The role of leaders in creating a compassionate and supportive culture

BMA 1st November

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## Developing People – Improving Care sets out five conditions

<table>
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<tr>
<th>Overall aim of the framework</th>
<th>The five conditions</th>
<th>Proposed actions</th>
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<tr>
<td>Continuous improvement in care for people, population health and value for money</td>
<td>Leaders equipped to develop high quality local health and care systems in partnership</td>
<td>1. Support development of system leadership capability and capacity</td>
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<td>Compassionate, inclusive and effective leaders at all levels</td>
<td>2. Develop and implement strategies for leadership and talent development</td>
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<td>Knowledge of improvement methods and how to use them at all levels</td>
<td>3. Develop compassionate and inclusive leadership for all staff at every level</td>
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<td>Support systems for learning at local, regional and national levels</td>
<td>4. Embed inclusion in leadership development and talent management initiatives</td>
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<td>Enabling, supportive and aligned regulation and oversight</td>
<td>5. Support organisations and systems to deliver effective talent management</td>
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<td>6. Improve senior level recruitment and support across NHS-funded services</td>
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<td>7. Build improvement capability among providers, commissioners, patients and communities</td>
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<td>8. Embed improvement and leadership development in curricula, revalidation and award schemes</td>
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<td>9. Ensure easy access to improvement and leadership development resources</td>
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<td>10. Support peer-to-peer learning and exchange of ideas</td>
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<td>11. Create a consistent supportive regulation and oversight approach</td>
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<td>12. Streamline and automate requests for information</td>
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<td>13. Balance measurement for improvement and judgement</td>
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Compassionate Leadership

• **Attending:** paying attention to staff – ‘listening with fascination’
• **Understanding:** finding a shared understanding of the situation they face
• **Empathising**
• **Helping:** taking intelligent action to help
Culture and leadership

Evidence shows that cultures which enable compassionate and inclusive leadership have a multitude of benefits:

- Increased well-being of team members
- Reduced turnover and sickness absence
- Increased effectiveness and innovation
- Inter-disciplinary teams delivering higher quality patient care and implement more innovations
- Lower patient mortality
- Reduced error rates
- Increased staff engagement
- Increased staff engagement
Patient mortality

- 5% more staff working in real teams associated with 3.3% drop in mortality rate ($p = .006$)
- For an “average” acute hospital, this represents around 40 deaths per year

Sickness, absence and retention

Source: Employee engagement, sickness absence and agency spend in NHS trusts
Culture - the most powerful lever

Majority proportion of respondents agreeing or strongly agreeing with the statement (vs. CQC rating)

- There are significant barriers to speaking up in my organisation
- People in my organisation do not suffer detriment as a result of speaking up
- My organisation is actively tackling barriers to speaking up
- Managers support staff to speak up

In Inadequate-rated trusts

In Outstanding-rated trusts
Team working

- Reduced hospitalisation and costs
- Increased effectiveness and innovation
- Increase well-being of team members
- Inter-disciplinary teams deliver higher quality patient care and implement more innovations
- Lower patient mortality
- Reduced error rates
- Reduced turnover and sickness absence
- Increased staff engagement
We have designed a programme to be delivered in three phases:

**Phase 1: Discover**
- Diagnostics to identify the culture of our organisation

**Phase 2: Design**
- Development of collective leadership strategies

**Phase 3: Deliver**
- Implementation of collective leadership strategies

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/)
Figure 0.3: The conceptual framework shows how the results of the different Phase 1 diagnostics work together to give you information across all the parts in the conceptual framework outlined in concepts and evidence.
Phase 1: The tools

Use a set of diagnostic tools to establish what the culture is in our organisation, where there are strengths and where there are areas to develop.

Getting started: **Build** the case, the team and the plan

**Culture and outcomes dashboard**
High level understanding of culture and related outcomes

**Culture focus groups**
Understand individuals’ experience of current organisational culture

**Board interviews**
Understand the board’s approach to supporting effective organisational culture

**Leadership workforce analysis**
Understand the organisation’s needs on leadership workforce capacity

**Leadership behaviours surveys**
Understand staff and stakeholder views on behaviours of your organisation’s staff and leaders as a whole

**Patient experience**
Understand patients’ experience of culture

**Synthesis**: Bring together the results of the diagnostic resources
The role of the Change team

The change team should be:

- multidisciplinary from across your organisation – championing a compassionate and inclusive leadership approach.
- It should cover different areas, occupational groups, levels of seniority and demographics.
- It is important to include operational ‘doers’ as well as influencers and administrative support.
- A diverse change team may help you capture views of those who feel marginalised in the workforce.
- We suggest a team of 10 to 15 people (although the work will involve many others) including:
  - at least one executive sponsor (executive director with responsibility)

“The only way to understand the culture of an organisation and identify the changes that are needed is to engage with staff in a genuine and authentic way. At RBCH we have sought to really listen to what our staff have to say about what it is like to work here, and to keep testing ideas for change with staff to make sure they are part of improving the way we do things around here.”

Nicola Hartley, Director of OD.
Phase 2 - Design

An interactive evidence-based and open source PDF that enables you to access the resources you require and find a way forward quickly.

https://improvement.nhs.uk/improvement-hub/culture-and-leadership/
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**
- Leader 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

https://improvement.nhs.uk/improvement-hub/culture-and-leadership/
Support offer

New partnership with local Leadership Academies to support trusts in categories 3 + 4 of NHS Improvements single oversight framework, in which they will:

- Work with the Executive sponsor
- Help build the change team
- Train the change team
- Facilitate the synthesis work shop
- Help support strategy development and implementation as a ‘critical friend’.

NHS Improvement will continue to:
- Produce the cultural outcomes dashboard
- Produce the patient experience tool
- Support the leadership behaviour survey tool
- Work with the Leadership Academy and the Trust to support successful delivery of the programme
Trusts using the programme

• 50 trusts are in one of the three stages of the programme
• A further 24 have expressed an interest in beginning the programme
• Well over a third of the trusts listed above are in category 3 or 4 of the single oversight framework, with seven being in special measures.
Thank you

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

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