

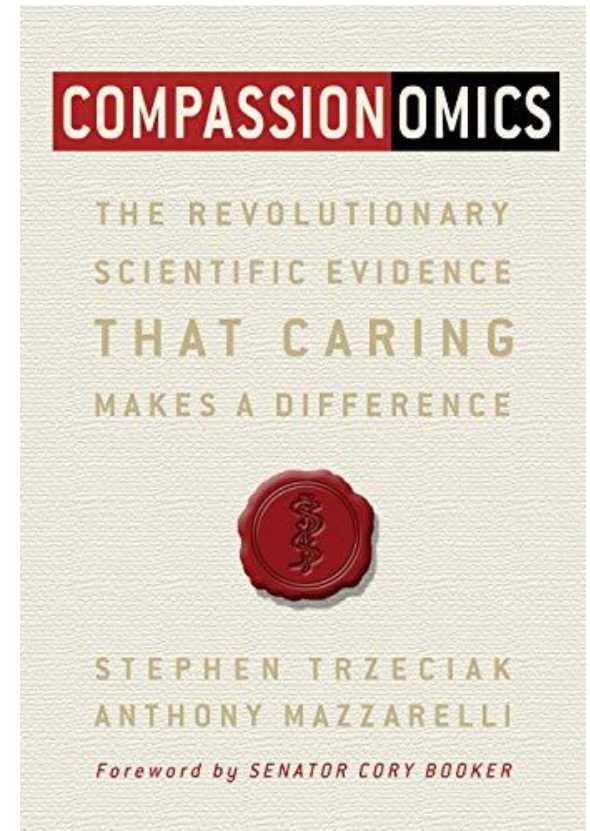
# Leaders for the future: the role of compassion and kindness

Michael West



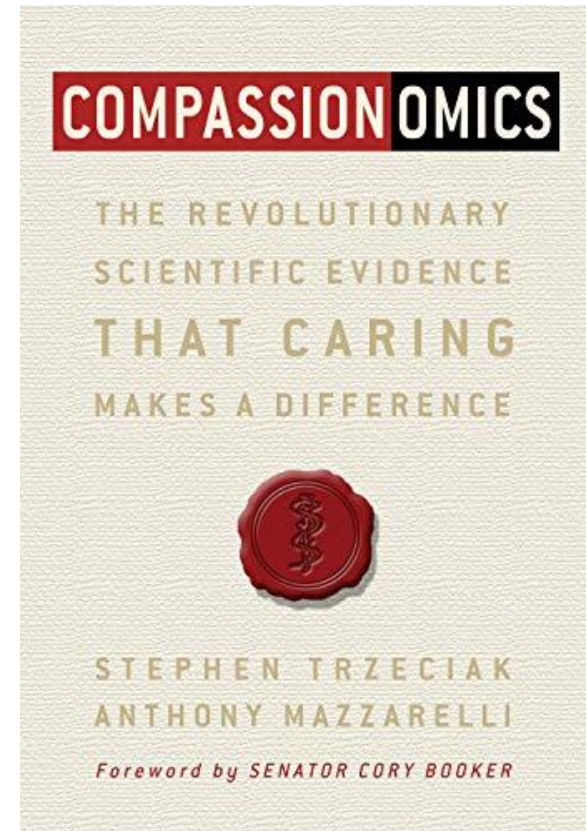
# Compassion in Health and Care

- 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 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





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– ‘listening with fascination’
- *Understanding*: shared understanding of what those we lead face
- *Empathising*
- *Helping*: taking intelligent action to serve or help



# 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, privacy, respect.
- 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.gov.uk/government/publications/nhs-staff-management-and-health-service-quality>  
<https://www.england.nhs.uk/publication/links-between-nhs-staff-experience-and-patient-satisfaction-analysis-of-surveys-from-2014-and-2015/>

# Compassionate Leadership

Attending

Understanding Empathising

Helping

## Effective Leadership

- *Direction* A clear, shared, inspiring purpose or vision
- *Alignment* Clear goals for people and teams aligned and springing from 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 - working together across boundaries
- Consistent leadership style

## 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



1. Compassion: a universal human value
2. A crisis of leadership in health and social care
3. Compassion in health and social care
4. Compassionate cultures in health and social care
5. Compassionate team leadership and psychological safety
6. Compassionate leadership is effective leadership
7. If it's not inclusive, it's not compassionate leadership
8. Collective leadership
9. Compassionate leadership across boundaries
10. Compassionate leadership and innovation
11. Leadership self-compassion

*The Swirling Leaf Press*



GIG  
CYMRU  
NHS  
WALES

Addysg a Gwella Iechyd  
Cymru (AaGIC)

Health Education and  
Improvement Wales (HEIW)

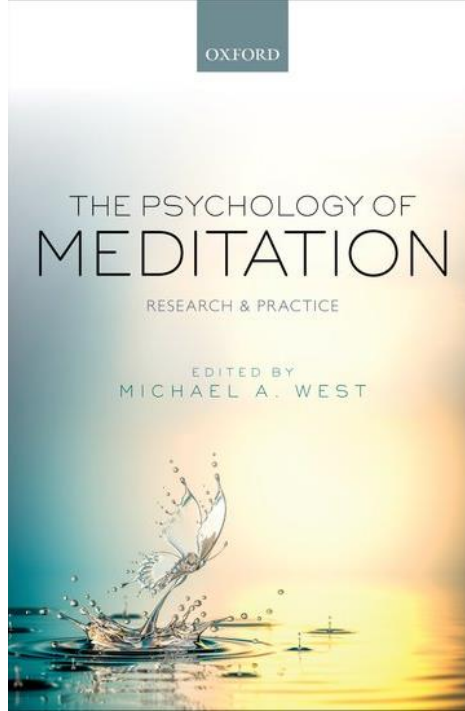


# Recovery from work



Sonnentag, Venz & Casper, (2017). Advances in recovery research: What have we learned? What should be done next?  
*Journal of Occupational Health Psychology* 22, 365-380.





The International Bestseller  
'Startling, vital, a life raft' *GUARDIAN*

**MATTHEW  
WALKER**  
**Why We  
Sleep**

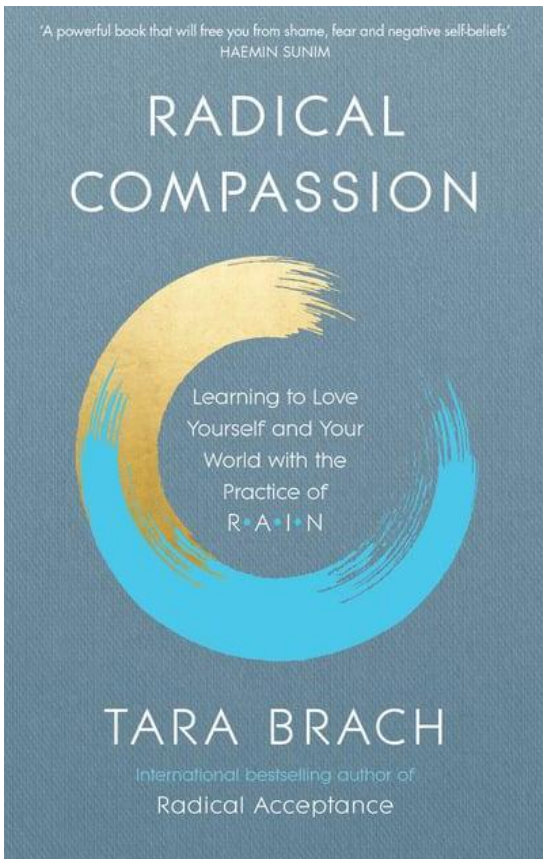


The  
New  
Science  
of Sleep  
and  
Dreams



- *Belonging*
- *Sleep*
- *Exercise*
- *Being Present*
- *Learning*
- *Giving*

# All practising self-compassion



- *Attending*: paying attention to ourselves
- *Understanding*: understanding the challenges we face
- *Empathising*: caring for ourselves
- *Helping*: taking action to help ourselves

<https://apps.apple.com/gh/app/the-self-compassion-app/id1553464180>





e.mail [m.a.west@lancaster.ac.uk](mailto:m.a.west@lancaster.ac.uk)  
Twitter [@westm61](https://twitter.com/westm61)

**Thank you!**