



RCSI

# *The Courage of Compassion – Leadership for now, Leadership for the future in health and care*

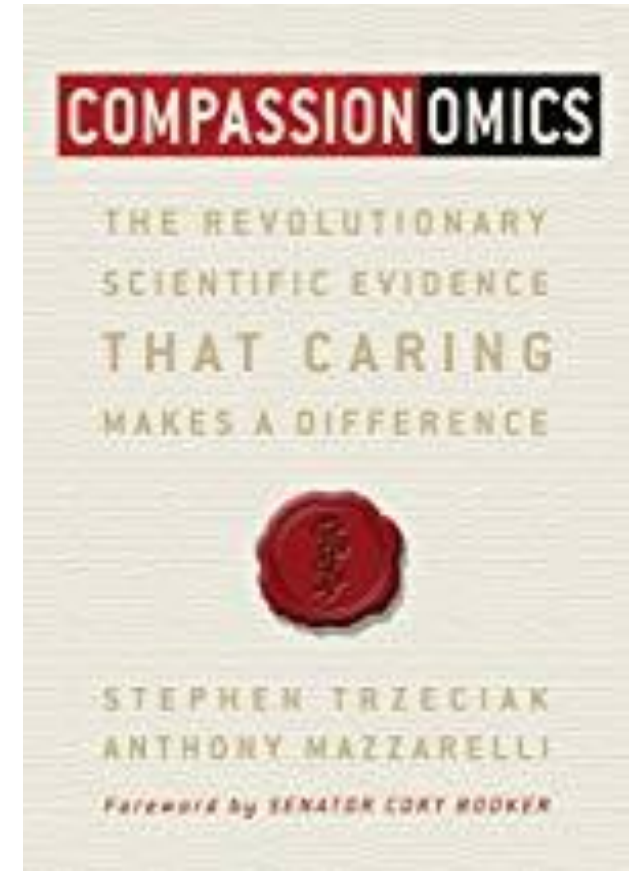
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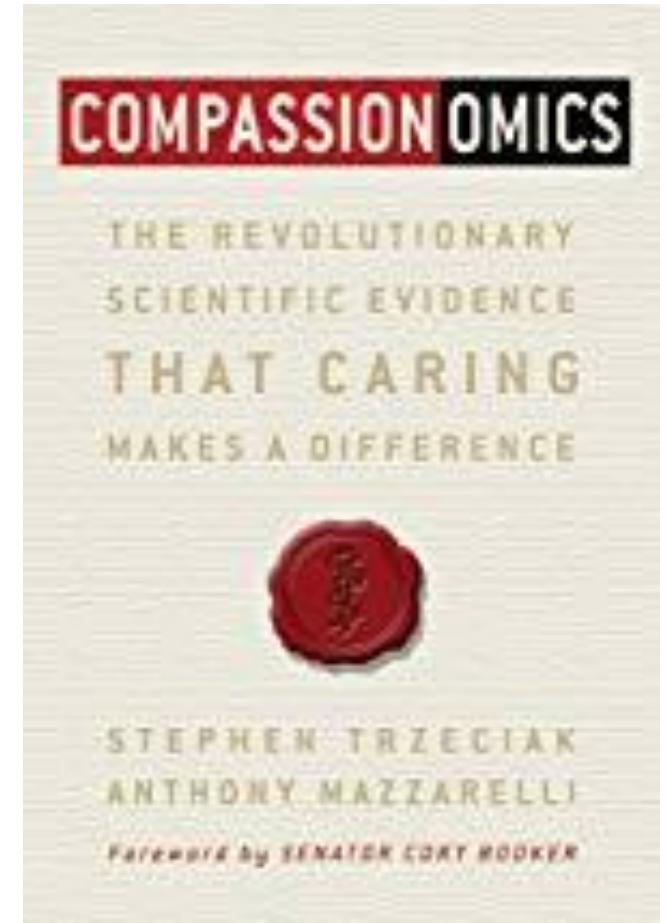
# Compassion in Health and Social Care

- 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 affect encounter length
- Clinician compassion – lower depression, anxiety, distress
- Cost savings - difference of 5.6% between high and low patient satisfaction hospitals
- 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 over next 30 days
- Size of effects greater than effects of aspirin in heart attacks, and of statins in 5-year risk of cardiovascular event







## *Compassionate leadership for compassionate health and care services during the crisis and in the future*

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



## Myths of Compassionate Leadership

- Loss of commitment to purpose and performance
- Performance management will be seen as bullying
- Always taking the easy, consensus way forward
- Not being able to challenge the status quo
- Integrated working will be controlled by whoever has most power or money
- A focus on individuals and not institutions

# Compassionate Leadership

Attending

Understanding

Empathising

Helping

## Effective Leadership

- *Direction A*  
clear, shared, inspiring purpose
- *Alignment*  
Clear goals for people and teams aligned with 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 across boundaries
- Consistent leadership style across the organisation

## 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



# Inclusive/Collective Leadership

- Leadership the responsibility of all - anyone with expertise taking responsibility when appropriate
- Shared leadership in teams and across teams
- Interdependent leadership - working together across boundaries prioritising health and happiness for the people of Ireland
- Consistent approaches to leadership within the HSE leadership community – authenticity, openness, humility, optimism, compassion, appreciation



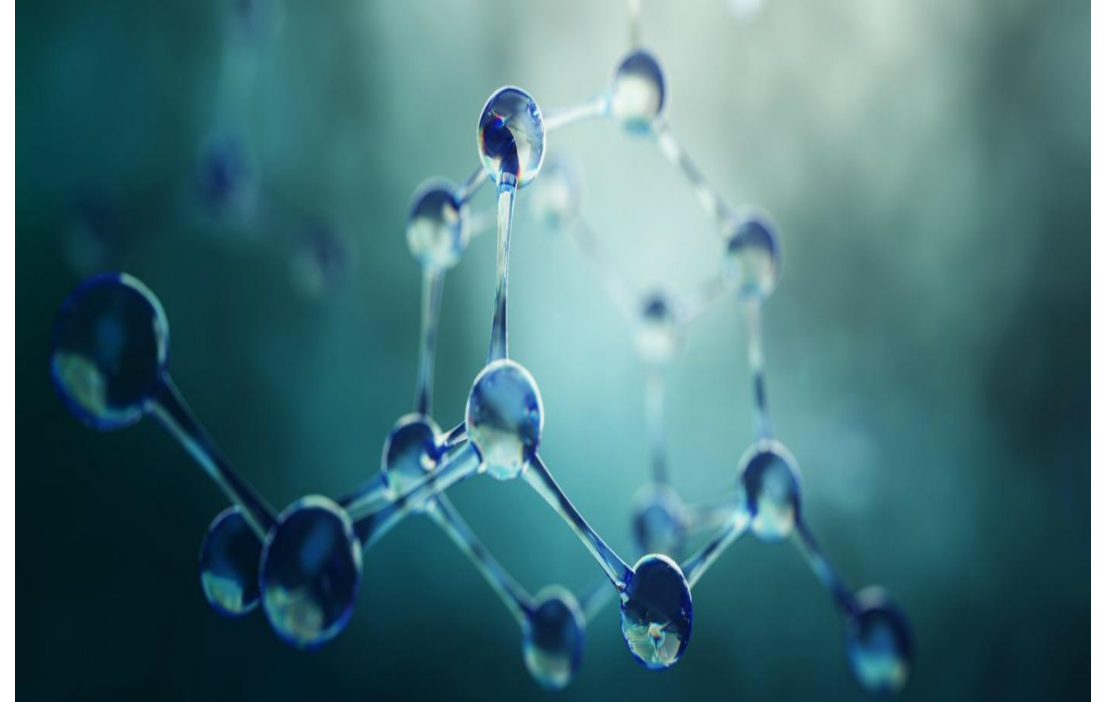
<http://www.kingsfund.org.uk/publications/developing-collective-leadership-health-care>

<https://www.kingsfund.org.uk/sites/default/files/media/delivering-collective-leadership-ccl-may.pdf>

<https://www.nmhs.ucd.ie/clinical-engagement/collective-leadership-and-safety-cultures-co-lead>

# What the crisis has taught us about leading teams

- Teamworking skills and commitment to innovation
- Shared vision, values and challenging objectives
- Role clarity and reducing hierarchy and boundaries –valuing diversity and difference
- Mutual support, cohesion, compassion, trust and humility
- Effective communication and frequent contact
- Enthusiastic and supportive inter-team and cross-boundary working



West, M. A. & Markiewicz, L. (2016). Effective team work in health and social care. In E. Ferlie et al., (eds.). *The Oxford handbook of health care management* (pp 231-252). Oxford University Press.



# Reflection

Leaders, teams and organizations are more productive, 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.



## *Leaders practising self compassion*

- *Attending*: paying attention to myself – ‘listening with fascination’
- *Understanding*: understanding the challenges we face
- *Empathising*: caring for ourselves
- *Helping*: taking intelligent action to help ourselves