



Draft 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% longer



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% quicker



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



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

Compassionate leadership creates healthy cultures



A study of Chief Medical Officers showed that in their highly pressured roles, their compassion was the main factor affecting their well being.



Compassionate leaders are more protected from the effects of burnout.



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



Leadership research has shown that attending, 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



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



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...



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