

Compassionate and Collective Leadership for Advanced Practitioners



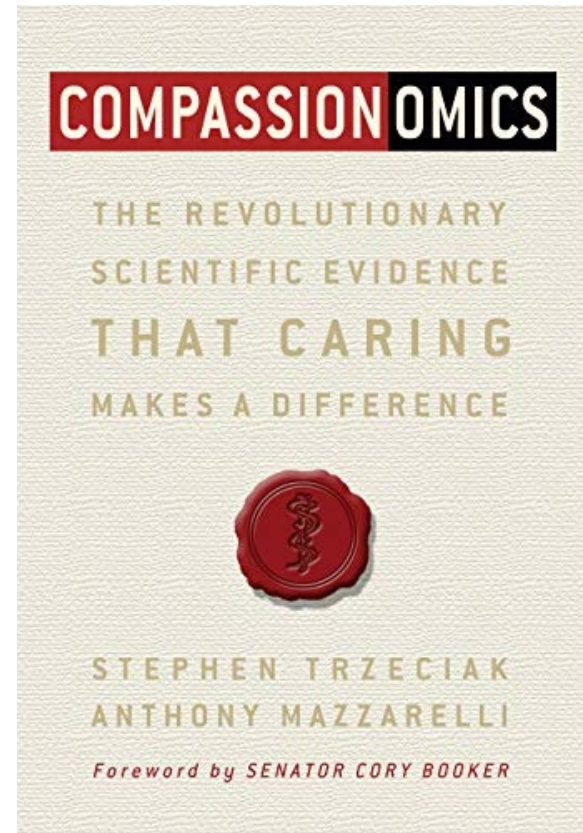


Leadership Priorities

- Directly address the workforce crisis and make compassionate leadership the foundation of this work
- Ensure equity, diversity and inclusion are major themes underpinned by concrete commitments
- Address how the core needs of staff will be met now and continuously in the future
- Enable collective leadership and develop leadership for team-based working

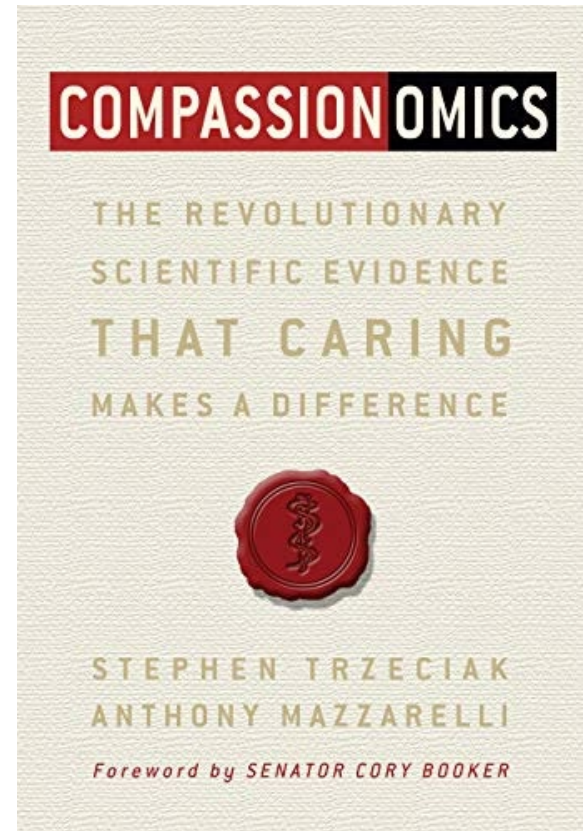
Compassion in Health and Care

- Compassion from anaesthetists vs sedatives – patients calm but not drowsy. 50% lower requirement for opiates post surgery and shorter stay.
- Patients randomly assigned to compassionate palliative care survived 30% longer
- Diabetes – optimal blood sugar control 80% higher; 41% lower odds of complications
- HIV patients 33% higher adherence to therapy and 20% lower odds detectable virus;
- 21 RCTs large improvements in service-user depression, anxiety, distress and wellbeing



Compassion in Health and Social Care

- More compassion does not take time
- Clinician compassion – lower depression, anxiety, distress
- Cost savings - difference of 5.6% between high and low patient satisfaction hospitals
- 13 residential care homes. Beneficial outcomes for patients and staff.
- US GPs: 51% lower medical bill; Canadian GPs: 51% fewer referrals to a specialist; 40% less diagnostic testing.
- Canada RCT of homeless people at A&E; compassion group 33% less likely to return to A&E
- Greater than effects of aspirin in heart attacks and of statins in 5-year risk of cardiovascular event



Compassionate leadership

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

The value chain of leadership and outcomes



- Compassionate leadership → staff satisfaction, engagement
- Staff engagement → patient satisfaction, care quality
- Poor leadership → work overload, high staff stress
- High work pressure → less compassion for patients
- High staff stress → poorer care quality and finances etc.

<https://www.nhsemployers.org/-/media/Employers/Publications/Research-report-Staff-experience-and-patient-outcomes.pdf>

<https://www.england.nhs.uk/publication/links-between-nhs-staff-experience-and-patient-satisfaction-analysis-of-surveys-from-2014-and-2015/>

West, T. H., et al., (2022) Leader support, staff influence over decision making, work pressure and patient satisfaction: *BMJ open*, 12(2),

Reflections

- Think of an example of compassion at work that has moved you recently. How did it make a difference and what can you learn from it?
- Which of the four elements of compassion are you strongest in? Which might you focus on developing more?
- To what extent are each of the four compassionate leadership behaviours generally modelled by those in your teams and organisation?

Compassionate Leadership

Attending

Understanding Empathising

Helping

Effective Leadership

- *Direction* A clear, shared, inspiring vision and goals
- *Alignment* The efforts of people and teams aligned and springing from the vision
- *Commitment* Developing trust and motivation

Inclusive Leadership

- Clear, shared, inspiring purpose or vision
- Positively valuing difference
- Frequent face to face contact
- Continuous commitment to equality and inclusion
- Clear roles and strong teams

Collective Leadership

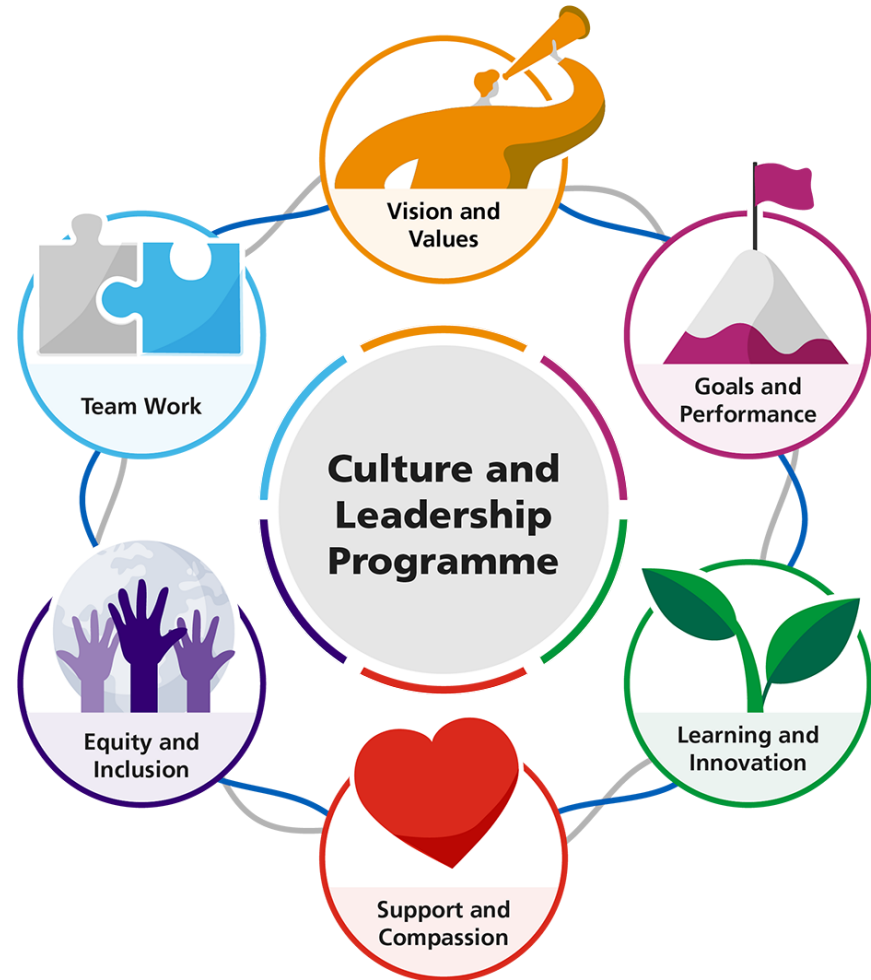
- Everyone has leadership responsibility
- Shared leadership in teams
- Interdependent leadership - working together across boundaries
- Consistent leadership style

System Leadership

- Shared vision and values
- Long term objectives
- Frequent face to face contact
- Constructive and ethical conflict management
- Mutual support and altruism across boundaries

Compassionate and inclusive cultures

- Vision: Compassionate high-quality care
- Goals: patient and staff experience
- Learning: Identifying and exploring problems and challenges
- Support: Caring for staff, caring for patients
- Equity and inclusion: Including the voice and experience of all
- Engaging the wisdom of all within and between teams



<https://www.england.nhs.uk/culture/culture-leadership-programme/>

Primary rather than secondary/tertiary interventions

PRIMARY	<ul style="list-style-type: none">• Addressing the root cause of stress• Aimed at modifying or eliminating stressors in the work environment• Targets organisations and the changes they can make	Workplace changes: Reducing workload Team working Supervision Facilities
SECONDARY	<ul style="list-style-type: none">• Focused on an individuals response to stress• Reducing the effects of stressors by making them more resilient• Targets individuals/employees	Mindfulness Yoga Exercise Health and wellbeing programmes
TERTIARY	<ul style="list-style-type: none">• Treating the resulting ill health• Focused on helping individuals cope with the consequences• Targets individuals/employees	Employee assistance Programme

The ABC of Core Needs at Work

Autonomy

The need to have control over one's work life, and to be able to act consistently with one's values

- Authority, empowerment and influence
- Justice and fairness
- Work conditions and working schedules

Belonging

The need to be connected to, cared for by, and caring of colleagues, and to feel valued, respected and supported

- Teamworking
- Culture and leadership

Contribution

The need to experience effectiveness in work and deliver valued outcomes

- Workload
- Management and supervision
- Education, learning and development

Reflections

How well are the three core needs of staff met in your workplace? What can you do to improve this?

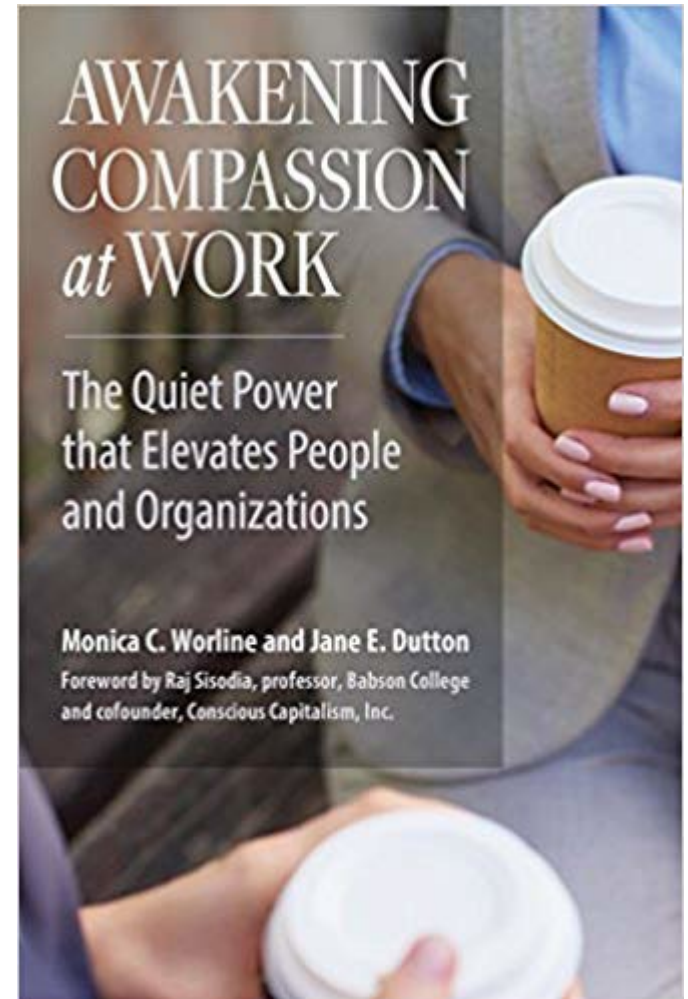


Features of 'Real' High Performing Teams

Dimension	Key questions
Clear team identity	Is everyone clear about the inspiring purpose and about who are the members of the team?
Clear, agreed team goals	Has the team agreed specific, measurable, challenging goals (4 or 5 max) aligned to the purpose?
Team member role clarity and supportive relationships	Are all team members clear about their roles? Are all relationships compassionate and supportive? Absence of chronic conflict?
Inclusion in decision making	Are all team members involved in decisions which affect the team's work?
Effective team communication and decision-making	Are there regular, positive engaging team meetings? Is decision-making within and between teams regularly reviewed and improved?
Constructive debate, valuing diversity and improvement	Does the team review its effectiveness and have constructive, mutually respectful discussions to improve quality? Is diversity in all forms positively valued? Is the team innovating continually? Time and space for reflection?
Effective inter-team working	Are team members committed to improving working relationships with other teams and are these regularly reviewed and improved?

Everyone Leading for Compassionate Teamwork

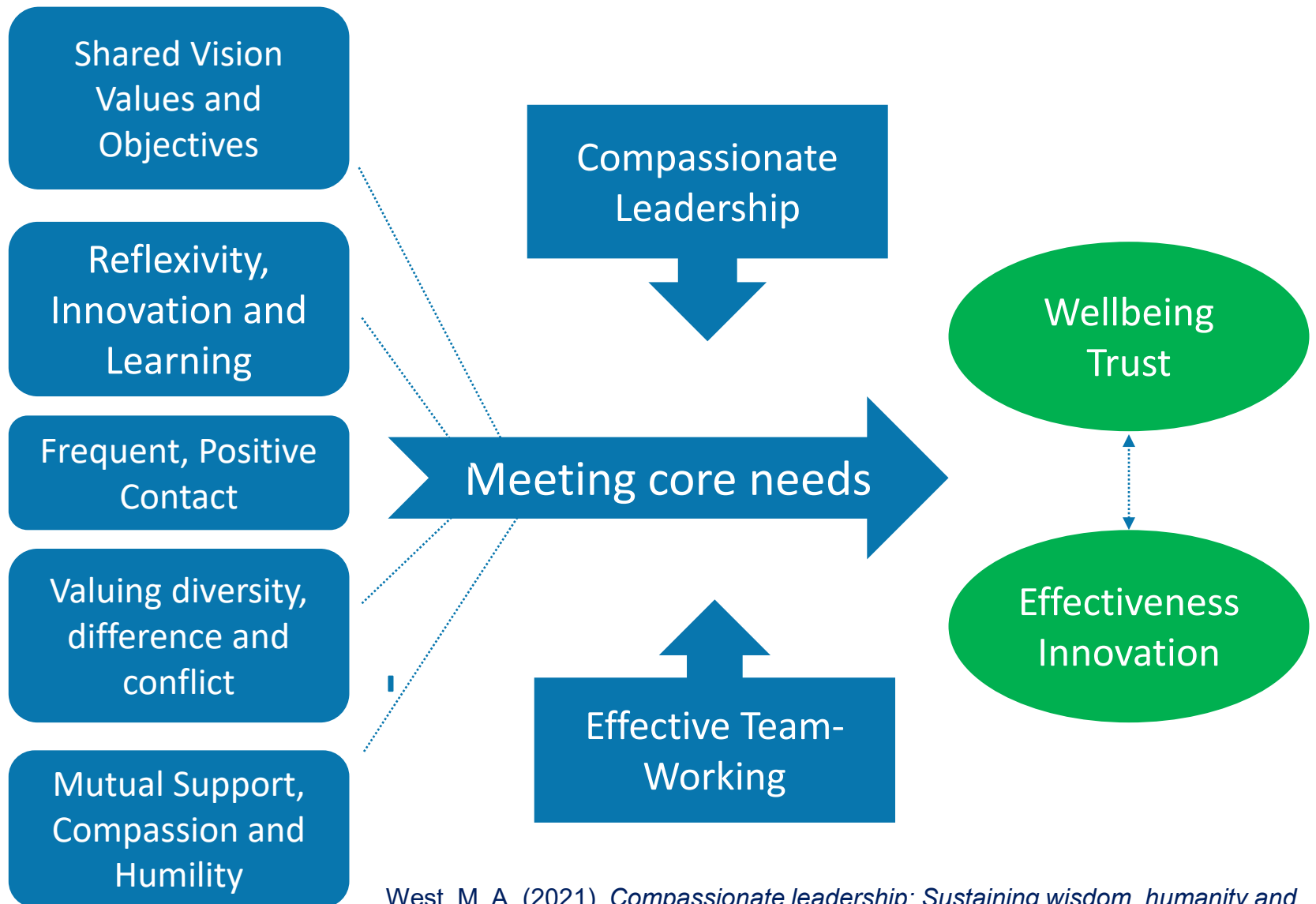
- Noticing suffering at work and inquiring
- Challenging policies oriented to blame
- Being curious - suffering is often masked by missed deadlines, errors or conflicts
- Cultivating the assumption that others are good, capable and like me
- Being present and remaining calm and steady in the face of suffering
- Empathic listening, being present without needing to fix or solve necessarily
- Avoiding legalistic approaches that deny human connection
- Addressing corrosive politics, toxic interactions, underperformance via 'fierce compassion'



Reflection Time

People, teams and organisations are more productive, effective and innovative when they regularly take time out to reflect, learn and adapt.

Psychological safety in teams and organisations



West, M. A. (2021). *Compassionate leadership: Sustaining wisdom, humanity and presence in health and social care*. London: HEIW/Swirling Leaf Press.

Reflections

- To what extent do you make time for team reflection and learning?
- Do you truly value diversity and difference within the team/organisation?
- How can you ensure conflict is managed effectively, positively and courageously?
- What can you do to improve psychological safety and teamworking in your area of work?
- What can you do to improve teamworking across boundaries?



Those who work in health and social care are committed to the health, happiness and well-being of patients and nations. Yet their workplaces often have a negative impact on well-being, affecting care quality, morale and corroding cultures of care.

In these pages, an evidence-based approach to the leadership and cultures of health and social care organisations is described. Practical examples of how it describes a strategy based on the core values of showing that by sustaining that value in practice, we can cultivate wisdom, humanity, presence and care services. Supplemented with practical examples and searching questions for reflection, radical and powerfully effective.

It is a call for leaders to nurture communities and across health and social care institutions, to create happier institutions and communities. It is a call to have the courage and authenticity in their leadership now and for the future.

The Swirling Leaf Press
www.swirlingleafpress.com

1. Compassion: a universal human value
2. A crisis of leadership in health and social care
3. Compassion in health and social care
4. Compassionate cultures in health and social care
5. Compassionate team leadership and psychological safety
6. Compassionate leadership is effective leadership
7. If it's not inclusive, it's not compassionate leadership
8. Collective leadership
9. Compassionate leadership across boundaries
10. Compassionate leadership and innovation
11. Leadership self-compassion

The Swirling Leaf Press



GIG
CYMRU
NHS
WALES

Addysg a Gwellfa Iechyd
Cymru (AaGIC)

Health Education and
Improvement Wales (HEIW)

Self Compassion

Activities that aid recovery enable:

Psychological detachment, Relaxation, Mastery,
Control

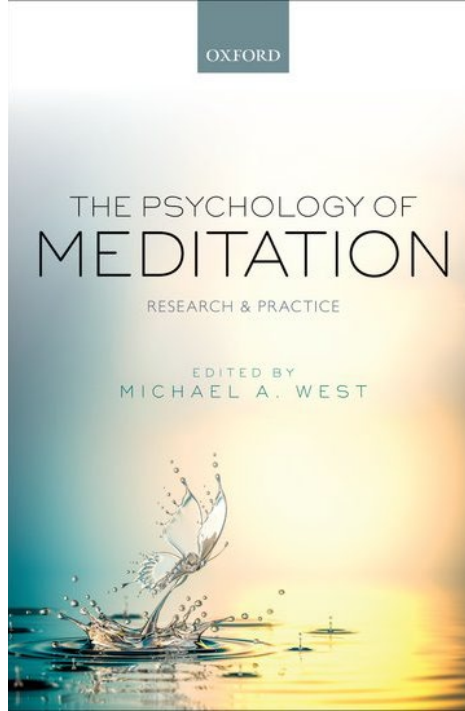
Intuitive findings:

Work breaks, Vacations ,Physical activities/exercise

Natural environments

The ‘inverse recovery law’

Sonnentag et al.,(2017). Advances in recovery research *Journal of Occupational Health Psychology* 22, 365-380.



The International Bestseller
'Startling, vital, a life raft' *GUARDIAN*

**MATTHEW
WALKER**

**Why We
Sleep**



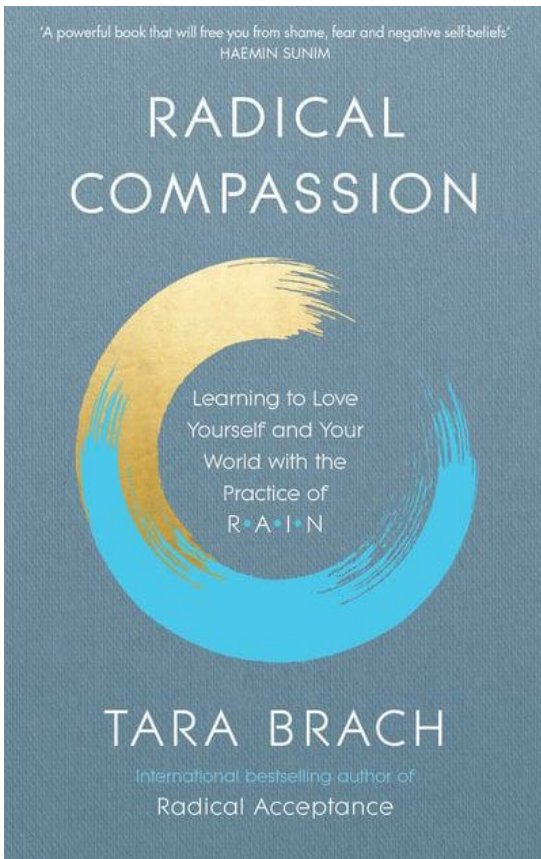
The
New
Science
of Sleep
and
Dreams



Self Compassion

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

The courage of self-compassion - RAIN



- **Recognizing**
*when we feel pain—
'listening with
fascination'*
- **Accepting**
*the feelings rather
than rejecting them*
- **Inquiring**
*into them with caring
curiosity*
- **Nurturing**
*and caring deeply for
ourselves*

<https://apps.apple.com/gh/app/the-self-compassion-app/id1553464180>



Reflections

- To what extent do you practise self-compassion?
- How can you practise being present with yourself?
- How can you be more caring, tender and nurturing of yourself?
- What can you do practically to better meet *your* needs?



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Thank you