Leading Cultures that Deliver
High Quality and Compassionate Care

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Leading cultures for high quality care

1. Prioritising an inspirational vision and narrative – focused on quality
2. Clear aligned goals and objectives at every level
3. Good people management and employee engagement
4. Continuous learning and quality improvement
5. Team-working, cooperation and integration
6. Via a values-based, collective leadership strategy
1. Vision, values and strategy

Vision sets out clear ambition for the future, to guide and inspire the whole organisation

1. It is forward looking
2. Makes clear commitments
3. Is inspiring to and welcomed by stakeholders

‘To deliver continuously improving, high quality and compassionate care to all in our community’
‘To be the safest hospital in England’
2. Clear aligned goals at every level

- Clear objectives linked to quality improvement
- Aligned, measurable and challenging ...
  at every level and feedback on performance

BMJ Quality and Safety,
Sept 2013
http://www.lums.lancs.ac.uk/nhs-quality
3. People management and engagement for high quality care

- Patient/service user satisfaction highest where staff have clear goals
- Staff views of leaders linked to patients views of care quality
- Staff satisfaction/commitment predicts patient/service user satisfaction
- High work pressure - patients/service users report too few staff, insufficient support, privacy, respect.
- Poor staff health and well-being, high injury rates, audit ratings
- Good HRM practices - low patient mortality

On the 2014 NHS Staff Survey, **21.8% of staff** reported that they had experienced harassment, bullying or abuse at work **at least once** from managers / team leaders or other colleagues. This rate varies across different categories as follows:

### Harassment, bullying or abuse

#### - by trust type

<table>
<thead>
<tr>
<th>Category</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>CCG</td>
<td>13.9%</td>
</tr>
<tr>
<td>Community</td>
<td>19.9%</td>
</tr>
<tr>
<td>MH / LD</td>
<td>21.1%</td>
</tr>
<tr>
<td>Ambulance</td>
<td>26.8%</td>
</tr>
<tr>
<td>Acute</td>
<td>24.0%</td>
</tr>
</tbody>
</table>

#### - by hours worked

<table>
<thead>
<tr>
<th>Hours Worked</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Part time</td>
<td>17.6%</td>
</tr>
<tr>
<td>Full time</td>
<td>22.9%</td>
</tr>
</tbody>
</table>

#### - by age group

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>51+</td>
<td>22.8%</td>
</tr>
<tr>
<td>41-50</td>
<td>22.6%</td>
</tr>
<tr>
<td>31-40</td>
<td>20.5%</td>
</tr>
<tr>
<td>16-30</td>
<td>17.9%</td>
</tr>
</tbody>
</table>

#### - by staff group

<table>
<thead>
<tr>
<th>Staff Group</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>General managers</td>
<td>23.5%</td>
</tr>
<tr>
<td>A&amp;C / central functions</td>
<td>19.9%</td>
</tr>
<tr>
<td>Comm. managers / support</td>
<td>24.9%</td>
</tr>
<tr>
<td>PH / Health Improvement</td>
<td>18.6%</td>
</tr>
<tr>
<td>Social care staff</td>
<td>15.8%</td>
</tr>
<tr>
<td>Healthcare Assistants</td>
<td>24.1%</td>
</tr>
<tr>
<td>Nurses and Midwives</td>
<td>23.3%</td>
</tr>
<tr>
<td>Medical / Dental staff</td>
<td>21.5%</td>
</tr>
<tr>
<td>Ambulance (operational)</td>
<td>28.7%</td>
</tr>
<tr>
<td>ST&amp;T</td>
<td>19.9%</td>
</tr>
</tbody>
</table>

#### - by gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>21.7%</td>
</tr>
<tr>
<td>Men</td>
<td>20.6%</td>
</tr>
</tbody>
</table>
Staff Stress Levels

*Lowest:*

- Royal Wolverhampton Hospitals
- St Helens and Knowsley
- Bedford
- Frimley Park

www.nhsstaffsurveys.com
Employee Engagement in the NHS

Leadership
Supervisors’ Support
Team Working
Job Design
Work Pressure
Having an interesting job
Feeling valued by colleagues

Overall Engagement
• Advocacy
• Intrinsic Engagement
• Involvement

Employee Reactions
Health and Well-being
Stress

Hospital Performance
Quality of Services
Financial Performance
Absenteeism
Patient Mortality Rate
Patient Satisfaction

http://www.kingsfund.org.uk/publications/leadership_review_12.html
3. Employee engagement success factors

www.kingsfund.org.uk/publications/staff-engagement

**A compelling strategic narrative**
- Successful Trusts develop a clear narrative on their purpose and aims
- Salford aimed to be the safest hospital in England
- The happiness of all our staff, through their worthwhile, satisfying employment in a successful business

**Inclusive leadership and management styles**
- Successful Trusts have invested in retraining staff to adopt inclusive management styles
  - For example, Oxleas has introduced a substantial programme to retrain middle managers in facilitative leadership
  - Notts Healthcare NHS FT develops leadership aligned around strategy and values

**Putting staff in charge of service change**
- Successful Trusts give staff responsibility for leading service change
  - Wrightington, Wigan and Leigh works with Unipart to support staff-led change
  - Salford’s quality directorate supports teams of frontline staff in testing improvements

**Values and Integrity**
- Staff survey evidence highlights importance of values and trust in senior leadership
  - Perceptions of unfairness are our best predictor of intention to leave
  - In particular, fairness of procedures, bullying and discrimination.

**Stable senior leadership**
Many of the Trusts with highest levels of engagement have had the same senior leaders for over a decade: CEO of Oxleas in post since 2002, CEO of Salford in post since 2002, CEO of Frimley Park in post since 1998, in comparison with an average CEO tenure of less than two years.
Staff Engagement

Best performing trusts

• Wrightington, Wigan and Leigh
• Northumbria
• Frimley Park
• Guys and St Thomas’
• Salford

Based on www.nhsstaffsurveys.com
Positive emotion and culture

- Leader positive affect, climate and performance
- Processing negative emotion – ‘affective shift’
- Dealing with quarrelsome or disruptive behavior and poor performance
4. Learning and innovation

_A promise to learn – A commitment to act_

- Staff focused on continually improving patient care
- Staff focused on ensuring zero harm
- Reflective practice and learning endemic
- All staff are accountable
- Staff enabled at all levels to learn about best practice
- Effective schemes to promote responsible, safe innovation – lean, QI
- Recognition and reward for QI and innovation at every level and in every department/team/function

5. Team working, cooperation and integration
Which trusts are outstanding in pioneering *team based working*?

- Merseycare
- North Staffs Combined Healthcare
- Frimley Health
- South Staffs and Shropshire MHFT
- Oxford Health
## Working in Team and Errors, Stress and Injury

(170 acute trusts, 120,000 respondents)

<table>
<thead>
<tr>
<th>Types of Team Working Patterns</th>
<th>Odds Ratio</th>
<th>Errors</th>
<th>Stress</th>
<th>Injury</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not Working in Team</td>
<td>1.00</td>
<td>1.91</td>
<td>1.88</td>
<td>1.91</td>
</tr>
<tr>
<td>Pseudo III</td>
<td>1.70</td>
<td>1.69</td>
<td>1.50</td>
<td>1.50</td>
</tr>
<tr>
<td>Pseudo II</td>
<td>1.57</td>
<td>1.61</td>
<td>1.31</td>
<td>1.26</td>
</tr>
<tr>
<td>Pseudo I</td>
<td></td>
<td>1.31</td>
<td></td>
<td>0.91</td>
</tr>
<tr>
<td>Real team</td>
<td></td>
<td>0.90</td>
<td></td>
<td>0.87</td>
</tr>
</tbody>
</table>

[www.nhsstaffsurveys.com](http://www.nhsstaffsurveys.com)
Team working and mental health

- Not in a team
- Pseudo team
- Real team
Patient mortality

- 5% more staff working in real teams associated with 3.3% drop in mortality rate ($p = .006$)
- For an “average” acute hospital, this represents around 40 deaths per year

Team Leadership

- Offer an inspiring vision and clear direction
- Ensure regular and positive team meetings
- Encourage positive, supportive relationships
- Resolve and prevent intense conflicts
- Positive group attitudes towards diversity
- Be attentive and listen carefully to the team
- Lead inter-team cooperation
- Nurture team learning, improvement & innovation
Teams are more 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.

Schippers, West & Dawson, 2012 Journal of Management
6. Collective Leadership

- Leadership the responsibility of all - anyone with expertise taking responsibility when appropriate
- Shared leadership in teams
- Interdependent, collaborative leadership - working together to ensure high quality health and social care
- Leaders and teams prioritising quality of care across the system/organisation
- Shared approach to leadership within the leadership community

http://www.kingsfund.org.uk/publications/developing-collective-leadership-health-care
Thank you