Compassionate Leadership and Change Management

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Background

Advancing healthcare
Awards Wales 2022

The Award for compassionate leadership and change management

“An impressive turnaround in the team as a result of the introduction of compassionate leadership approaches in respect of collaboration, colleague support and culture”

AHA Wales Winners Guide, p4
Outline

- Context and background to the change process
- Quality Improvement tools
- Collaborators
- Leadership toolkit
- Outcomes
**Drivers for Change**

<table>
<thead>
<tr>
<th>All Wales Raising Concerns Policy (NHS Wales 2013) a member of the clinical team raised concerns in relation to Quality of Care and a culture of bulling and discrimination in the department</th>
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<tbody>
<tr>
<td>Extensive external investigation undertaken</td>
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<td>Several critical questions raised in relation to the culture, ethos, management style, operations, clinical effectiveness and governance within the department.</td>
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<td>Media interest</td>
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<td>RCSLT and HCPC awareness</td>
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<td>Meeting KPIs but poor moral, high staff sickness including workplace stress, patient complaints, recruitment difficulties</td>
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<td>Critical need to act to reduce clinical, professional, and reputational, risks and to support the health and wellbeing of the team</td>
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Where to start?
Quality Improvement Tools

- Health and Safety Executive questionnaire
- Appreciative Enquiry
- Team vision and purpose
- PESTLE analysis
- Stakeholder analysis
- Cultural Web
- Options appraisals
- Service suspension
- Process mapping
- Gap analysis
- GANT charts
- Job plans
- Governance structure
- Operational structure
- Working groups
- Action Learning Sets
- Supervision structures
- Wellbeing champions
Collaborators in the change process

- Organisational development
- Staff
- Families
- Area Executive team
- Finance
- Therapy services colleagues
- Community Health Council
- RCSLT
- WSLTAF members
- External professional advisors
- Local stakeholders e.g. LA colleagues
- Service improvement team
### Leadership style, attributes and qualities

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<tr>
<th>Qualities</th>
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<tr>
<td>Curiousness and commitment</td>
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<tr>
<td>Servant leadership</td>
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<td>Compassionate leadership</td>
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<td>Stability, support, rebuilding trust</td>
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<td>Humility, emotional vulnerability</td>
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<td>Listening, acknowledging and hearing</td>
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<tr>
<td>Being present</td>
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<tr>
<td>Doing what we said we would do</td>
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<td>Authenticity</td>
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<td>Values based and ethically motivated</td>
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<td>Commitment</td>
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<tr>
<td>Coaching style</td>
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<td>Supporting others to lead</td>
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<td>Self care</td>
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Outcomes

- Outcome questionnaire demonstrates improvement from baseline
- Structures in place
- Ongoing cycles of improvement
- “Years of different kind of experience are often needed to create lasting change” (Kotter, 2018)
Diolch

- To all the Speech and Language Therapists involved in making these improvements possible
- To the support and guidance given by so many people along the way
- To the AHA Awards panel for the opportunity to showcase our work
- To the RCSLT for inviting me to speak today
- And to you, for listening
Further reading

- Advancing healthcare awards Wales 2022 winners guide [aha-wales-winners-guide-2022-1.Pdf (ahawards.co.uk)]


- Health and safety executive (2017) health and safety executive management standards indicator tool HSE management standards indicator tool

- HEIW (2023) the four pillars of compassionate leadership [the four pillars of compassionate leadership - gwella HEIW leadership portal for wales](https://www.heiw.wales/)


- Jones b, Vaux e, Olsson-brown a (2019). How to get started in quality improvement *BMJ* 2019; 364 :k5408 doi:10.1136/bmj.K5437


Local partnerships (2012) options appraisal workbook planning advisory service pilot projects, Microsoft Word - PAS workbook April 2012 v2 (local.Gov.Uk)


Mindtoools (2021) servant leadership, putting your team first, and yourself second servant leadership - leadership tools and models from mindtools.com

Mindtools (2021) Stakeholder analysis - project management skills stakeholder analysis - project management skills from mindtools.com


NHS England and NHS improvement (2021) quality, service improvement and redesign tools: project initiation document (pid) layout 1 (england.nhs.uk)

NHS England and NHS improvement (2021) quality, service improvement and redesign tools: driver diagrams layout 1 (england.nhs.uk)


Ockendon, D (2018) Review of the governance arrangements relating to the care of patients on Tawel Fan ward prior to its closure. UK: Donna Ockendon limited


Welsh partnership forum (2013) all wales raising concerns (whistleblowing) policy health in wales | document | all wales raising concerns (whistleblowing) policy