

Strengthening Clinical Leadership; Caring for people in their last years of life

Becca Riley
Clinical Associate GSF

GREAT LEADERS DON'T SET OUT TO BE A LEADER...THEY SET OUT TO MAKE A DIFFERENCE. ITS NEVER ABOUT THE ROLE-ALWAYS ABOUT THE GOAL.

LisaHaisha.com

Exercise



WHAT DO WE MEAN BY THE
TERM CLINICAL LEADERSHIP?

Group discussion

STRENGTHENING CLINICAL LEADERSHIP

“A leader is one
who knows the way,
goes the way and
shows the way”

Robert Maxwell



LEADERSHIP VERSUS MANAGEMENT

Leadership 'v' Management: The challenge of balance



STRENGTHENING CLINICAL LEADERSHIP: COLLECTIVE LEADERSHIP MODEL

Professor Michael West- Collective Leadership

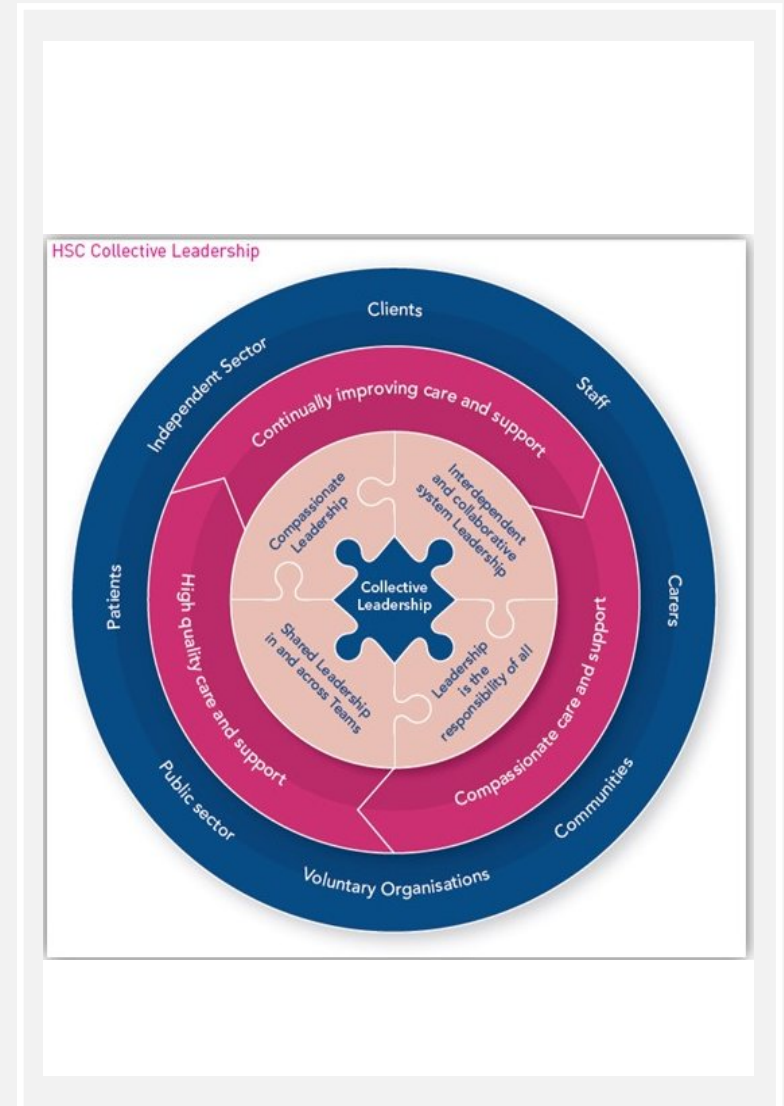
Everyone taking responsibility for the success of organisation

Caring for your staff so they can care for the patients

All staff members intervene to solve problems, ensure quality and promote safe innovation.

Results in healthy relationships, trust, alignment and commitment.

Vision and mission statements translate to clear challenging objectives, understood and shared by all.



STRENGTHENING
CLINICAL
LEADERSHIP:
COLLECTIVE
LEADERSHIP
PROF MICHAEL WEST

Leadership of all, by all..... together

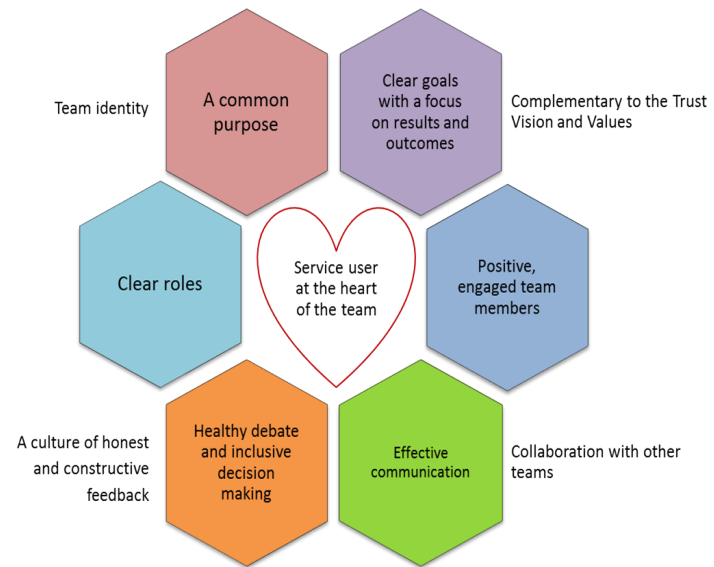
Leadership is the responsibility of ALL, with those who have expertise taking responsibility when appropriate

Interdependent, collaborative leadership- working together across boundaries within and across organisations to ensure system success

Leaders prioritise the success of patient care across the whole system equally with their own area of operation

In effect, creating a collective values- based leadership culture

Northamptonshire Healthcare NHS Foundation Trust- Healthy Team Model



STRENGTHENING
CLINICAL
LEADERSHIP:
MAINTAIN A
HEALTHY TEAM

CLINICAL LEADERSHIP:
SHARED LEADERSHIP IN AND
ACROSS TEAMS

Following the service user
Promoting cross boundary care
Integrated care

Integrated
Cross-Boundary Care

the gold standards
framework

HOME
GSF Primary Care and Domiciliary Care



CARE HOME
GSF Care Homes



HOSPITAL
GSF Acute Hospitals



STRENGTHENING CLINICAL LEADERSHIP: IT'S ALL ABOUT **YOU**...

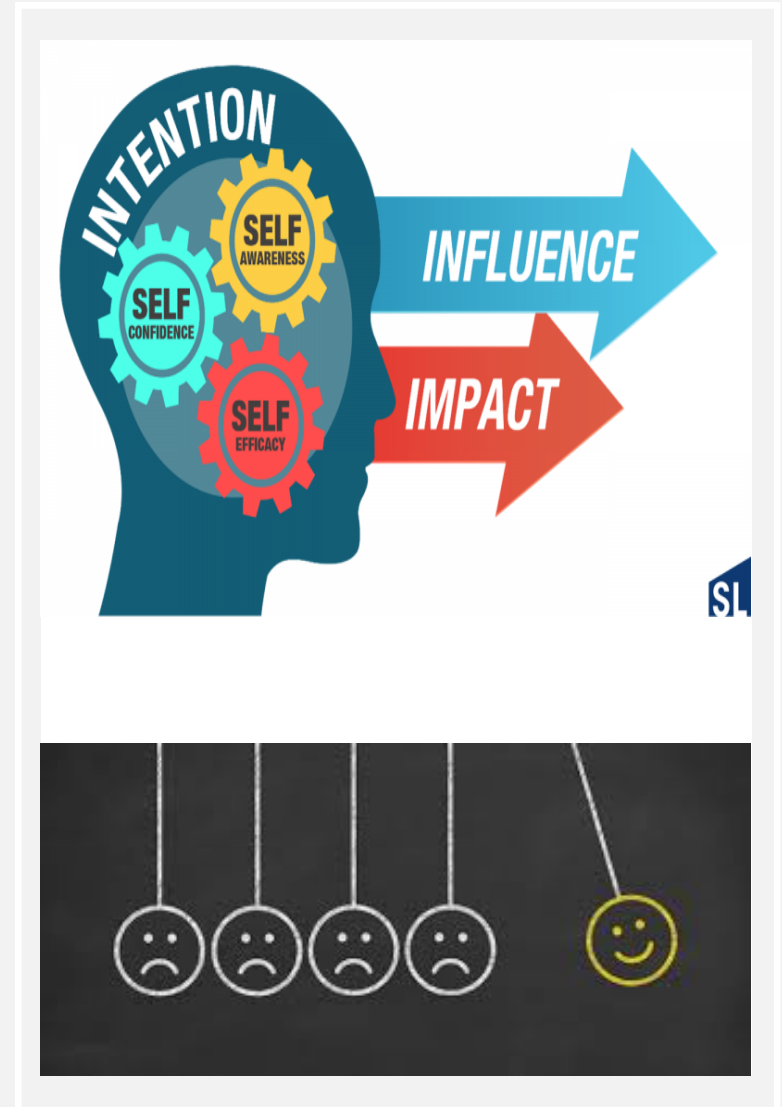
'It is ones integrity, self esteem, resilience and other personal qualities that count for most when it comes to leadership'

It is not what you know that is most important, rather who you are!

Yudelowitz, Koch and Field (2002)

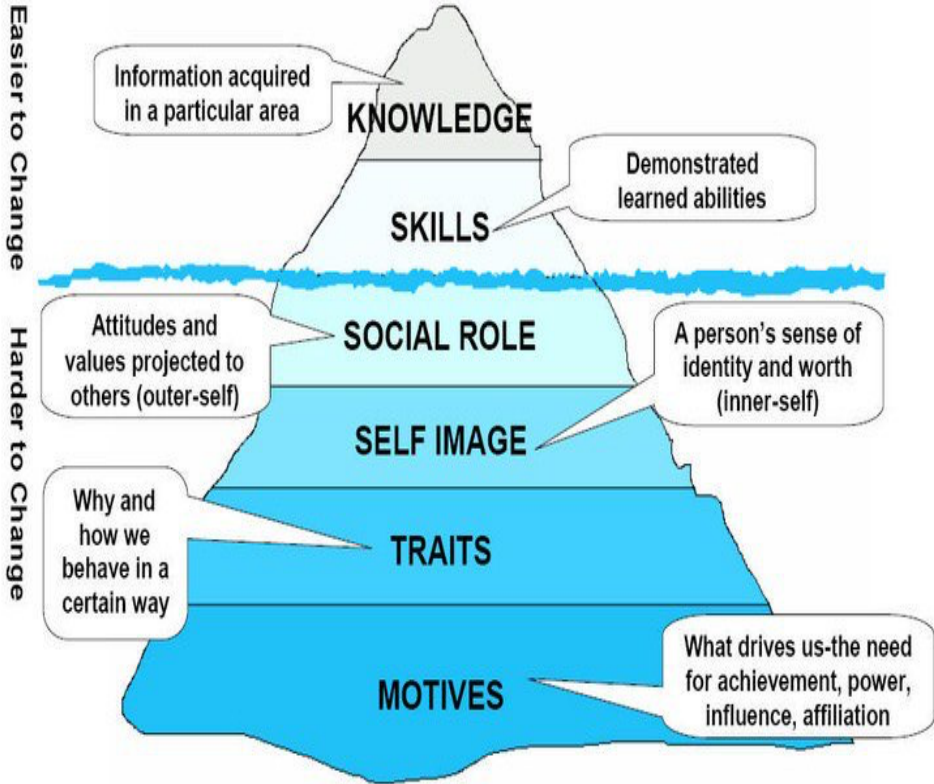
INTEGRITY
IS DOING THE
RIGHT THING.
EVEN WHEN
NO ONE IS
WATCHING.

C.S. LEWIS



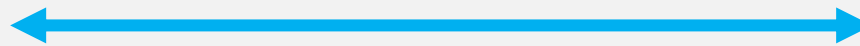
**STRENGTHENING
CLINICAL LEADERSHIP:
KNOWING YOURSELF,
YOUR BEHAVIOURS AND
BEING AWARE OF HOW
OTHERS PERCEIVE YOU**

ICEBERG MODEL OF COMPETENCIES

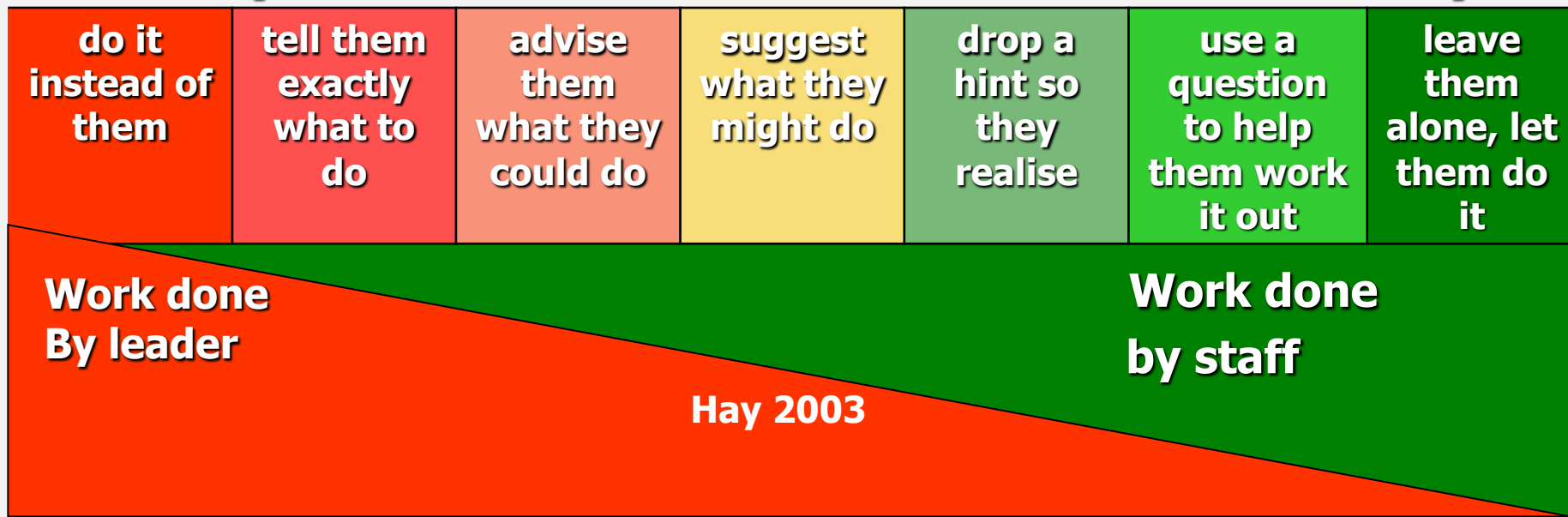


STRENGTHENING CLINICAL LEADERSHIP: DIRECTIVE OR NON-DIRECTIVE APPROACH-WHICH STYLE IS BEST? **DISCUSS?**

**directive
PUSH style**



**non-directive
PULL style**



Group Discussion

What do we mean by the term “Compassionate Leadership?”

Why is this important for clinical leaders?

Exercise

STRENGTHENING
CLINICAL LEADERSHIP:
COMPASSIONATE CARE &
SUPPORT
‘THE HUMAN TOUCH’

STRENGTHENING
CLINICAL
LEADERSHIP:
PROMOTING
PERSON-CENTRED
CARE

The four principles of person-centred care



- Use coaching approaches
- Positive questioning
- Listen Listen Listen!
- Know your service users as individuals
- Ensure service users choices and wishes are known and recorded.
- Involve service users, their family and friends in decision making and delivery of care- empower
- Use individualised, responsive, needs based care planning documentation
- Ensure physical, emotional, spiritual & psychological care needs are identified and met

STRENGTHENING CLINICAL LEADERSHIP: DELIVERING HIGH QUALITY CARE

Priorities for Care of the Dying Person



Published June 2014

Leadership Alliance for the Care of Dying People



NICE guidance

Care of dying adults in the last days of life (NG31)
NICE guideline (Published: 16 Dec 2015)

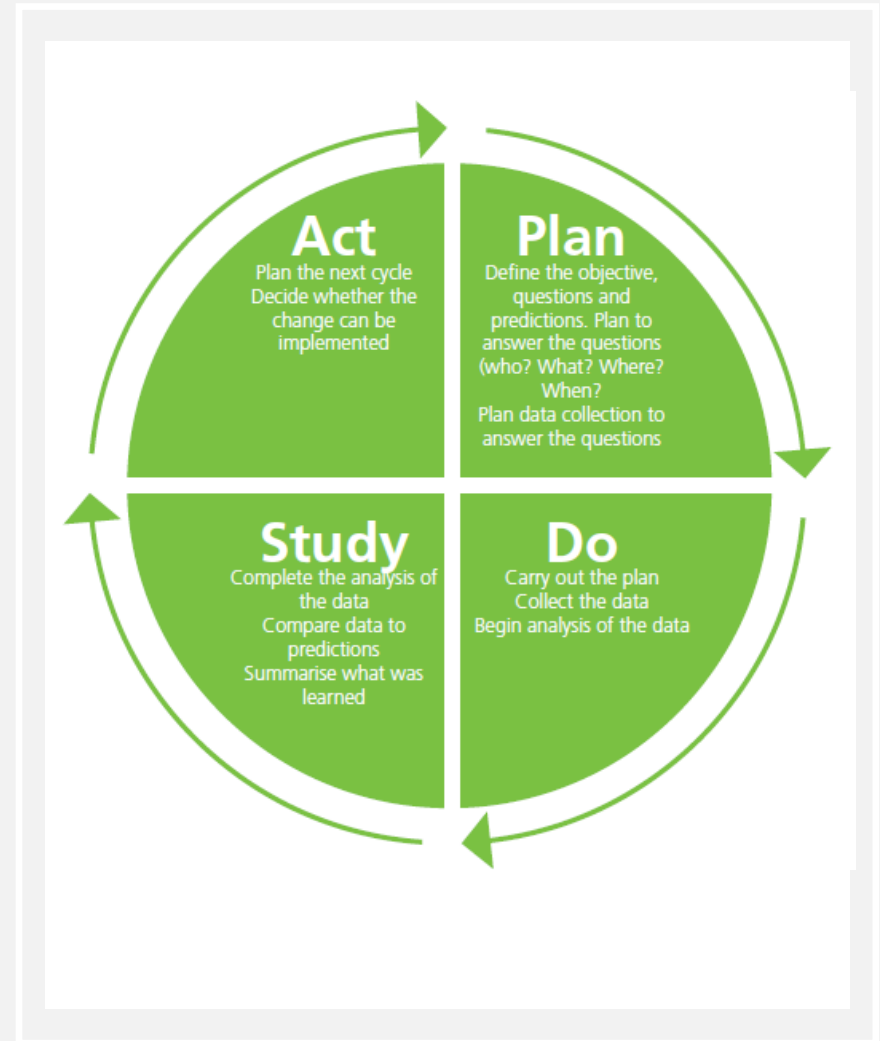
End of life care for adults (QS13) Quality standard
Last updated: 7 March 2017 (Published: 28 Nov 2011)

Care of dying adults in the last days of life (QS144)
Quality standard Published date: 2 Mar 2017

Personalised care planning	Shared records
Education and training	24/7 access
Evidence and information	Involving, supporting and caring for those important to the dying person
Co-design	Leadership

STRENGTHENING CLINICAL LEADERSHIP: CONTINUALLY LEARNING TO IMPROVE CARE AND SUPPORT

- Always set a good example to others “know the way, go the way and show the way”
- Ensure you, and those you are responsible for, have access to the necessary training, support and development.
- Know what best practice is. Keep up to date with national guidance
- Prepare for and take an active part in your annual appraisal, PDP & Revalidation.
- Continually reflect and learn- use a range of learning opportunities including reflective practice, audit (ADAs) and clinical supervision
- Know the people in your organisation or outside of your workplace who can support you in maintaining best practice- mentor/ coach/ preceptor
- Listen to feedback from service users and colleagues and be prepared to take action or make changes.



STRENGTHENING
CLINICAL
LEADERSHIP:
MAKING TIME TO
THINK & PLAN AS
INDIVIDUALS AND IN
TEAMS

One hour of
planning can
save you ten
hours of doing.



**STRENGTHENING
CLINICAL
LEADERSHIP:
REFLECTION &
FEEDBACK**

Based on Caitlin Walker - Clean Feedback Model and Four F's Model

1: Evidence: I noticed / heard / saw that... **(Facts-** what happened)
(e.g. I saw you making tea for the patient's family)

2: Inference: The effect this had on me was... **(Feelings-** how it made me feel)
(e.g. It made me see you as caring and compassionate)

3: Impact: The overall impact of this was... **(Findings-** information gained)
(e.g. The family felt that you supported them, as well as the patient)

4. Optional: In the future: Please can you... **(Future-** what next?)
(e.g. keep showing your compassion, it's a strength!)

STRENGTHENING CLINICAL LEADERSHIP: BEING RESILIENT

**Take care of
yourself so that
you can look
after others....**

The Healthy Mind Platter



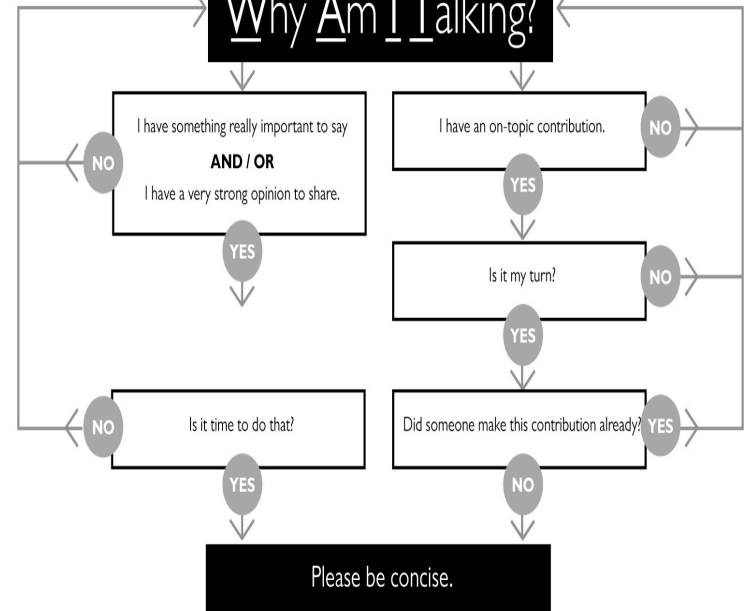
The Healthy Mind Platter for Optimal Brain Matter

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Resilience “the ability to succeed personally and professionally in the midst of a high pressured, fast moving and continuously changing environment” Glaxo- Smith Kline

W.A.I.T.

Why Am I Talking?



STRENGTHENING
CLINICAL LEADERSHIP:
EMPLOY EXCELLENT
COMMUNICATION &
LISTENING SKILLS

Communication
is the real work of
leadership!

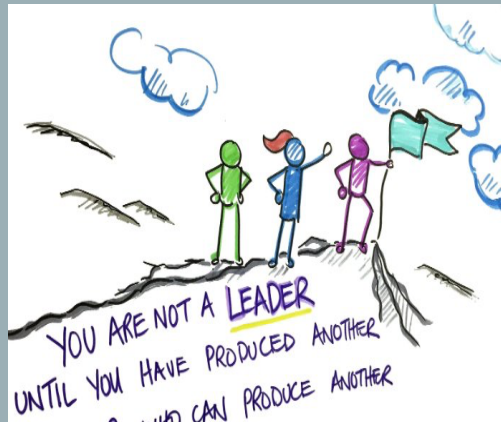
STRENGTHENING CLINICAL
LEADERSHIP: DEVELOP OTHERS

IDENTIFY & SUPPORT THOSE
WITH TALENT

You do not have to be
head of an organisation to
be a leader:

*“Leadership is not about
titles, positions or
flowcharts. It is about one
life influencing another.”*

John C. Maxwell



LEADERSHIP
IS ABOUT MAKING OTHERS
BETTER AS A
RESULT OF YOUR PRESENCE
AND MAKING **SURE**
THAT IMPACT LASTS IN YOUR
ABSENCE.

STRENGTHENING CLINICAL LEADERSHIP: THE RESPONSIBILITY OF ALL

Clinical leadership is the responsibility of **EVERYONE** in your workplace and in your community.

Taking this responsibility is the key to ensuring those working beside you are happy & supported in delivering best care, and that service users in your care have a positive experience, receiving best care and support, especially those in their last year(s) of life.

“Leadership of all, by all... together” (West)

