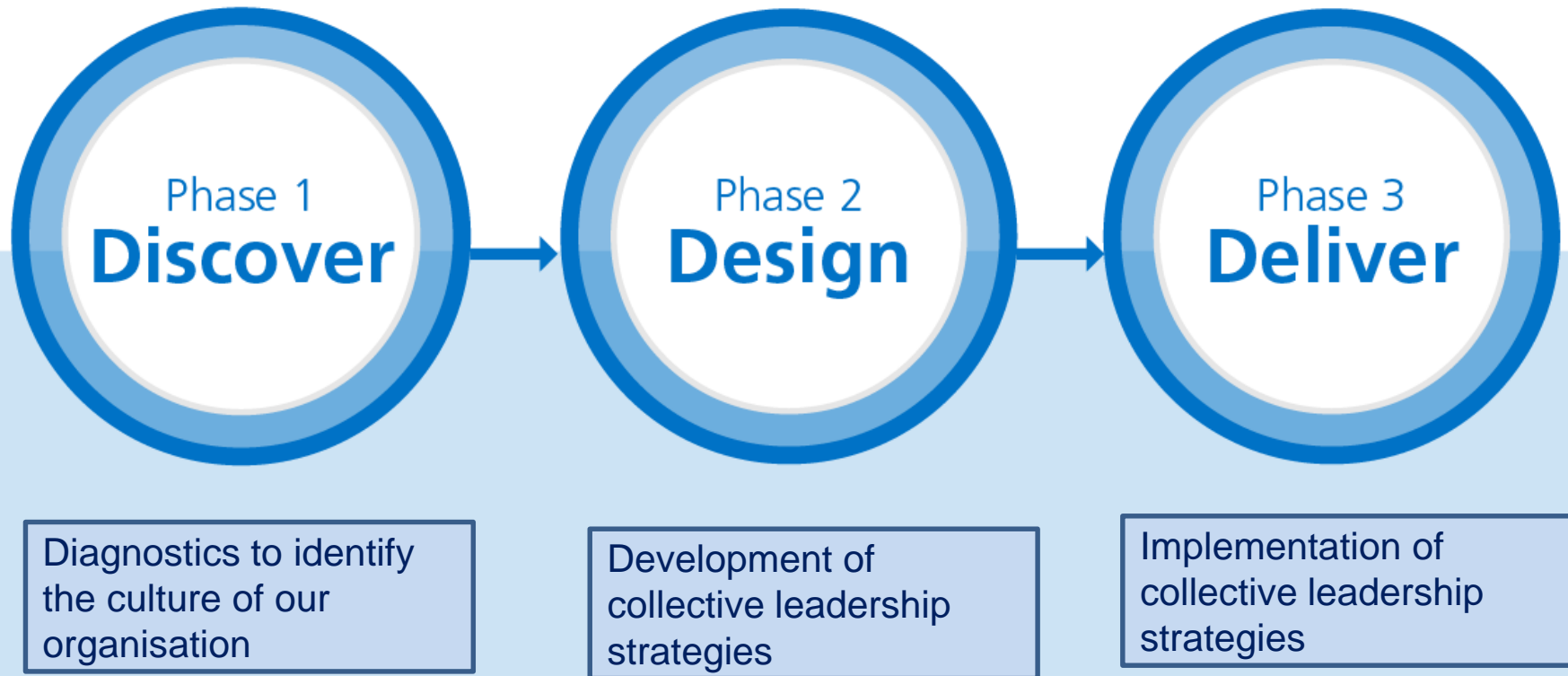
Help deliver and analyse the tools

Most importantly- act as ambassadors for the work

We have designed a programme to be delivered in three phases

Programme outcome

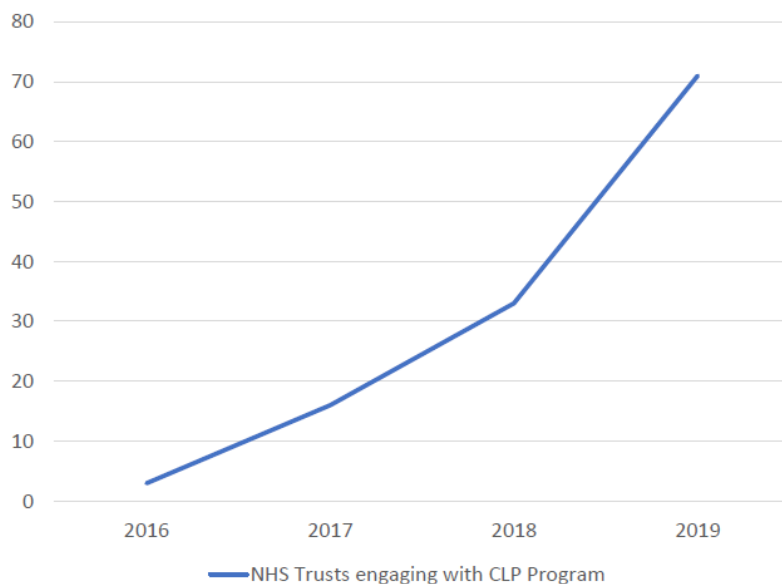
To implement a collective leadership strategy to embed cultures that enable the delivery of continuously improving, high quality, safe and compassionate care.



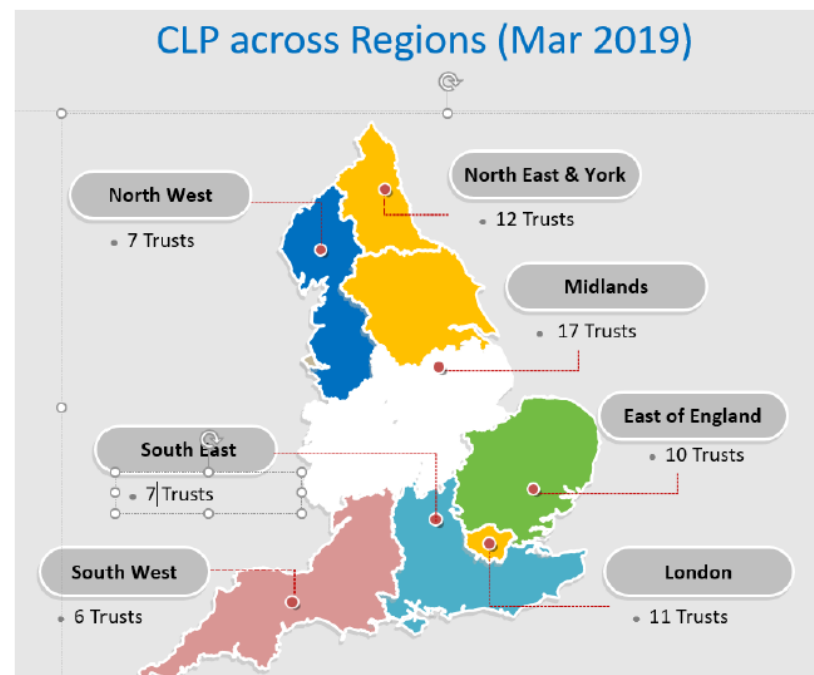
<https://improvement.nhs.uk/resources/culture-and-leadership/>

Culture and Leadership Programme

Trusts engaging with the CLP Programme



CLP across Regions (Mar 2019)



25 % of Trusts nationwide are actively engaged with CLP!

50% of Trusts in the CLP program are SOF 3 & 4!

8 international organisations, 3 in Wales, Scotland in CLP!

Working in partnership with Leadership Academy!

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

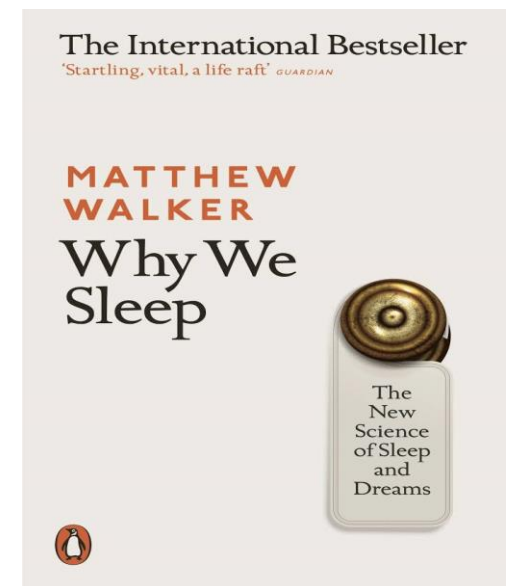
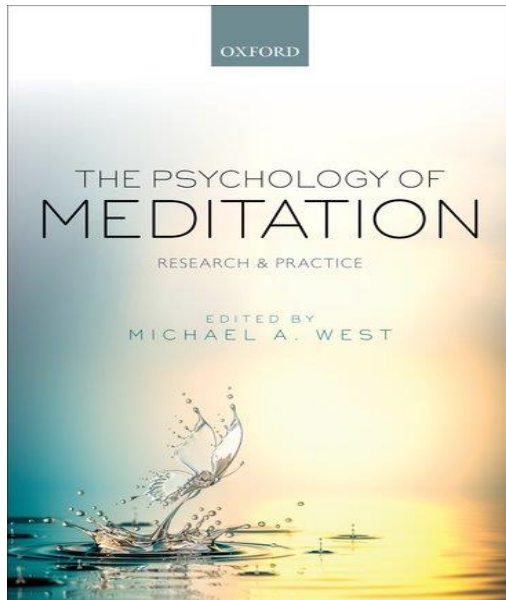
- Strategic recruitment for diverse teams
- Selection for team orientation
- Selection for team leadership capability
- Board/Executive Team development
- Team leadership training
- Team-based appraisals
- Working with shared team-leadership (peer coaching)
- After action reviews and team reflexivity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