

Compassionate Leadership and Change Management

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- ▶ RCSLT South Wales Event, March 2023



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

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 bullying and discrimination in the department

Extensive external investigation undertaken

Several critical questions raised in relation to the culture, ethos, management style, operations, clinical effectiveness and governance within the department.

Media interest

RCSLT and HCPC awareness

Meeting KPIs but poor moral, high staff sickness including workplace stress, patient complaints, recruitment difficulties

Critical need to act to reduce clinical, professional, and reputational, risks and to support the health and wellbeing of the team



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

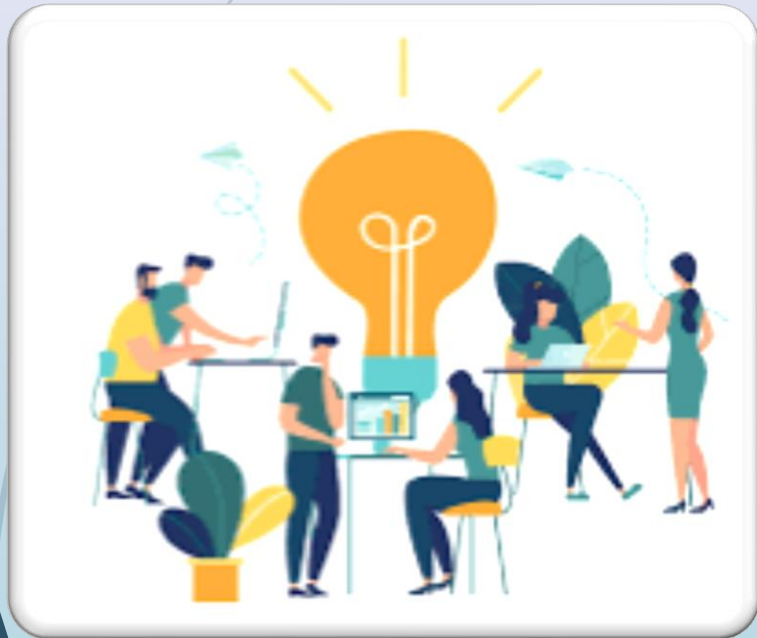
Action Learning Sets

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

Curiousness and commitment

Servant leadership

Compassionate leadership

Stability, support, rebuilding trust

Humility, emotional vulnerability

Listening, acknowledging and hearing

Being present

Doing what we said we would do

Authenticity

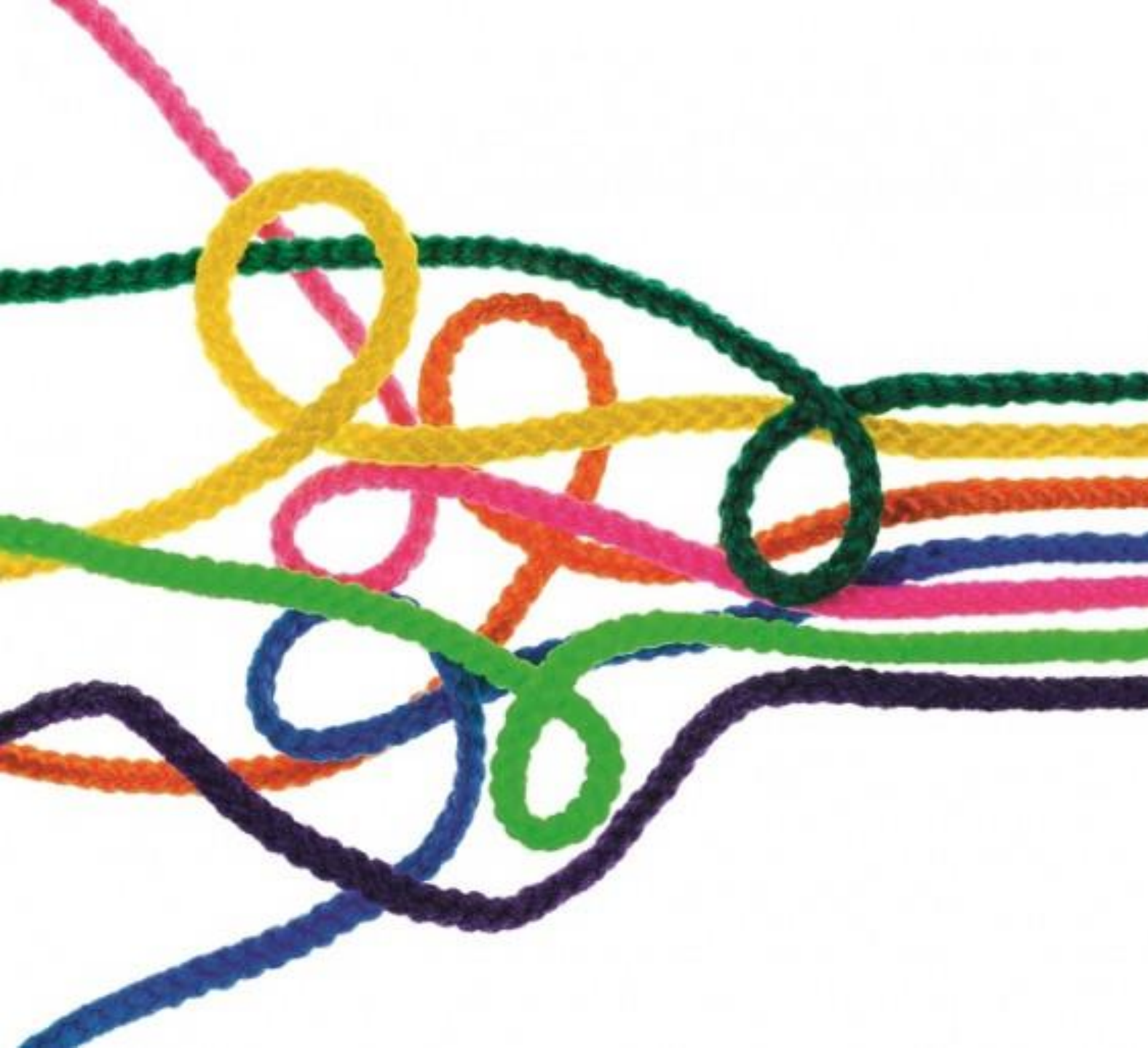
Values based and ethically motivated

Commitment

Coaching style

Supporting others to lead

Self care



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

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