Regional Partnership Board
Development Day
Michael West and Helen Thomas

Programme

- Introductions and purposes of development session
- Review: Vision, mission, purpose of RPB
- The Partnership Assessment Tool: Results
- Compassionate cultures
- Conflict and constructive controversy
- Innovation in teams and organisations
- Board effectiveness and leadership - Direction, alignment and commitment
- Collective leadership and effective cross-boundary working
- Next steps and long-term commitments

Partnership Assessment Tool Results

Mean scores by dimension

Vision & Values	3.4
Roles and Teamwork	3.5
Contact	3.8
Long Term Commitment	3.9
Conflict	3.5
Mutual Support	3.6
Trust	3.9
Innovation	3.4
Compassion	4.0
Equality, Diversity and Inclusion	3.6

5 highest scoring dimensions

Compassion	4.0
Long Term Commitment	3.9 (3.94)
Trust	3.9 (3.88)
Contact	3.8
Equality, Diversity and Inclusion	3.6

5 lowest scoring dimensions

Vision & Values	3.4 (3.39)
Innovation	3.4 (3.43)
Conflict	3.5 (3.51)
Roles and Teamwork	3.5 (3.55)
Mutual Support	3.6

5 highest scoring items

Compassion	People in the partnership are committed to taking effective action to help those in our community	4.22
Compassion	People in the partnership pay careful attention to the needs of those we serve	4.17
Equality, diversity and inclusion	Partners share a strong focus on eliminating health inequalities across the partnership area	4.13
Trust	We can rely on the information given to us by others in the partnership	4.04
Roles & Teamwork	There is good leadership in this partnership	4.04

5 lowest scoring items

Vision & Values		Commitment to our shared purpose for the work is more important to us than our separate organisational purposes	2.91
Innovation		We are making radical changes that will help us achieve our shared purpose as a partnership	3.00
Equality, diversity and inclusion		The partnership is a model of positive diversity	3.09
Roles & Teamwork		Accountability for actions is clear within the partnership	3.17
Roles & Teamwork		Partnership members are clear about their own role within this partnership	3.17
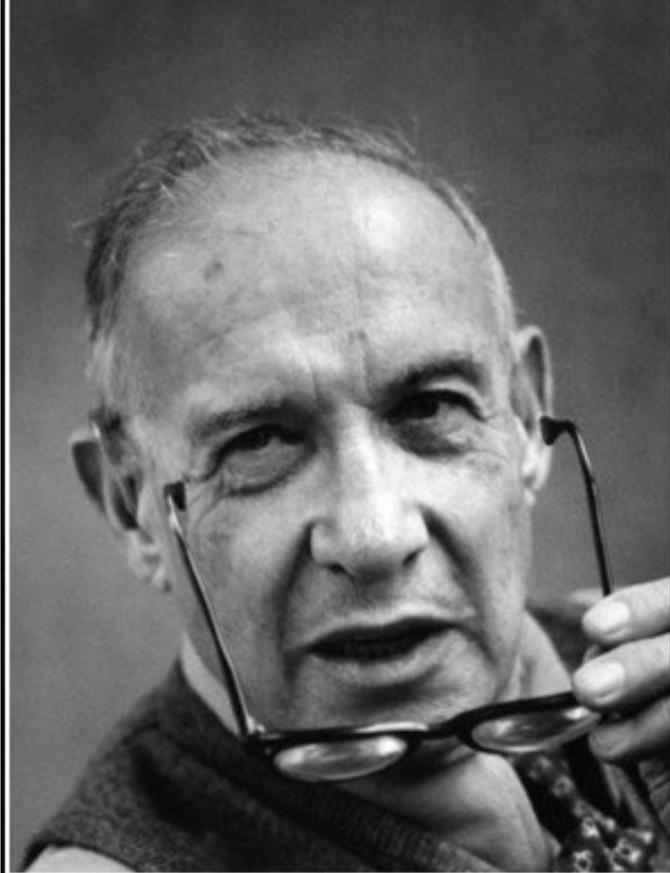
Culture eats strategy for breakfast,

— Peter Drucker —

Culture

Culture is the habits, traditions, and behaviors of people and groups in an organization.

The only thing of real importance that leaders do is to create and manage culture. If you do not manage culture, it manages you, and you may not even be aware of the extent to which this is happening."
"Leaders influence culture and sustains culture change"
(ref. Edgar Schein 2010)

EDGAR H. SCHEIN

ORGANIZATIONAL
CULTURE
AND
LEADERSHIP

4
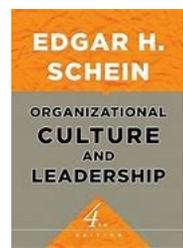
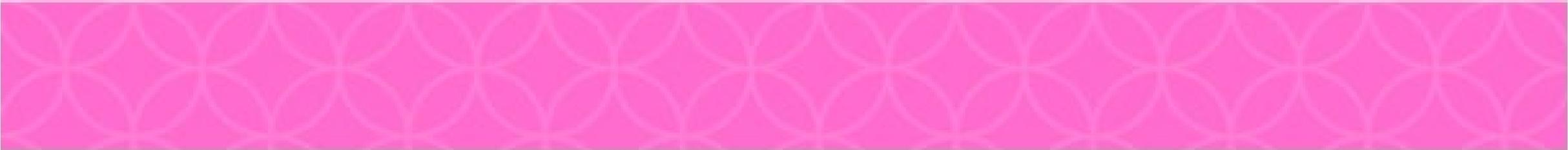# What is compassion in health and care?

Compassion

Compassion is '*a sensitivity to suffering in self and others with a commitment to try to alleviate and prevent it*' (Gilbert 2013).

We can experience compassion in different ways: *we can feel compassion for other people; we can experience compassion from others; and there is the compassion we can direct towards ourselves.*
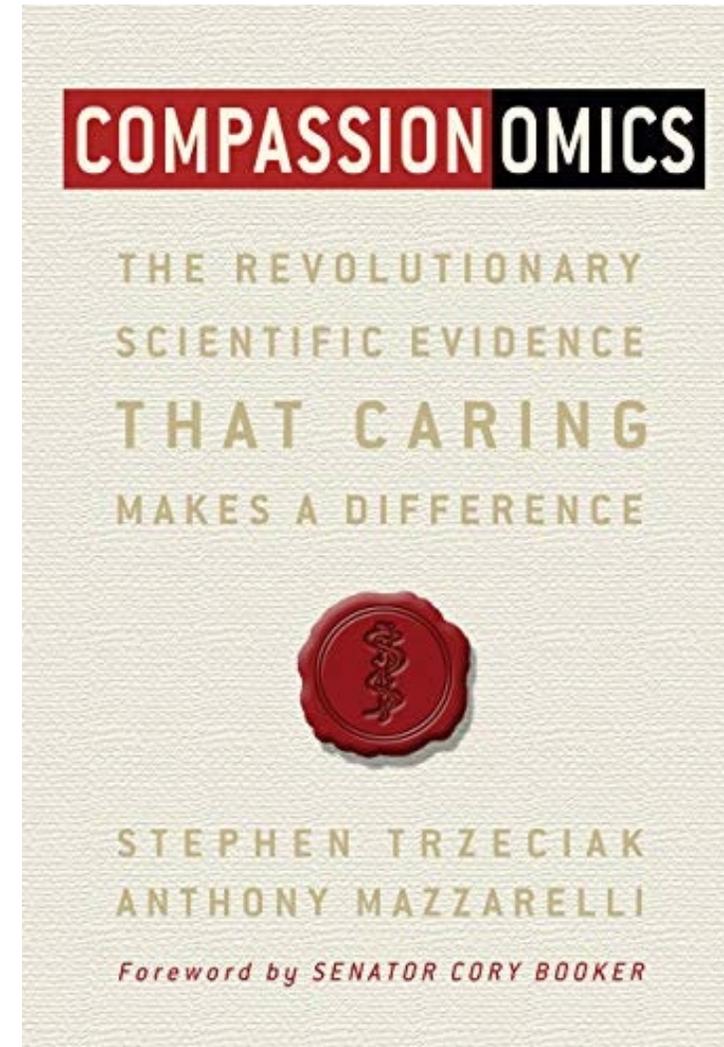
"Self-compassion is simply giving the same kindness to ourselves that we would give to others."
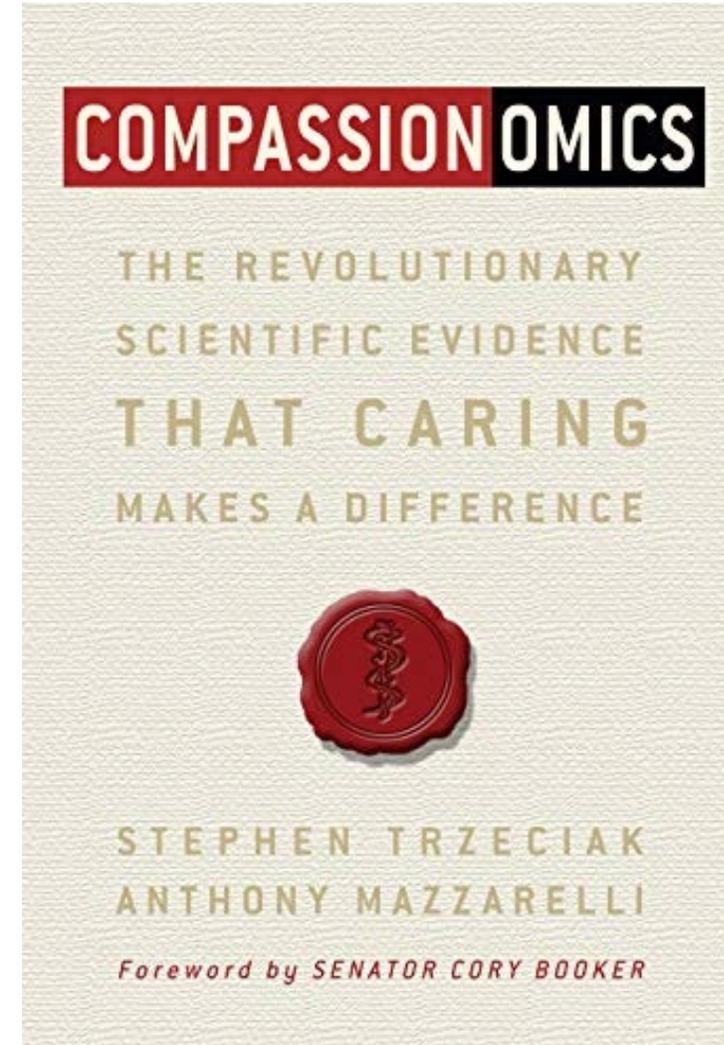~ Christopher Germer

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 OMICS

THE REVOLUTIONARY
SCIENTIFIC EVIDENCE
THAT CARING
MAKES A DIFFERENCE

STEPHEN TRZECIAK
ANTHONY MAZZARELLI

Foreword by SENATOR CORY BOOKER

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

COMPASSION OMICS

THE REVOLUTIONARY SCIENTIFIC EVIDENCE THAT CARING MAKES A DIFFERENCE

STEPHEN TRZECIAK
ANTHONY MAZZARELLI

Foreword by SENATOR CORY BOOKER

What leaders pay attention to, talk about and model in their own behaviour tells those in the organization what it is they should value.

Compassionate leadership

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

West, M. S., & Chowla, R. (2017). Compassionate leadership for compassionate health care. In P. Gilbert (Ed.).*Compassion: concepts, research and applications. London: Routledge*, 237-57.

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),

Compassionate Leadership Pledge

"HEIW commit to pursuing, promoting, developing and embedding the Compassionate Leadership Pledge Principles both within HEIW and the wider NHS and care system."
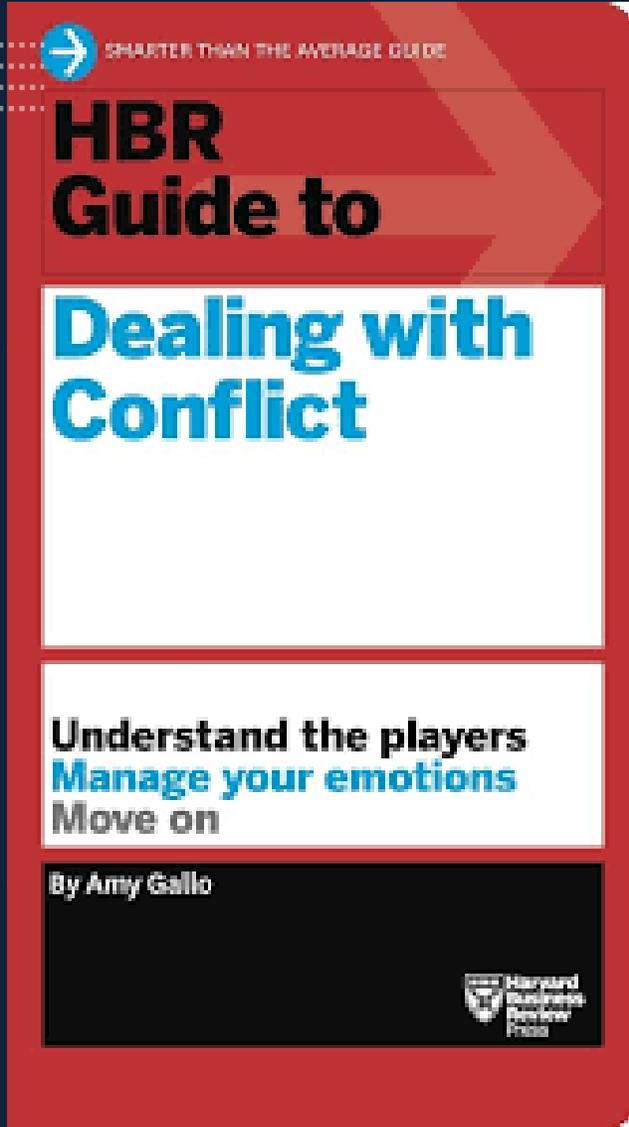
Develop supportive and effective team and inter-team working

Create environments where collective leadership thrives

Improve equality, inclusion and diversity, consciously removing barriers and boundaries

Establish the conditions for our workforce to reflect, learn, continually improve and innovate

Agree direction and ensure alignment and commitment

Enable safe, trusting and engaging systems and cultures

Manage difficulties and challenges positively, openly, courageously and ethically

Courageous, wise compassion

Compassion means leaning towards suffering and difficulty

Dealing with difficult behaviour

Self compassion

Giving feedback

Presence and leaning into pain/difficulty

Managing upwards: Courage and wisdom

Dealing with conflict

Conflict and creativity

The Gift of Conflict | Amy E. Gallo | TEDxBroadway

Manage conflict with compassion

- **Take the other's perspective**

- **Be clear about your goal and their goal**

- **Don't take it personally**

- **Teams need high levels of comfort to be honest and open**

- **It won't always go well**

Compassionate and Constructive Controversy ...

... is necessary for:
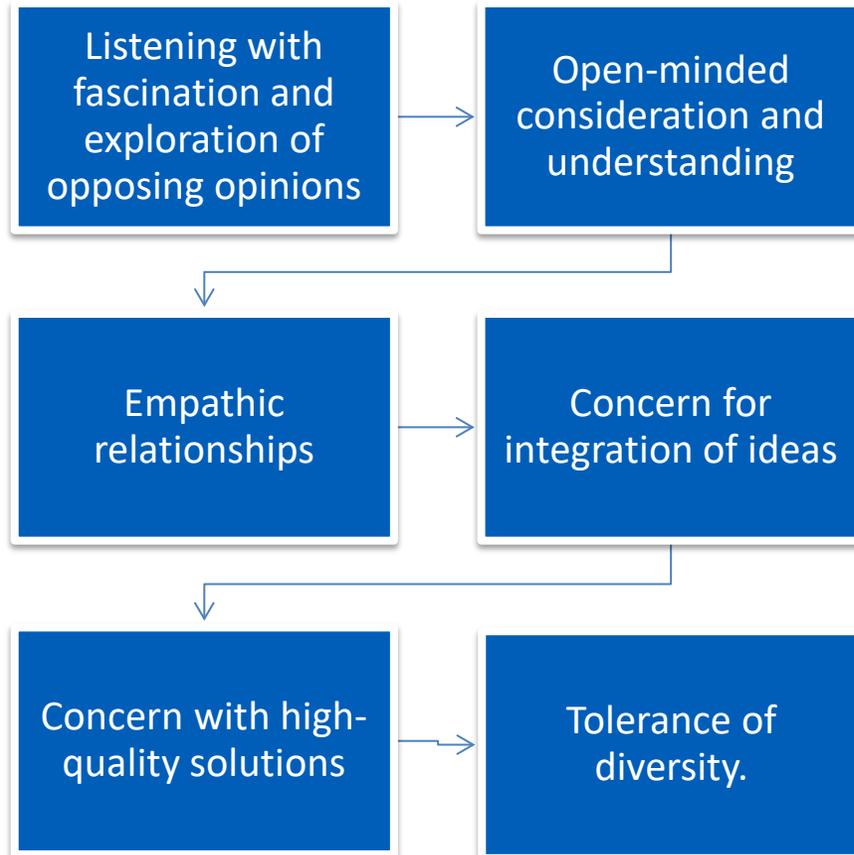
Creativity

Independent thinking

Quality checking

Professional development

Team development.

Compassionate and Constructive Controversy …

… involves:

Listening with fascination and exploration of opposing opinions → Open-minded consideration and understanding

Empathic relationships → Concern for integration of ideas

Concern with high-quality solutions → Tolerance of diversity.

Compassionate and Constructive Controversy …

… exists when there are:

Cooperative team climates – team members want to help

Safety and safeness

Shared team goals

Members who confirm each other's personal competence

Mutual influence processes.

Compassionate and Constructive Controversy ...

... does not exist when:

- Competitive team climates dominate

- Team goals are not primary

- Team members question each other's personal competence

- There are processes of attempted dominance.

Reflections in pairs (5 minutes each)

- Which of the four elements of compassion are you strongest in? How can you develop your skills more?

- To what extent are each of the four compassionate leadership behaviours generally modelled by those in the RPB? What can you do to improve this?

- How can you better model courageous compassion in your work on the RPB?

Compassionate leadership and innovation
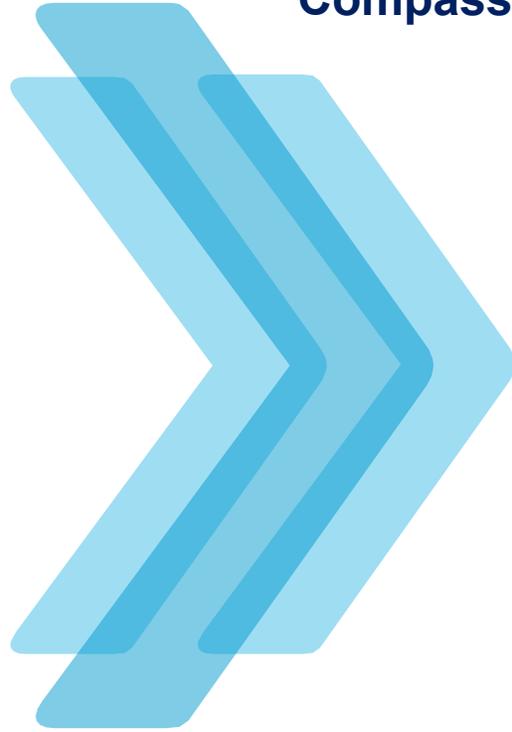
Caring to change
How compassionate
leadership stimulates
innovation in health care

Five elements of a culture of transformative innovation

Compassionate Leadership

- Positive inclusion and participation
- Enthusiastic team and cross-boundary working
- Inspiring vision and strategy
- Innovation
- Support and autonomy

Team Psychological Safety and Safeness

Rate the RPB's strengths and weaknesses in relation to each of the eight areas depicted in the following slide.
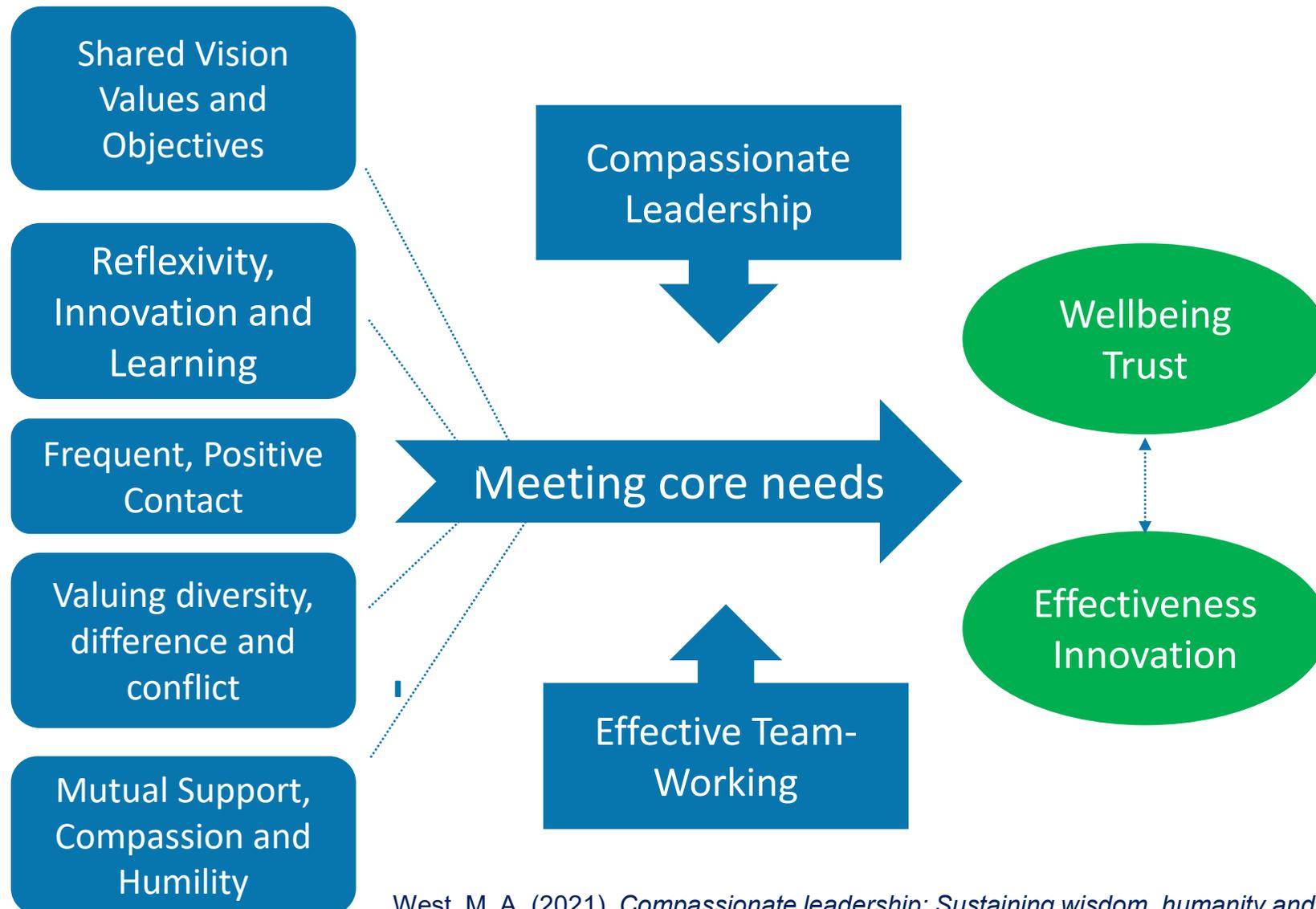
Discuss in pairs (5 minutes each). Attending, understanding, empathising and helping.

Features of High Performing Multidisciplinary Teams

Dimension	Key questions
Clear leadership	All are clear about who the leader is? Does the leader lead the team effectively and compassionately?
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?

Psychological safety and safeness in teams

Shared Vision Values and Objectives

Reflexivity, Innovation and Learning

Frequent, Positive Contact

Valuing diversity, difference and conflict

Mutual Support, Compassion and Humility

Compassionate Leadership

Meeting core needs

Effective Team-Working

Wellbeing Trust

Effectiveness Innovation

© m.west

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

Latest Research Evidence on Teamwork

Direction and alignment for teams– goal selection and goal striving.

Team autonomy for team motivation and performance.

Team-oriented leadership - an empowering leadership style

Dyadic-oriented leadership promotes individual empowerment

Team empowerment is more powerful

Trusting relationships (versus conflict) and psychological safety

Shared leadership promotes individual motivation and team effectiveness

Chen, G. & Kanfer, R. (2024). The future of motivation in and of teams. *Annual Review of Organizational Psychology and Organizational Behavior,* 11, 93-112.

Reflections

- To what extent do you make time for Board reflection and learning?
- What can you do to improve psychological safety and teamworking in the RPB?
- How clear, agreed and ambitious are the goals of the RPB?
- Groups of 4 for 15 minutes. Appoint one person to report back.

Compassionate Leadership is Effective (DAC)

- **D**irection: A clear, shared, inspiring vision (compassionate care) and 4-7 clear, agreed, challenging goals

- **A**lignment: The efforts of people and teams aligned with each other and springing from the vision
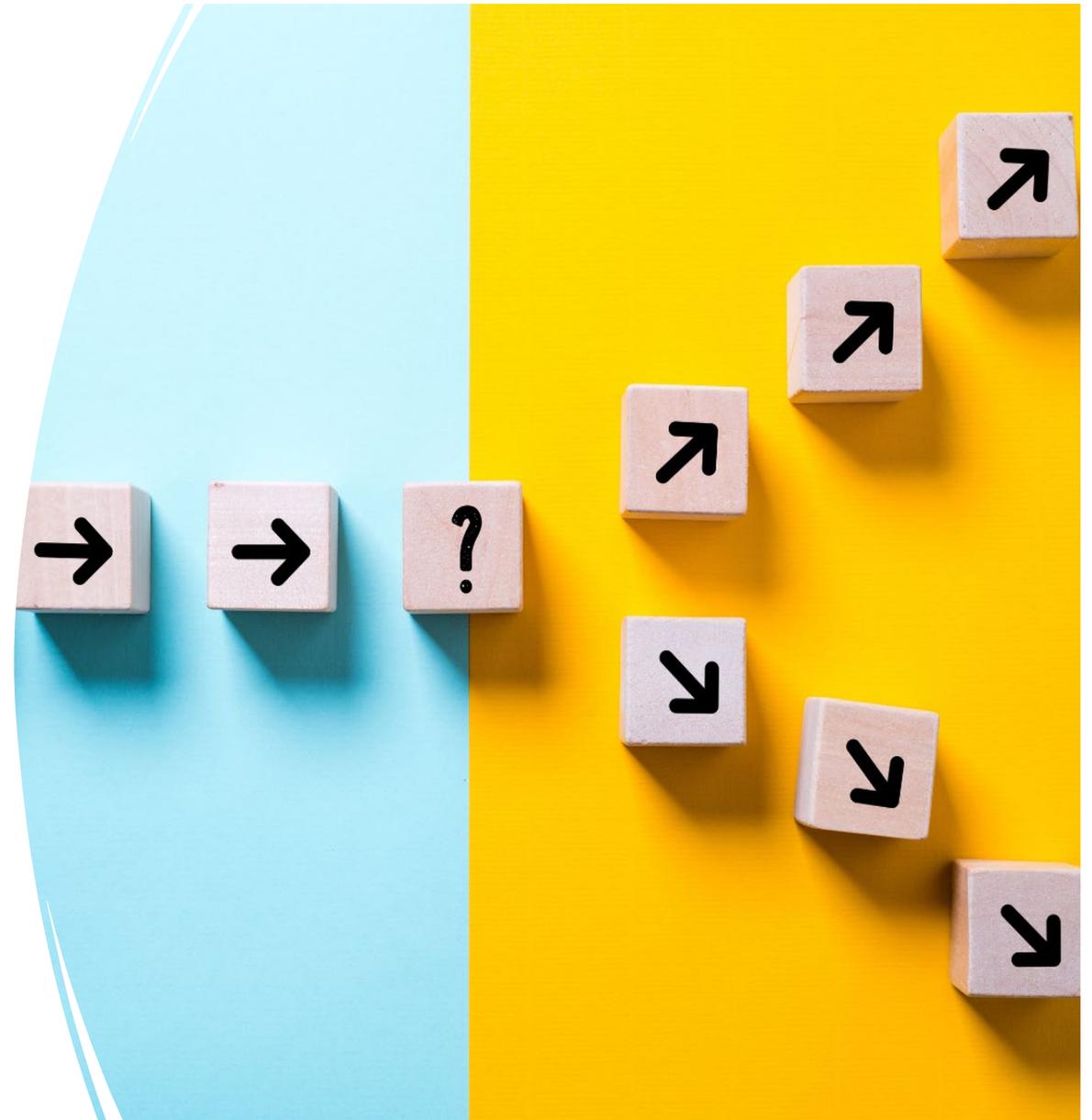
- **C**ommitment: Developing trust and motivation

Direction

A clear, shared, inspiring vision and four to six clear, agreed, challenging goals

*Where direction **is not** clear:*

- There is disagreement on priorities

- People feel pulled in different directions

- People feel they are not making sufficient progress – just going in circles

- There is inadequate data to provide feedback and certainty

Direction

A clear, shared, inspiring vision and four to six clear, agreed, challenging goals

*Where direction **is** clear:*

- There is a clear vision and set of overarching organisational goals that everyone is committed to

- People say why those goals are worthwhile and with conviction

- Helpful data is gathered to assess progress

- There is strong agreement on what success will look like.

Alignment

The efforts of people and teams are aligned with each other and with the vision

*Where alignment **is not** clear:*

- There is disarray, deadlines are missed and there is duplication
- People are unclear, overworked and frustrated
- People feel isolated from one another
- Teams compete rather than collaborate.

Alignment

The efforts of people and teams aligned with each other and springing from the vision

*Where alignment **is** clear:*

- People are clear about each other's roles and responsibilities (and their own)
- People and teams integrate their work effectively to achieve success
- There is strong coordination and synchronising of effort

Commitment

Developing trust and motivation

*Where commitment **is not** clear:*

- Important tasks are not done, and easy work is prioritised
- People are not supportive
- People do not express faith in their immediate or senior leaders
- There is cynicism and passivity

Commitment

Developing trust and motivation

*Where commitment **is** clear:*

- People are more likely to put their hearts into delivering high-quality care
- There is a strong sense of trust and shared responsibility for the work
- People are positive, passionate and motivated about their work
- People support each other to cope effectively

Recognising DAC

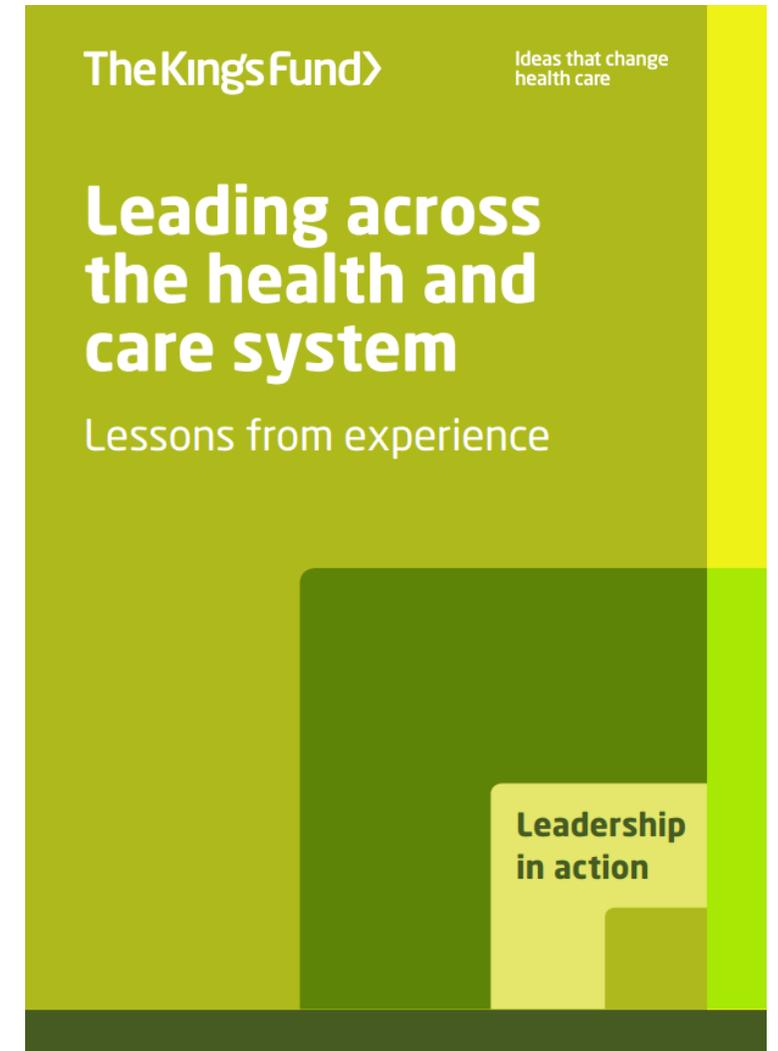|	Happening	Not Happening
Direction	• There is a vision, a desired future, or a set of goals that everyone buys into. • Members of the collective easily articulate how what they are trying to achieve together is worthwhile • People agree on what collective success looks like.	• There is lack of agreement on priorities • People feel as if they are being pulled in different directions. • There's inertia; people seem to be running in circles
Alignment	• Everyone is clear about each other's roles and responsibilities • The work of each individual/group fits well with the work of other individuals/groups. • There's a sense of organisation, coordination, and synchronisation	• Things are in disarray: deadlines are missed, rework is required, there's duplication of effort • People feel isolated from one another • Groups compete with one another
Commitment	• People give the extra effort needed for the group to succeed • There's a sense of trust and mutual responsibility for the work • People express considerable passion and motivation for the work	• Only the easy things get done • Everyone is asking "what's in it for me?" • People are not "walking the talk"

Exercise
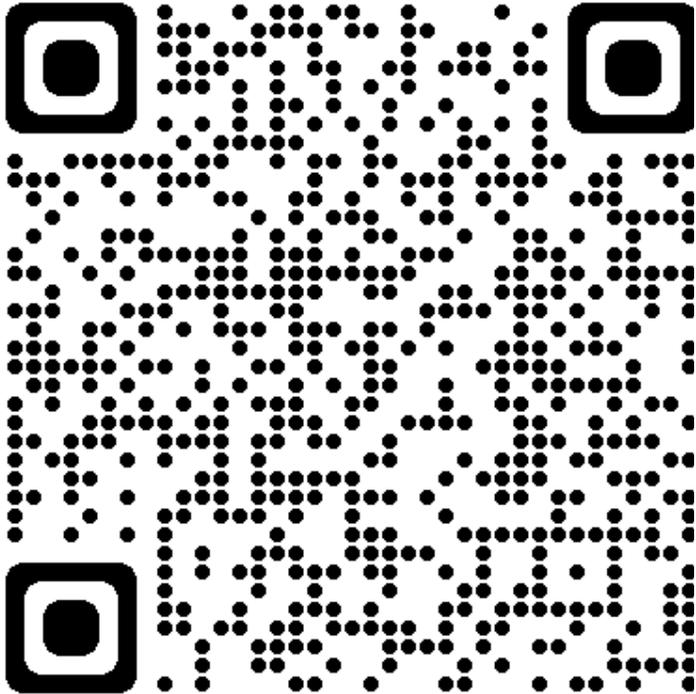
- **Individually complete the brief questionnaire from the *Center for Creative Leadership* on assessing DAC**

- **Discuss your scores in groups of four for 10 minutes and the question:**

- **"What can you do through your collective leadership, to better ensure RPB direction, alignment and commitment?"**

- **Appoint one person to report back on your group's conclusions**

Compassionate System Working:
Leading Across Boundaries

- A compelling shared vision

- **Frequent personal contact between leaders who need to work together to build trust**

- A shared commitment to work together for long term objectives

- A commitment to surface and resolve conflicts quickly, ethically, transparently

- 'How can we help you?'

The King's Fund
Ideas that change health care

Leading across the health and care system

Lessons from experience

Leadership in action

https://www.kingsfund.org.uk/publications/leading-across-health-and-care-system

Compassionate Leadership is Collective Leadership

- **Collective leadership involves:**

- enabling all to lead

- shared team leadership

- leaders working together across boundaries

- leaders working with patients and communities

- consistent leadership styles and values.

Measuring RPB Collective Leadership – rate and total

1.	RPB members prioritise citizen/service user care overall, not just their own area of responsibility.
2.	Leaders across different organisations in the RPB work together to ensure high-quality patient/service user care overall.
3.	Leaders on the RPB go out of their way to help each other across different organisations to provide high-quality service for citizens.
4.	Everyone in the RPB is expected to act as a leader in ensuring high-quality service and support for citizens.
5.	We all encourage each other to lead changes to improve the effectiveness of the RPB.
6.	We all play a leadership role in the RPB.
7.	We all listen to and act on each other's views so we can best lead the RPB.
8.	Leadership in the RPB is shared rather than the responsibility of only one or a few people.

Response scale: Strongly disagree = 1 / Disagree = 2 / Somewhat agree – 3 /Agree = 4 / Strongly agree = 5

Exercise: Developing Collective RPB Leadership

- In groups of four, discuss scores

- Discuss how to increase collective leadership and better cross-boundary working?

- How can you work with all to strengthen collective leadership?

When discussing consider:

- *everyone having leadership responsibility*

- *shared leadership in the RPB*

- *interdependent leadership – working together across boundaries*

- *working with citizens and communities – co-ownership and design*

- *consistent leadership styles*

20 minutes and feedback in plenary
Nominate one person to feedback

Next steps and long-term commitments

- What should be the three key next steps for the RPB arising from today?
- What three long-term commitments do we need to develop for the RPB?
- Appoint one person to report back

"Self-compassion is simply giving the same kindness to ourselves that we would give to others."
~ Christopher Germer

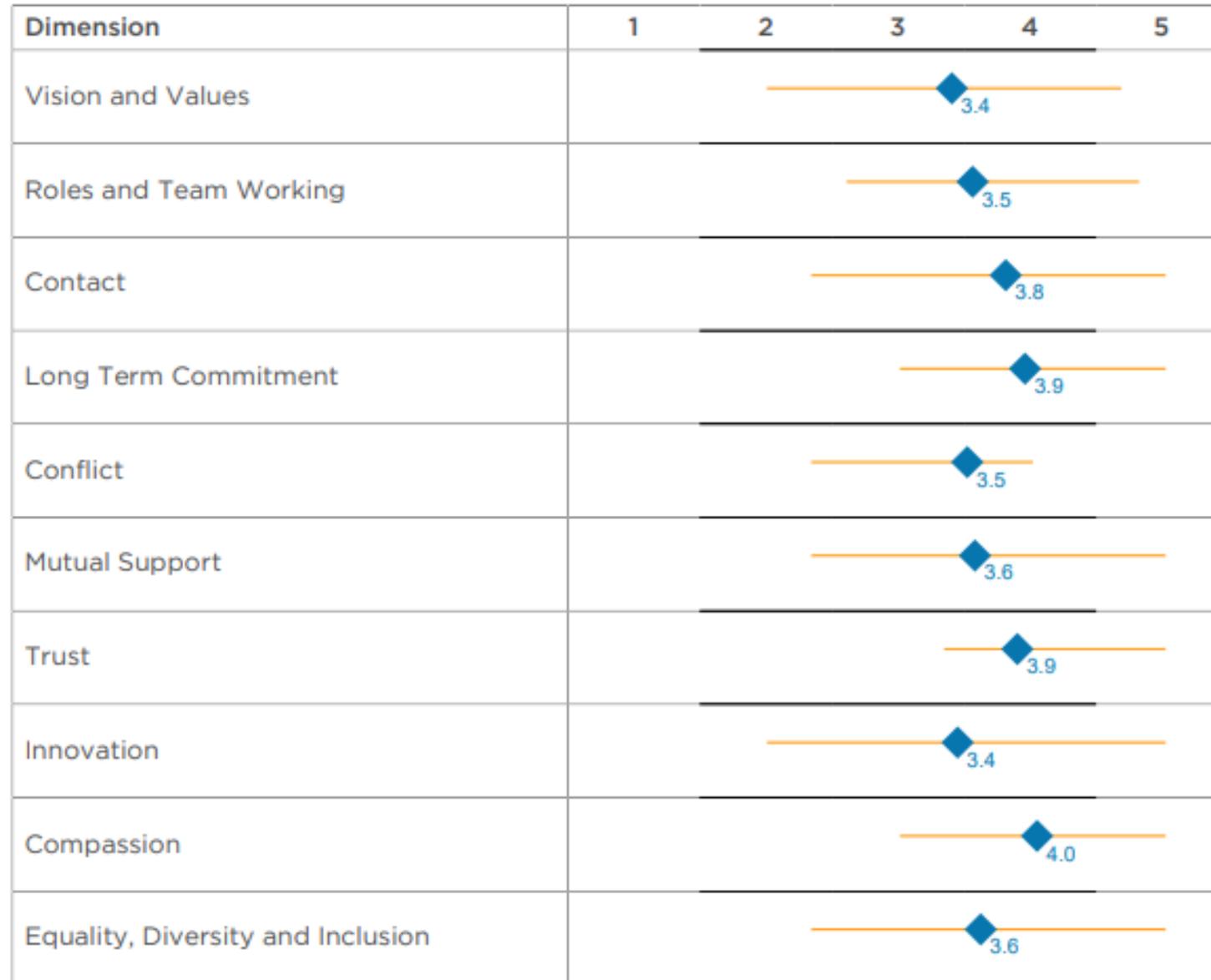m.a.west@lancaster.ac.uk

Diolch yn fawr!

Affina Partnership Assessment Tool for Regional Partnership Board

Dimension	1	2	3	4	5
Vision and Values			◆ 3.4		
Roles and Team Working			◆ 3.5		
Contact			◆ 3.8		
Long Term Commitment			◆ 3.9		
Conflict			◆ 3.5		
Mutual Support			◆ 3.6		
Trust			◆ 3.9		
Innovation			◆ 3.4		
Compassion				◆ 4.0	
Equality, Diversity and Inclusion			◆ 3.6		

This report has been produced from information provided by 23 team members.

◆ average of team member responses — range of team member responses