



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 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 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

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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

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 \rightarrow staff satisfaction, engagement
- Staff engagement \rightarrow patient satisfaction, care quality
- Poor leadership → work overload, high staff stress
- High work pressure \rightarrow 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/

Attending	· · · · · · · · · · · · · · · · · · ·	ate Leadership g Empathising	Helping
Effective Leadership	Inclusive Leadership	Collective Leadership	System 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 	 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 	 Everyone has leadership responsibility Shared leadership in teams Interdependent leadership - working together across boundaries Consistent leadership style 	 Shared vision and values Long term objectives Frequent face to face contact Constructive and ethical conflict management Mutual support and altruism across boundaries

https://nhswalesleadershipportal.heiw.wales/

COMPASSIONATE LEADERSHIP

SUSTAINING WISDOM, HUMANITY AND PRESENCE IN HEALTH AND SOCIAL CARE

Those who work in health and social the health, happiness and well-being and nations. Yet their workplaces of well-being, affecting care quality, a and corroding culture

in these pages, an evidence-base the leadership and cultures of hea organisations is described. Practice it describes a strategy based on the ce showing that by sustaining that value cultivate wisdom, humanity, prese and care services. Supplemented's examples and searching questions for radical and powerfully effecti

It is a call for leaders to nurture co and across health and social care insi happier institutions and communiti level to have the courage and auth in their leadership now and

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Addysg a Gwella lechyd Cymru (AaGIC) Health Education and Improvement Wales (HEIW)

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

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.



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MICHAEL A. WEST





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

All practising selfcompassion

RADICAL COMPASSION

Learning to Love Yourself and Your World with the Practice of R A I N

TARA BRACH

nternational bestselling author of Radical Acceptance



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

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Thank you!