



Leadership
Principles for
Health and Social
Care In Wales

Health and Social Care Wales Leadership Principles – The Context



A Healthier Wales: Our plan for Health and Social Care: "Dynamic leadership will be needed to instigate change, empower others and lead by example, as well as to create the conditions for continuous innovation and improvement to drive up the quality and value of services."

The Ambition for the Health and Social Care Workforce Strategy (Draft) 2019 is that by 2030, leadership will be distributed. The strategy outlines a shared vision that everyone across health and social care in Wales will model and practise compassionate and collective leadership in order to ensure high quality, continually improving and compassionate care for the people of Wales. These leadership principles along with a framework for delivery will provide a blueprint to help us deliver this vision.

Why Compassionate Leadership?

It provides an evidence-based framework that can help ensure our staff are engaged and empowered and as a result provide high quality, continually improving care for our communities...

The evidence that compassion and compassionate leadership are core to health and social care

Compassion leads to Connection and Closeness



Those who are lonely have 26% to 50% higher odds of early death.

A study with

406 showed



that 32% of the protective effect of social support was attributable to hugs



Those with an early terminal cancer diagnosis receiving compassionate palliative care survived 30% Ionger



A study in 13 long term care facilities revealed that compassionate cultures had a strong association with people outcomes

Compassion leads to better health care **outcomes**



Where carers show compassion to people, wound healing is 17% auicker



Compassionate care for those with diabetes is associated with 80% better blood sugar control and 41% lower odds of complications.



Compassion shown by anaesthetists prior to surgery leads to 50% lower requirement for pain killers



Carer compassion is more effective than aspirin in preventing heart attacks, and of statins in the five year risk of a cardiovascular event

Compassion leads to improved experience



The top three wants from people who use services are carers who listen, who are compassionate and who explain clearly.



Being compassionate is associated with lower depression, anxiety and distress amongst carers



Better people experience is associated with lower health care spending per episode of care



Lack of compassion among carers is the deciding determinant of a person's decision to complain

Compassion improves well-being and motivation



Helping others boosts our sense of time affluence



Carer burnout reduces over time as compassion increases



Compassionate leaders are more protected from the effects of burnout.

Compassionate

leadership creates

healthy cultures

A study of Chief

Medical Officers

showed that in

pressured roles,

was the main

factor affecting

their well being.

their compassion

their highly



The more compassionate we are the less likely we are subsequently to experience burnout.



Neuroscience shows that the most potent activator of brain circuits associated with happiness is compassion



Supervisors who model compassion are 2.6 times more likely to be seen as role models



Leadership research has shown that attendina. understanding, empathising and helping are the core behaviours of effective leadership.

What are Compassionate Behaviours?

The four behaviours of compassion are described below in the form of a compass, helping to navigate how we interact and engage with colleagues and those who use our services, whilst aligning with Health and Social Care values and beliefs:

Compassionate Behaviours Compass

Attending

to those we lead means being present with them. It requires that we 'listen with fascination' to those we lead.

Helping

to ensure there's a good path for those we lead to achieve their goals by removing the obstacles or providing the resources and supports to help them deliver high quality care.



Understanding

is dependent on listening deeply. It requires that we take the time to listen in order to understand the challenges that those we lead face in their work.

Empathising

Is feeling the strains, pains, anxieties and frustrations of those we lead without being overwhelmed by those feelings. This then gives leaders the motivation to help or serve those we lead.

How do we demonstrate compassionate leadership? Examples Include...

- Creating a culture where teams feel safe to be open about challenges, share their ideas and can share a vision.
- Providing regular time for team reflection to enable sharing of learning and experiences.
- Connecting fully with another person with the intent or impulse to help and support.
- Taking the time to listen in order to understand the challenges that those we lead face in their work

Compassionate Leadership Principles

X

These overarching principles enable our ambition to embed compassionate and collective leadership across the system.

As Compassionate Leaders across Health and Social Care in Wales we will...

Promote supportive and effective team and inter-team working

Manage conflict positively, openly, courageously and ethically

Strengthen
'voice',
influence, and
control for all
staff

Work collectively towards an inspiring vision of high quality integrated care for the people of Wales

Promote inclusion and diversity, actively removing barriers and boundaries

Support and enable all H&SC staff in reflection, learning and innovation Develop safe, trusting and engaging cultures where all can deliver high quality care

Nurture
compassionate
cultures across
the system;
'what we do in
Wales is happily
help each other'

Promote everyone's growth, development and leadership across H&SC



Click on each leadership principle to see examples of how compassionate leadership is already modelled by staff across our Health and Social Care System