Compassionate leadership and patient safety

TVWLA
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Our Values

- Respect and dignity
- Commitment to quality of care
- Everyone counts
- Compassion
- Working together for people
- Improving lives

It's what we do
Our purpose is not to develop leaders – leadership is the vehicle, not the destination. Our purpose is to have a positive effect on staff engagement in service of patient care and safety.
#StateofCare found that Outstanding leadership really can drive good care
cqc.org.uk/content/state-of-care

"More than nine out of 10 (94%) of the services we have rated as good or outstanding overall were also good or outstanding for their leadership."
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Not just about authority at the top of organisations

It’s a practical understanding – and awareness – about how you do what you do, and the impact on others

So it’s about behaviours and taking responsibility for them

And it’s everyone’s business – people working at all levels in all sectors
It is not enough to change strategies, structures, and systems, unless the thinking that produced those strategies, structures, and systems also changes.

The challenge leaders face...

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Poor tract record on change
Many transformation efforts don’t meet expectations, mostly due to inadequate change management approaches

70% of efforts failing to reach target impact

- 39% Employees resistant to change
- 33% Management behaviour not supportive to change
- 14% Inadequate resources or budget
- 14% Other obstacles

72% related to ‘human’ dynamics

Source: Team analysis M Chunge-Judge 2013
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Leading in a complex system

Management as navigation
- Technical
- Structures
- Effective process
- Resource
- Monitoring

Leadership as exploration
- Purpose, users, benefits
- Saying ‘yes to the mess’, experiments, diversity, different perspectives
- Connections, relationships, networks
- Challenging habits and assumptions
- Reducing power differentials – those who do the work – do the change
- Containing anxiety
- Compassion

Far from agreement
-

Close to agreement
-

Close to certainty
-

Far from certainty
-

Taken from the work of Ralph Stacey

Thames Valley and Wessex Leadership Academy
“Every human being has the same potential for compassion; the only question is whether we really take any care of that potential, and develop and implement it in our daily life”
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Compassionate care involves creating space to listen, giving voice to the expression of emotion, and providing opportunity for discussion of feelings.

Loebe S 2006 African American older adults, coping with chronic health conditions. *Journal of Transcultural Nursing* 17 (2) 139-47
Yet we know that it doesn’t always happen?
“It turned out that when people were in a ‘powerless’ mindset, their mirror system was increased...They became more sensitive to external stimulus, whereas when people were feeling powerful, the mirror neuron activation was lower. Power, it turns out, diminishes our sense of empathy.”

Sukhvinder Singh Obhi, Jeremy Hogeveen and Michael Inzlicht
Abstract

OBJECTIVE: This report describes how staff-designed behavior changes among senior leaders can have a positive impact on clinical nursing staff and enhance the culture of safety in a community hospital.

BACKGROUND: A positive culture of safety in a hospital improves outcomes for patients and staff. Senior leaders are accountable for developing an environment that supports a culture of safety. At 1 community hospital, surveys demonstrated that staff members did not view senior leaders as supportive of or competent in creating a culture of safety.

METHODS: After approval from the hospital’s institutional review board was obtained, clinical nurses generated and selected ideas for senior leader behavior change. The new behaviors were assessed by a convenience sample survey of clinical nurses. In addition, culture of safety survey results were compared. Risk reports and harm events were also measured before and after behavior changes.

RESULTS: The volume of risk and near-miss reports increased, showing that clinical staff were more inclined to report events after senior leader communication, access, and visibility increased. Harm events went down. The culture of safety survey demonstrated an improvement in the senior leadership domain in 4 of 6 units. The anonymous convenience survey demonstrated that staff members recognized changes that senior leaders had made and felt that these changes positively impacted the culture of safety.

CONCLUSIONS: By developing skills in communication, advocacy, visibility, and access, senior leaders can enhance a hospital’s culture of safety and create stronger ties with clinical staff.
Effective interdisciplinary teams decrease costs, improve patient satisfaction, reduce morbidity and mortality through improved patient safety and error reduction, while improving overall healthcare worker satisfaction and professional relationships.

Hall and Weaver 2001, Leathard 2003, NHS Education for Scotland 2013
“Advances in patient safety remain uneven in part because poor relationships among health professionals have not been addressed”

Achieving a climate for patient safety, Manojlovich M et al, 2012
A compassionate workplace is one where people are given permission and space to attend to their suffering, where we bring our authentic human presence in recognising that suffering, and where we allow our feelings to guide our actions (Frost et al, 2000)
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Key Messages

Compassionate
Inclusive
Effective
What are the characteristics of a compassionate leader?
Characteristics of a compassionate leader
In descending order, accounting for 80% of responses, the most important characteristics were seen as:

1. Emotional intelligence
2. Integrity
3. Listening
4. Trust
5. Authentic
6. Openness
7. Caring
8. Reflective
9. Commitment
10. Genuineness
11. Empathy
12. Resilient
13. Balanced
14. Courage
15. Respectful
16. Kindness
17. Positive
18. Responsiveness
19. Responsibility
20. Motivation
21. Non-judgemental

In a survey of 140 alumni of the NHS Leadership Academy, respondents were asked to identify the 10 most important characteristics of a compassionate leader.
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Compassion
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https://www.youtube.com/watch?v=dCEmsbBd_98
Elements of compassion

- Attending
- Understanding
- Empathising
- Helping
1. Attending

Leaders who actively listen, pay attention, withhold judgement, clarify, summarise, reflect and share in turn.

Active listening requires a frame of mind geared towards learning and gaining insight, as well as an empathic connection to the other (Hoppe 2007).

It establishes the caring and compassionate connection necessary for strong and lasting bonds among leaders and employees.
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Listening with Compassion

Listen with fascination
Listen with without judgement
Listen with curiosity
Listen with the heart
2. Understanding

Compassionate leaders work in conjunction with staff to make sense of and understand the challenges they face. A collective, compassionate approach to leadership is not hierarchical and directive but engaging and supportive.

The more staff are enabled, supported and empowered to develop a comprehensive understanding of the challenges they face, the more likely they are to develop effective innovations in response because they have an expert perspective.

Leaders who engage in coaching behaviours help others to discover solutions for their problems themselves, enhance their self-discovery and in turn increase their self-awareness and self-efficacy (Ting and Scisco 2012; Strauss et al 2009).
3. Empathising

Empathic leadership increases team member motivation, commitment and engagement, which are vital for innovation at every level of an organisation. Empathy also creates a more positive emotional environment, which is associated with higher levels of creativity and innovation and enables ‘affective shift’ (whereby negative emotion is transmuted into positive affect with the by-product of creativity – Bledow *et al* 2013)

People are more likely to identify problems, notice opportunities, explore new ideas and have confidence to overcome challenges by innovating. They are more likely to make suggestions proactively, knowing their voices are listened to and their perspective is appreciated. If staff feel more positive, they are likely to have greater resilience and to learn from mistakes and failure (Fredrickson 2004).
What is Empathy? Strategies to improve your skills

**Perspective Taking**
- Try my shoes
- Being able to see things from another’s point of view
- Purely cognitive. Putting yourself in another person’s shoes.
- What would they do?
- Be quiet inside & out
- In order to improve your observation skills
- Ask yourself what you’re feeling
- Your feelings often reflect other’s feelings

**Personal Distress**
- I feel your pain
- Feeling another’s emotions. Taking on the emotions of another person. “Emotional Contagion”
- How does it feel?
- Fully watch as well as listen
- Match body language to what they may be feeling
- Test your instinct
- Ask them if your understanding is right

**Empathetic Concern**
- It must be difficult for you
- Ability to recognise another’s emotional state & feel in tune with it. To feel & show appropriate concern.
- How can I help?
4. Helping

The fourth component of compassionate leadership is taking thoughtful and intelligent action to help – leaders working with those they lead, to support them in their work. Of course, most leaders believe that what they do is to help, but thoughtful and intelligent action that engages and involves staff is different from merely telling others what to do. It includes the innovation processes of ideation, evaluation and implementation.

Compassionate leadership involves helping staff to develop ideas for new and improved ways of doing things, be it providing health care, completing administrative tasks, supporting patients and their families or overseeing financial probity within the organisation. Such leadership also helps staff to evaluate options in a non-threatening environment where leaders do not impose or reject solutions because of their hierarchical position.

Compassionate leadership manifests in leaders finding the time and resources for innovation and removing the obstacles to implementing new and improved ways of working.
Increases Compassion

8 weeks of meditation resulted in people acting to relieve another person’s pain by more than 5 times - even when there was social pressure to avoid doing so.

What is mindfulness?

Mindfulness means paying attention in a particular way:
- On purpose
- In the present moment
- Non-judgementally

Kabat-Zinn
Mindfulness practice leads to changes in:

- **Atitudes and feelings** – open, curious, accepting, positive
- **Attention** – focused, flexible, sustained
- **Intention** – connecting to values and purpose

**Presence** – being truly there for others

**Attention regulation** – capacity to make choices where to focus attention, less distracted

**Compassion** – feeling more connected with self and others, and with desire to alleviate suffering

**Less reactive** or captured by emotions, and less rumination

**Enhanced thinking skills** including clarity, creativity and decision making

**Healthier** - Able to relax, experience well-being and improved relationships
Mindful leaders

• better equipped to expand their perspectives on and respond purposefully in their leadership behaviours

• pay attention to what is happening in the present moment and see more options and are more flexible and open to people around them

• concentrate on immediate important issues, rather than being distracted by ruminations and worries, and thus more readily engage in difficult but significant conversations
## How mindfulness can support systems working
(adapted from Barry Oshry and Tom Devane)

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<tr>
<th>With System Blindness:</th>
<th>Mindfulness leads to:</th>
<th>Enabling System Sight where:</th>
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| - We lose focus on the organization’s overall objectives and engage in energy-draining peripheral activities that do not directly meet strategic objectives. | - Presence – being truly there for others  
- Attention regulation - capacity to make choices where to focus attention, less distracted  
- Compassion – feeling more connected with self and others, and with desire to alleviate suffering  
- Less reactive or captured by emotions, and less rumination  
- Enhanced thinking skills including clarity, creativity and decision making  
- Healthier - Able to relax, experience well-being and Improved relationships | - We stay focused on activities that directly support the organisation’s objectives and strategies  
- We have empathy and understanding for others  
- We don’t take their actions personally  
- We don’t get ‘hooked’ into their actions  
- We stay focused on what it is we are trying to make happen  
- We are strategic  
- We take others’ words and pressures into account  
- We stay in partnership |
| - We make up stories about other people’s actions (in our stories we are the hero or the victim, never the villain) |                                                                                      |                                                                                                |
| - We evaluate others as malicious, insensitive, incompetent  
- We take others’ actions personally, as if they are acts against us  
- We react-get mad, get even, withdraw  
- This is the end of the partnership |                                                                                      |                                                                                                |
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The ABCs of mindfulness – a tool for daily use

A is for awareness. Becoming more aware of what you are thinking and doing – what is going on in your mind and body.

B is for just ‘being’ with your experience. Avoiding the tendency to respond on auto-pilot and feed problems by creating your own story.

C is for ‘seeing’ things and responding more wisely. By creating a gap between the experience and our reaction we can make wiser choices.

Source: Juliet Adams, Founder of Mindfulnet.org & Director, A Head for Work
Between stimulus and response there is a space.

In that space is our power to choose our response.

In our response lies our growth and our freedom.

- Viktor Frankl

psychiatrist and holocaust survivor

#MiracleShare
Actions you can take today..

Breaks
Practice mindfulness
Physical activity
Listening/ noticng/ ask the right questions
Mentor/ coaching
Sharing/ talking
Accept and embrace risk taking and failures
Get to know your colleagues
Bring your whole self to work
Build a effective and diverse team
Role model compassionate behaviours
Be curious
Homeless man who helped in Manchester bomb says he's 'not a hero, just a person'
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#hello my name is...
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Your Local Leadership Academy;

Locally run and focused leadership programmes and master classes
contact us or see our website

http://www.tvwleadershipacademy.nhs.uk/

Funded Coaching and Mentoring

http://www.tvwleadershipacademy.nhs.uk/coaching-and-mentoring

Quality Improvements Fellowships

Online information and resources; Knowledge Hub

https://blogs.bodleian.ox.ac.uk/tvw-knowledge-hub/home/
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Honesty..... go ahead

Do we really have permission?
Thank you......

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