

Compassionate Leadership Development Using ‘The Heart of Caring Framework’

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ON BEHALF OF THE SESLHD NURSING &
MIDWIFERY PRACTICE & WORKFORCE
UNIT

Enhancing Practice
2022 Conference

*20:20 Vision – Transforming Our Future
Through Person-Centred Practices*



#hello my name is...



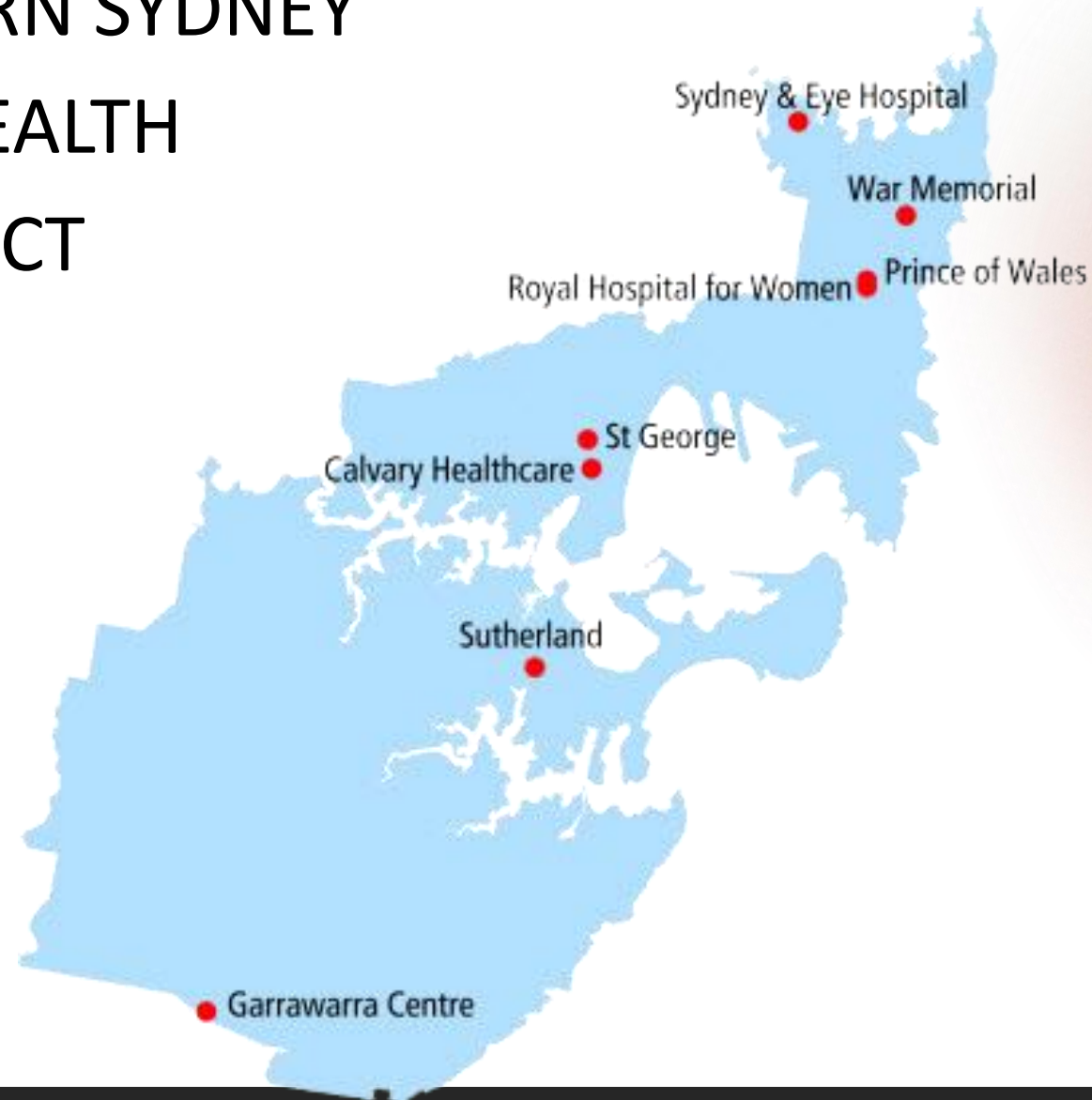
Sally Peters



Suzy Murray

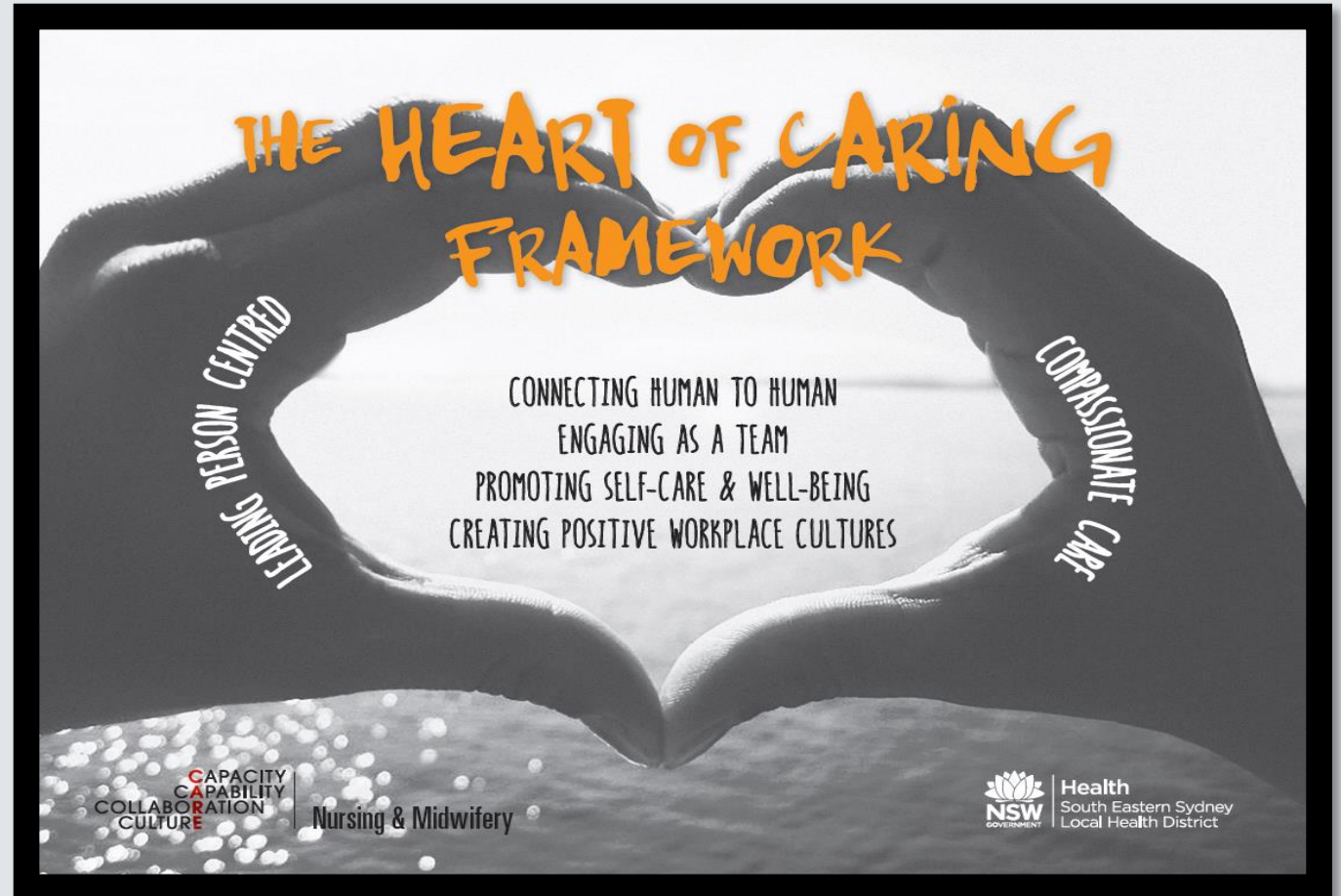


SOUTH EASTERN SYDNEY LOCAL HEALTH DISTRICT



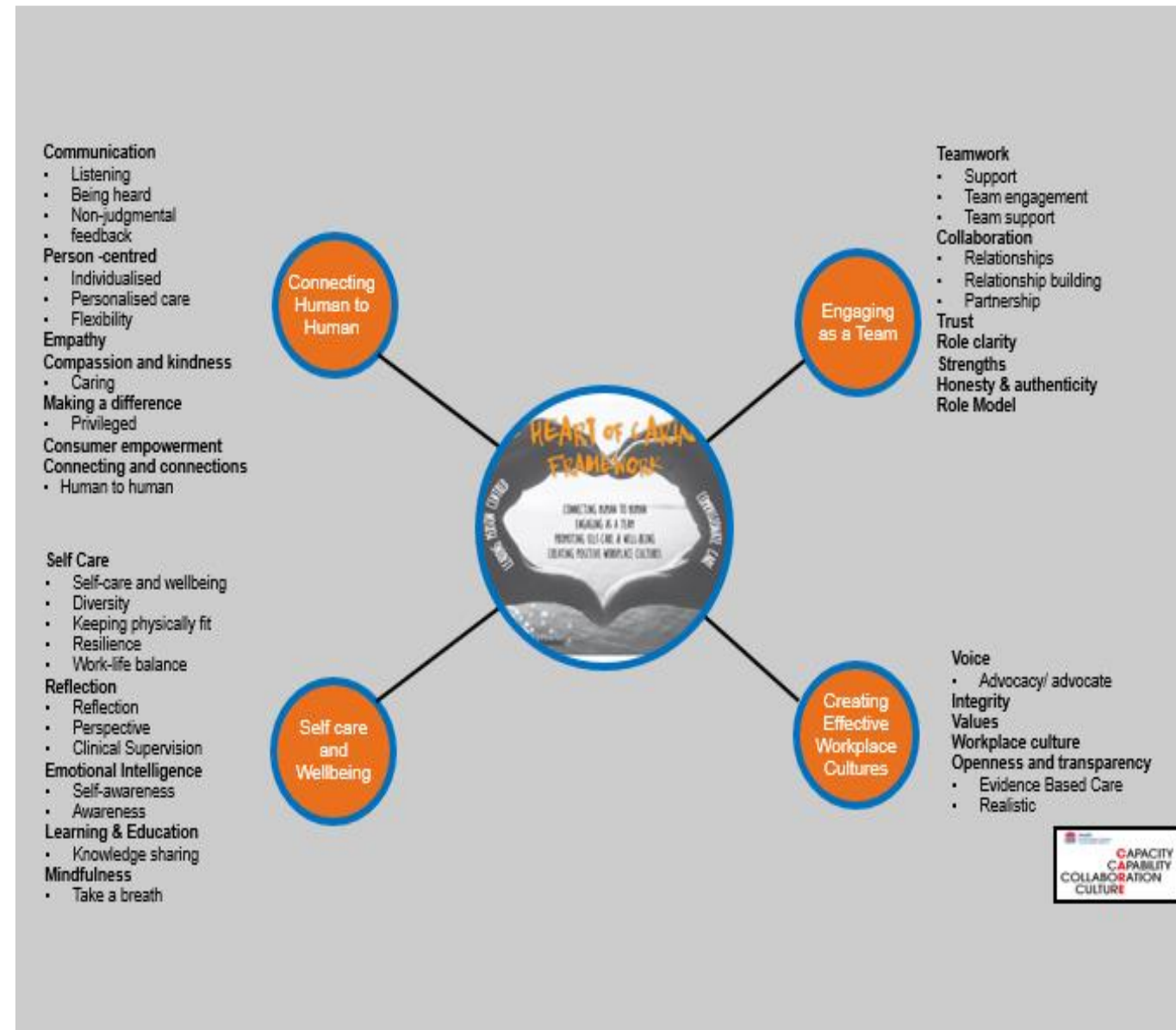
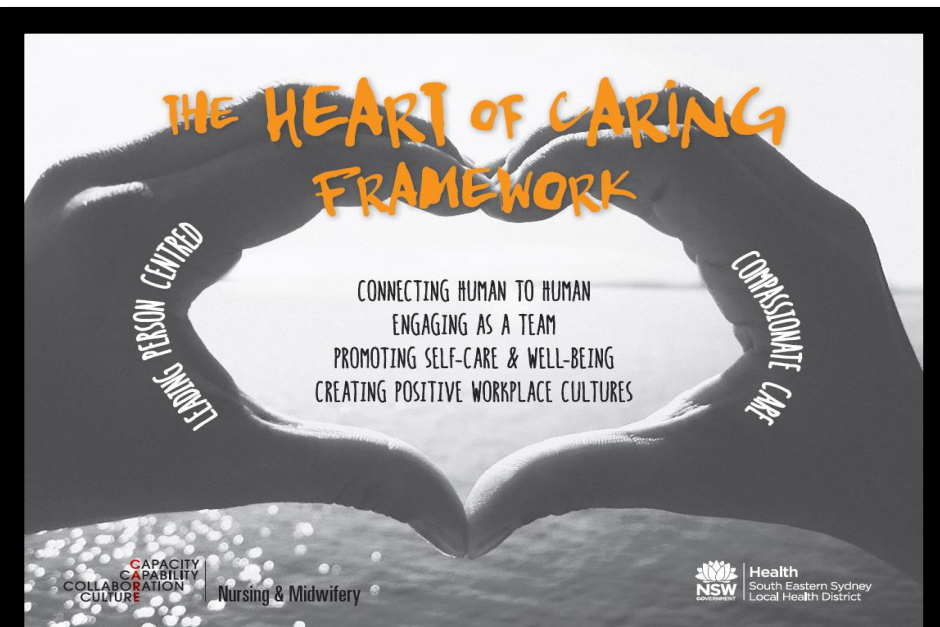
COMPASSIONATE LEADERSHIP DEVELOPMENT USING 'THE HEART OF CARING FRAMEWORK'

- EFFECTIVE LEADERSHIP
PROGRAM- MODULE 2
- COMPASSIONATE
LEADERSHIP- HEART OF
CARING WORKSHOP-
NURSING & MIDWIFERY
LEADERSHIP TEAMS





Compassionate Stories of our people
(edition 2, 2019)



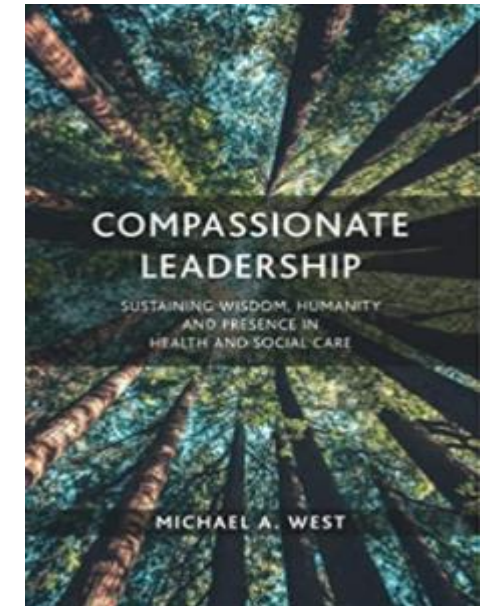
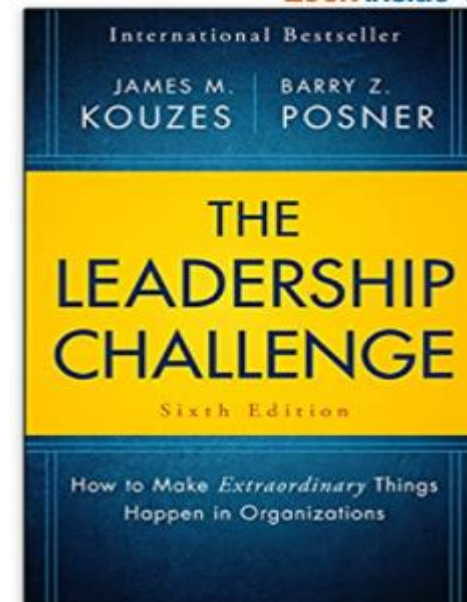
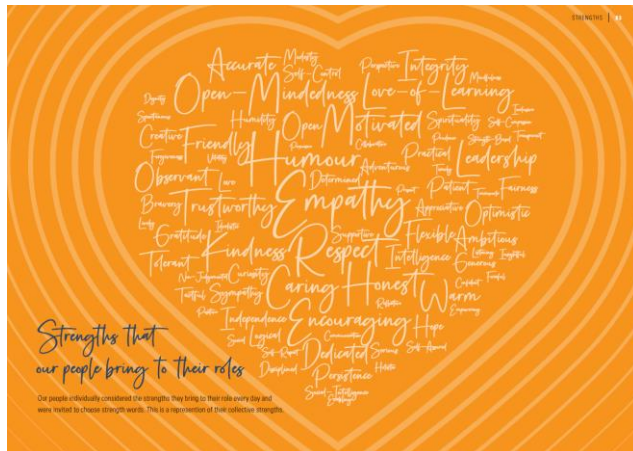
Themes & subthemes through thematic analysis, 2019

Compassionate Leadership

‘Supportive teams with compassionate care team leadership, have significantly lower levels of stress, and burnout. The more staff work in such teams, there are lower levels of stress, errors, staff injuries, burnout, bullying, absenteeism and patient mortality’- (West M, Markiewicz L ,2016)

“If we want our patients to experience kindness & compassionate care in their treatment, then the staff who deliver the care must experience the same kindness & compassion in the way that they are managed & led”-

Kings Fund, UK, 2017

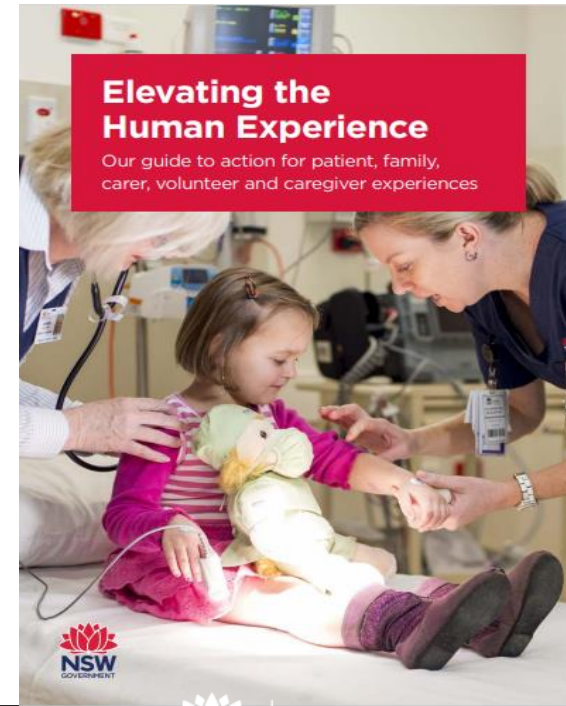
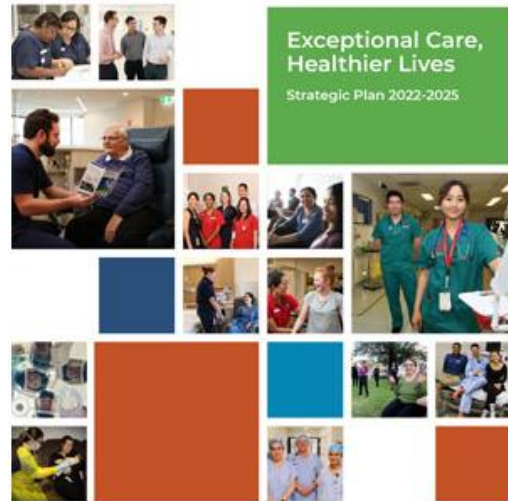
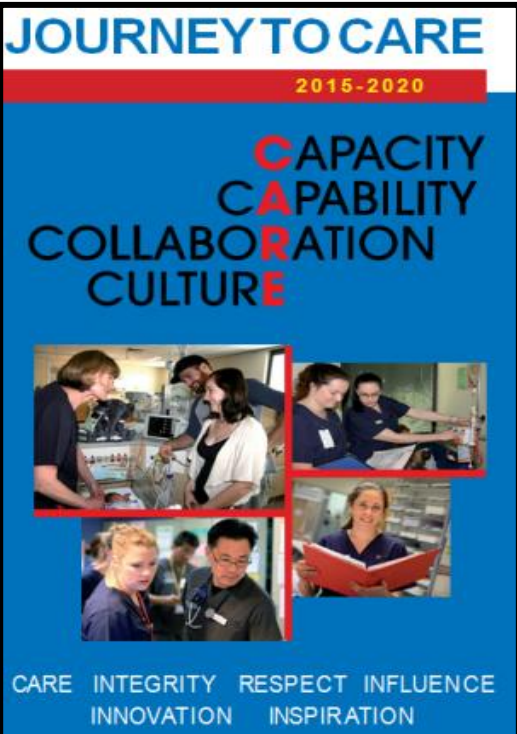
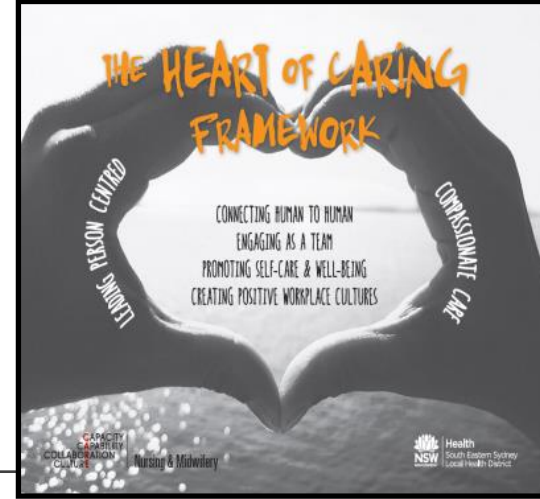


**CAPACITY
CAPABILITY
COLLABORATION
CULTURE**

“Strategic Alignment.....”

‘To be compassionate as leaders in health & social care means being effective as a leader in pursuit of that vision by ensuring direction, alignment, and commitment’

West, M, 2021



EFFECTIVE LEADERSHIP PROGRAM (ELP)

2016-2019=OVER
110 LEADERS



Compassionate Leadership Development 2018-2020

Each NMLT had at least 2 follow up coaching/facilitated sessions to enable & support action plan progression



9 workshops.....48 teams..... 160 + leaders

EVALUATION APPROACH

REGIS (Research Ethics and Governance Information System)- **SESLHD ethics approval**

Mixed Research Methods

Qualitative

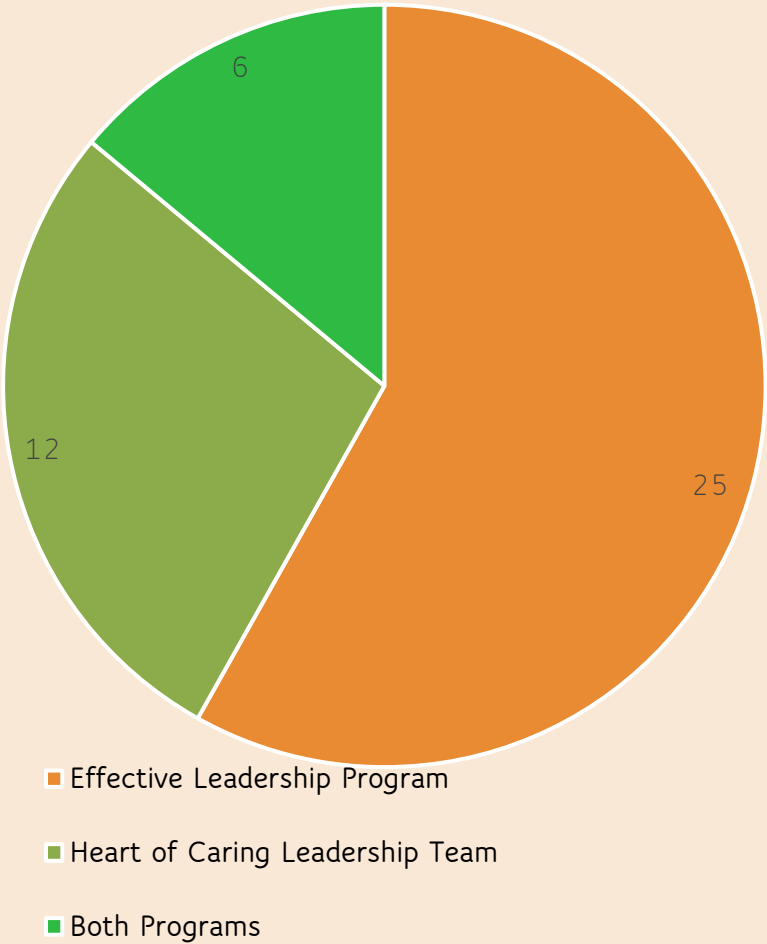
- **Leadership Stories- Appreciative Inquiry approach using Emotional Touch Point technique= via EOI n=12**

Quantitative + Qualitative

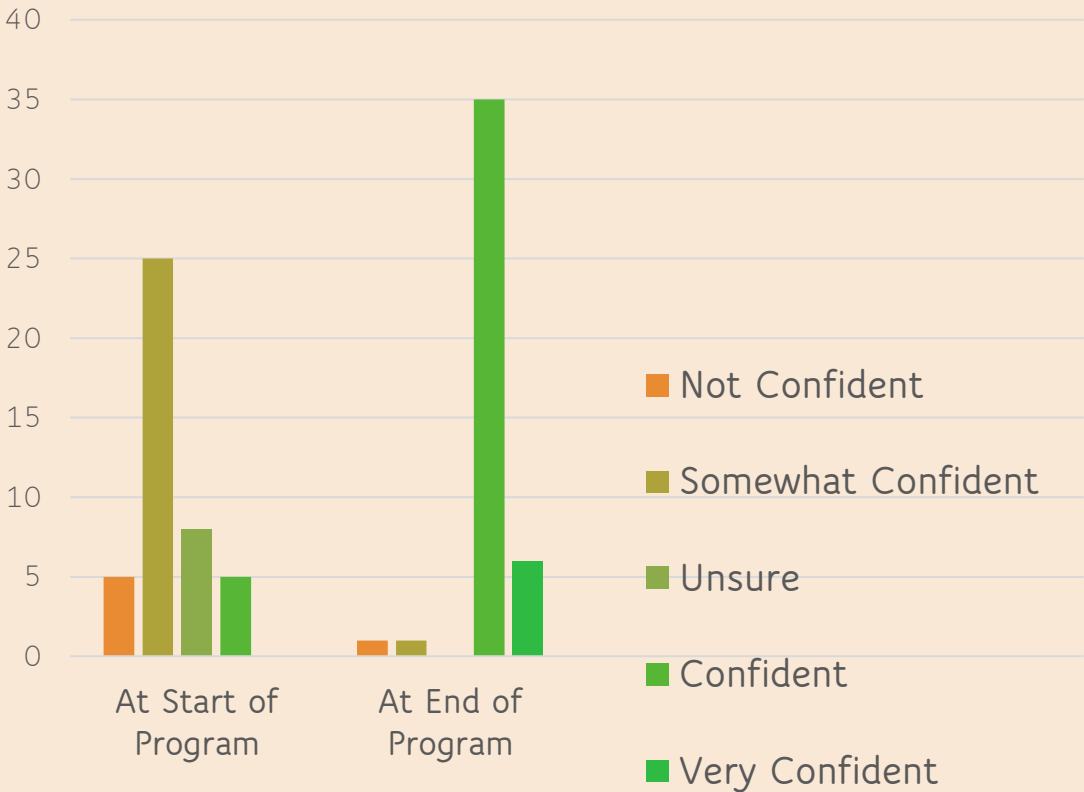
- **On-line survey (rating & open questions, thematic analysis) n=43**

On-line Survey

What Leadership Program Completed



How would you rate your confidence as a leader?



What specifically changed about your leadership as a result of your development underpinned by the Heart of Caring Framework?

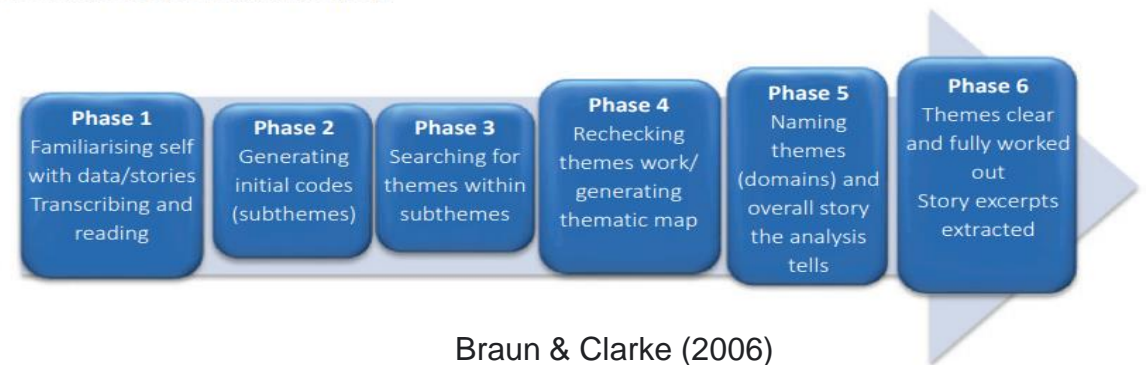
Provide an example of what the Heart of Caring Framework has enabled you to lead or transform as a leader.

Provide other experiences related to leadership development underpinned by Heart of Caring Framework.

What have you noticed that is different about your leadership?

Questions within survey.....

Figure 1: Phases of thematic analysis



Braun & Clarke (2006)

Emerging Themes
Compassionate
Leadership Development

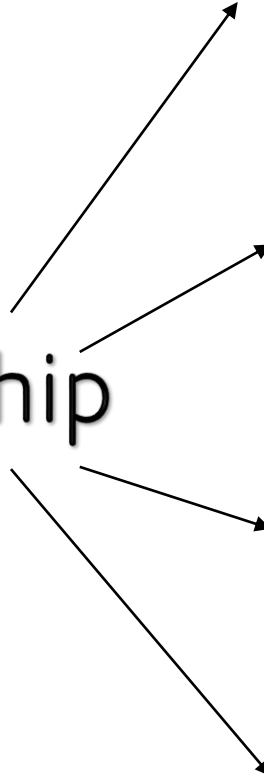
Compassionate Leadership

Understanding & Knowing Self

Enabling & Leading Others

Leadership in Action

Growth as a Leader



Understanding & Knowing Self

```
graph LR; A[Understanding & Knowing Self] --> B[Self Awareness<br/>Being Authentic<br/>Self Belief<br/>Using Emotional Intelligence<br/>Using Voice<br/>Wellbeing awareness]; C[\"'Using the Heart of Caring Framework provided me with a person-centred framework to anchor my leadership to. The framework aligns closely with my own personal values and it was through the use of this framework that I became to understand myself as a leader. This notion of knowing self enabled me to more confidently apply myself and the skills I learned throughout the program'\"]; style A fill:#ff99cc,stroke:#ff00ff,stroke-width:2px; style B fill:#fff,stroke:#ff00ff,stroke-width:2px; style C fill:#fff,stroke:#ff00ff,stroke-dasharray: 5 5; style C stroke-width:2px;
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'Using the Heart of Caring Framework provided me with a person-centred framework to anchor my leadership to. The framework aligns closely with my own personal values and it was through the use of this framework that I became to understand myself as a leader. This notion of knowing self enabled me to more confidently apply myself and the skills I learned throughout the program'

Self Awareness

Being Authentic

Self Belief

Using Emotional Intelligence

Using Voice

Wellbeing awareness

Enabling & Leading Others



```
graph LR; A[Enabling & Leading Others] --> B[Recognising & Using Strengths  
Connecting & building relationships  
Role modelling  
Enabling psychological safety  
Perspective Taking  
Enabling self-care & building resilience  
Empowerment of others];
```

'I am leading person centred care by providing my team with a safe space to 'speak up''

'I am more aware of the influence we have as leaders, and the importance of role modelling and building relationships with our team'

Recognising & Using Strengths

Connecting & building relationships

Role modelling

Enabling psychological safety

Perspective Taking

Enabling self-care & building resilience

Empowerment of others

Leadership in Action



```
graph LR; A[Leadership in Action] --> B[Shared Values  
Purpose/Vision  
Positivity & Mindfulness  
Clarifying Shared Goals  
Feedback  
Reflection  
Listening  
Acknowledging & Celebrating  
Effective Communication];
```

'I am more my authentic self as a leader and in this way feel I engage with the team more positively, I am kinder to myself and others in learning together'

Shared Values

Purpose/Vision

Positivity & Mindfulness

Clarifying Shared Goals

Feedback

Reflection

Listening

Acknowledging & Celebrating

Effective Communication

Growth as a Leaders

```
graph LR; A[Growth as a Leaders] --> B[Facilitation & tools]; A --> C[Increased knowledge]; A --> D[More confidence]; A --> E[Awareness of leadership style]; A --> F[Role clarity]; A --> G[Leadership skill set]; B --> A; C --> A; D --> A; E --> A; F --> A; G --> A;
```

'Improved knowledge about leadership and the impact this can have on the team, the importance of role modelling, role clarity and teamwork to embed cohesion and a positive culture'

'I have more confidence in my leadership abilities, the course helped me unpack the skills I already have and highlight areas where I need to focus'

Facilitation & tools

Increased knowledge

More confidence

Awareness of leadership style

Role clarity

Leadership skill set

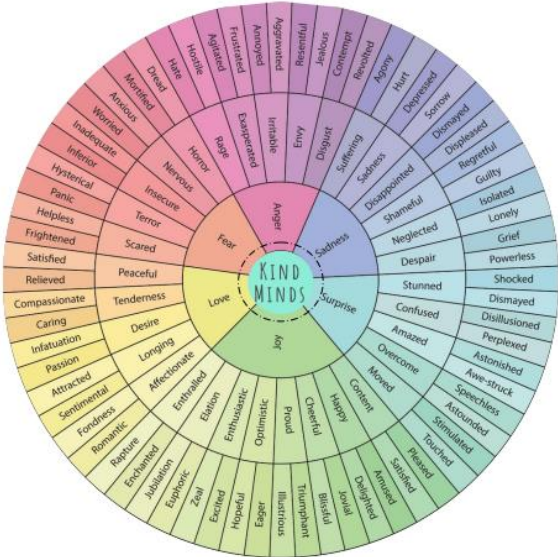
Touch Points Leadership Evaluation- Heart of Caring Framework

Heart of Caring Framework	Myers Briggs personality types
Ways of Working/Being	Leadership action planning
Strengths	Self-care & Wellbeing
Shared values/vision	Building Resilience
Feedback Culture	Compassionate care
Follow up coaching with team	Leading Person Centred Compassionate Care
Leadership styles	Purpose/Why...
Role clarity	Culture of Psychological safety
Effective Workplace Culture	Engaging as a Team
Networking	Resources/Tools
Future	I would tell someone else...
Connecting Human to Human	

Dewar, B. et al (2009) Use of emotional touchpoints as a method of tapping into the experience of receiving compassionate care in a hospital setting. *Journal of Research in Nursing*. Vol. 15. No. 1. pp 29-41.



FACILITATOR GUIDE FOR KIND MINDS

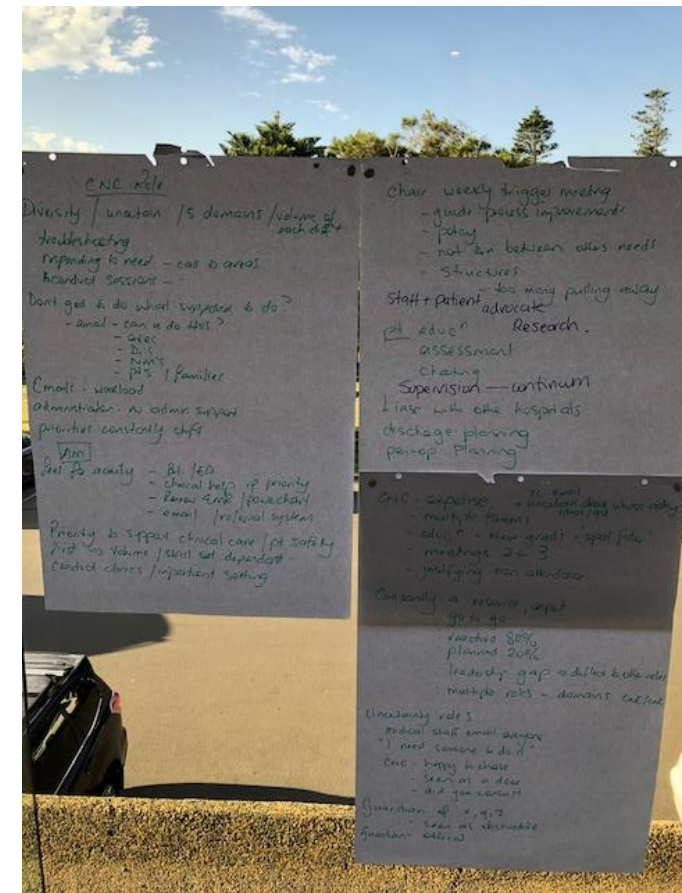


Facilitator Guide for Kind Minds – a co-creation by Prince of Wales, Nurse Educators

Wilcox, G. (1982). The feelings wheel -A tool for expanding awareness of emotions and increasing spontaneity and intimacy. *Transactional Analysis Journal*, 12 (4), 274-276.
<https://doi.org/10.1177/036215378201200411>

A group of people are gathered around a round table in a meeting room. A woman in a blue shirt is standing and talking to a group of people seated at the table. The table is covered with papers, a water bottle, and other items. The room has large windows in the background.

'We really took a lot from the role clarity session. I think we know everyone does but it really made us think about everything else that we all do. I remember the CNCs having huge list and variance in the roles. It became so evident how different our experiences and roles are depending on who we work with, the facility and how you work. And for me, I felt as a new member of the team, the role clarification exercise inspired me to try new things on the ward with our team because I felt so supported by my leadership team.'



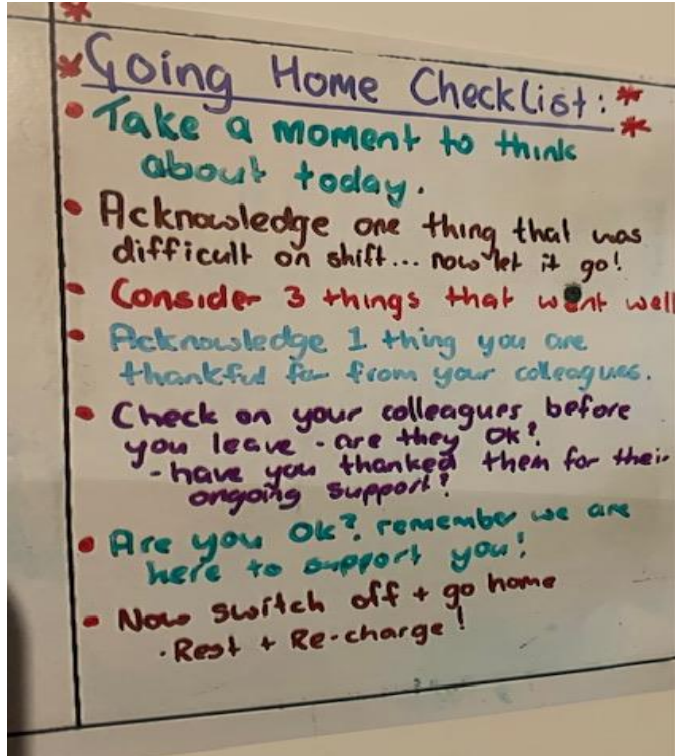
Strengths
Touchpoint



Child and Family Health Team Strengths

‘With strengths, we walked away from that session, with all of our collective strengths written in front of us on a piece of paper, we realised just how many strengths we actually have between us. In the past we tended to look at the areas in which we felt we lacked but as a leadership team we have an extraordinary reserve of strengths. It was really about finding the time to get together to use the resources we already have amongst us. It was such a positive experience. As a leadership team we developed a wall of strengths (in process of being printed!). It was encouraging to think we already have so many tools. We’d like to develop a wall of strengths for our wider team as well that we can facilitate with the staff. We have also implemented the “Star of the Season” award to recognise the strengths of the staff.’

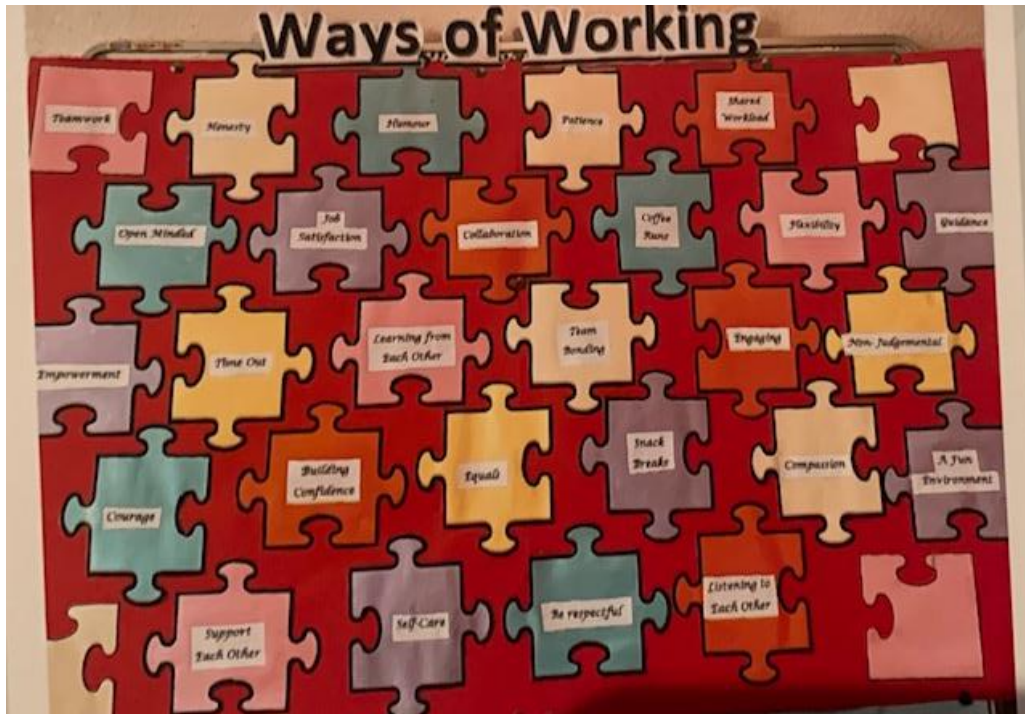
'Building Resilience' Touchpoint



'Through the Heart of Caring workshop I realised resilience training was more about qualities of a leader and how they can rely on each other's qualities to become more resilient as a team rather than just a resilient self, so looking at feedback, self-care and wellbeing our values and vision, going through the workshop gave me more clarity of what we wanted and now I am working to hopefully build a workshop that staff will feel fortunate to be able to come, feel their voices heard, valued as part of the team and that the unit as a whole will be able to use that resilience to stay connected to our patients and inspired to become better clinicians'



'Ways of Working/Being' Touchpoint



'Our *'Ways of Working'* is something that sits in our heads all the time & it is something we want to bring to the bigger team in 2020'

'Shared Vision' Touchpoint

'We did our 'Ways of Working' as a leadership team, and from that we went on to the wider unit and input into the unit 'vision'.



Emerging Themes
Compassionate
Leadership Development

Compassionate Leadership

Understanding & Knowing Self

Enabling & Leading Others

Leadership in Action

Growth as a Leaders

Communication

- Listening
- Being heard
- Non-judgmental
- feedback

Person-centred

- Individualised
- Personalised care
- Flexibility

Empathy

Compassion and kindness

- Caring

Making a difference

- Privileged

Consumer empowerment

- Connecting and connections
- Human to human

Self Care

- Self-care and wellbeing
- Diversity
- Keeping physically fit
- Resilience
- Work-life balance

Reflection

- Reflection
- Perspective
- Clinical Supervision

Emotional Intelligence

- Self-awareness
- Awareness

Learning & Education

- Knowledge sharing

Mindfulness

- Take a breath

Connecting
Human to
Human

Engaging
as a Team

Teamwork

- Support
- Team engagement
- Team support

Collaboration

- Relationships
- Relationship building
- Partnership

Trust

- Role clarity
- Strengths
- Honesty & authenticity
- Role Model

Self care
and
Wellbeing

Creating
Effective
Workplace
Cultures

Voice

- Advocacy/ advocate
- Integrity
- Values
- Workplace culture
- Openness and transparency
- Evidence Based Care
- Realistic



Compassionate Care Stories- themes & subthemes through thematic analysis, 2019

What's next?



- Publication in draft
- Profile Compassionate Leadership Stories across SESLHD
- Continue & grow 'Heart of Caring Leadership Team' Workshops
- Further consider interdisciplinary engagement

