Cultivating Cultures of Compassion

Michael West
The King’s Fund, London

One Year on from Francis
The King’s Fund
Nurturing cultures of compassionate care

1. Prioritising an inspirational vision – focused on quality

2. Clear aligned goals and objectives at every level

3. Good people management and employee engagement

4. Team-working, cooperation and integration

5. Values-based, collective leadership
1. Vision

Vision sets out clear ambition for the future, to guide and inspire the whole organisation.

1. It is forward looking

2. Makes clear commitments

3. Is inspiring to and welcomed by stakeholders

*Everyone has greater control of their health and their wellbeing, supported to live longer, healthier lives by high quality health and care services that are compassionate, inclusive and constantly improving.* (NHS England)
2. Clear aligned goals at every level

- Clear objectives linked to compassion and quality improvement
- Aligned, measurable and challenging ... at every level
3. People management for compassionate cultures

- Staff views of their leaders are strongly related to patients’ perceptions of the quality of care
- Staff satisfaction/commitment predict patient satisfaction
- Supportiveness of immediate managers
- High work pressure - patients report too few nurses, insufficient support, privacy and respect.
- Poor staff health and well-being, high injury rates - patients less satisfied, poorer care and financial performance
- Good HRM practices - low mortality

3. Inclusiveness, Engagement and Proactivity

Leadership Supervisors’ Support
Team Working
Job Design
Work Pressure
Having an interesting job
Feeling valued by colleagues

Overall Engagement
• Advocacy
• Intrinsic Engagement
• Proactivity

Employee Reactions
Health and Well-being Stress
Hospital Performance
Quality of Services
Financial Performance
Absenteeism
Patient Mortality Rate
Patient Satisfaction

http://www.kingsfund.org.uk/publications/leadership_review_12.html
### 3. Employee engagement success factors

<table>
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<tr>
<th>A compelling strategic narrative</th>
<th>Inclusive leadership and management styles</th>
<th>Putting staff in charge of service change</th>
<th>Values and Integrity</th>
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<td>• Successful Trusts develop a clear narrative on their purpose and aims</td>
<td>• Successful Trusts have invested in retraining staff to adopt inclusive management styles</td>
<td>• Successful Trusts give staff responsibility for leading service change</td>
<td>• Staff survey evidence highlights importance of values and trust in senior leadership</td>
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<td>• For example, Salford aims to be the safest Trust in the NHS</td>
<td>• For example, Oxleas has introduced a substantial programme to retrain middle managers in facilitative leadership</td>
<td>• Wrightington, Wigan and Leigh works with Unipart to support staff-led change</td>
<td>• Perceptions of unfairness are our best predictor of intention to leave</td>
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<td>• Hinchingbrooke aims to be a top ten DGH by focusing on safety, patient focused care, VfM and engagement</td>
<td>• Salford invests in training coaches and running mentoring schemes</td>
<td>• Salford’s quality directorate supports teams of frontline staff in testing improvements</td>
<td>• In particular, fairness of procedures, bullying and discrimination.</td>
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#### Stable senior leadership

It is striking that many of the Trusts with highest levels of engagement have had the same senior leaders for over a decade: CEO of Oxleas in post since 2002, CEO of Salford in post since 2002, CEO of Frimley Park in post since 1998, in comparison with an average tenure of less than two years.
3. Positivity builds inclusiveness, engagement and compassion

- Barbara Fredrickson [www.positiveemotions.org](http://www.positiveemotions.org)
- Positivity balance
- Leader positive affect, climate and performance
- Turning negatives into positives
- Dealing with quarrelsome, disruptive behavior and poor performance
4. Team working, cooperation and integration
Benefits of TBW in Health Care

- Reduced hospitalisation and costs
- Higher patient satisfaction
- Increased effectiveness and innovation
- Multi-disciplinary teams deliver high quality patient care and implement more innovations
- Lower patient mortality
- Reduced error rates
- Reduced turnover and sickness absence

Team working and mental health

- Not in a team
- Pseudo team
- Real team
Teams are more 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.

Schippers, West & Dawson, 2012 Journal of Management
5. Values based leadership
Leadership Culture Typologies

Leadership is a collective activity

Leadership emerges out of individual expertise and heroic action

people in authority are responsible for leadership

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5. Values based leadership