

# Leadership to improve palliative care

Prof Bee Wee

National Clinical Director for End of Life Care, NHS England

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NHS England and NHS Improvement



# Complex challenging world

- More demand
- Less workforce
- More expectations
- Know more about less
- Struggle with acknowledging limits
- Diminished respect for authority, expertise
- Speed of communication



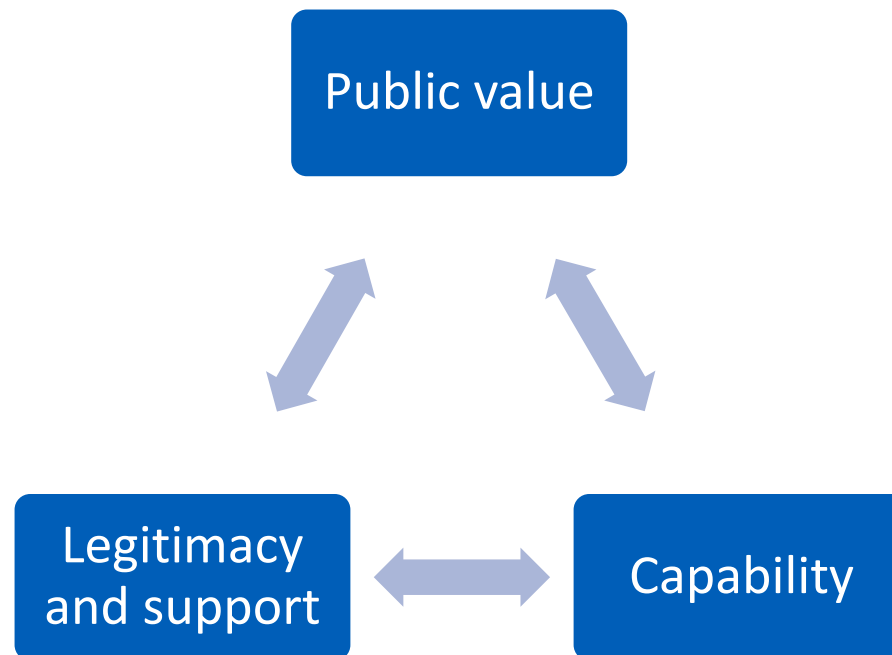
# Palliative care: specific features

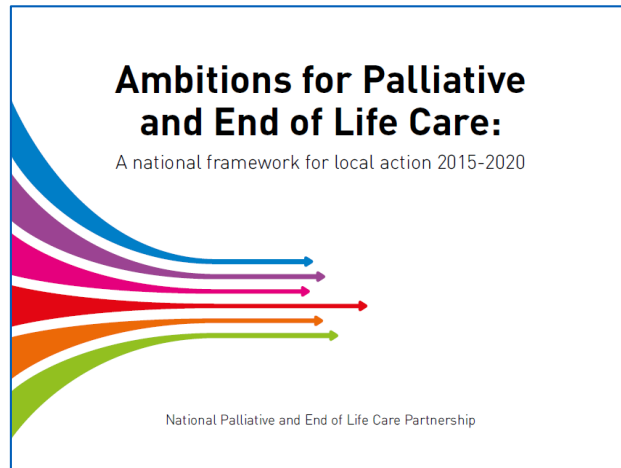
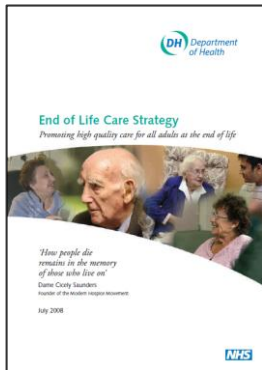
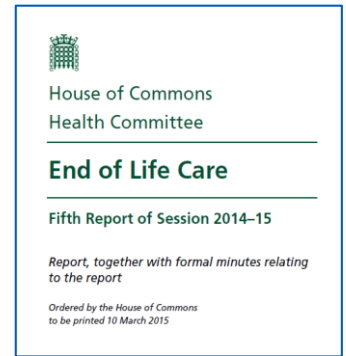
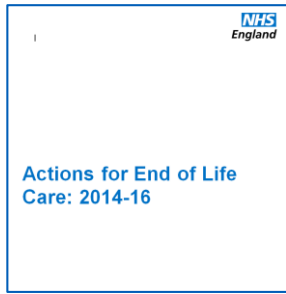
- Crosses biomedical, social and societal boundaries
- Approach that integrates art and science
- Attracts public, media and political interest
- Dying and death happens to everybody
- Hugely emotive – personal stories
- Managing boundaries
- Palliative care leaders:
  - driving forward the specialty
  - supporting colleagues at generalist level
  - managing expectations
  - seeing wood for trees

# System leadership

The collaborative leadership of a network of people in different places and at different levels in the system, creating a shared endeavour and cooperating to make a significant change

# Leadership for complex challenging times





# Ambitions for Palliative and End of Life Care:

A national framework for local action 2015-2020

National Palliative and End of Life Care Partnership

## Six ambitions to bring that vision about

01 Each person is seen as an individual

02 Each person gets fair access to care

03 Maximising comfort and wellbeing

04 Care is coordinated

05 All staff are prepared to care

06 Each community is prepared to help

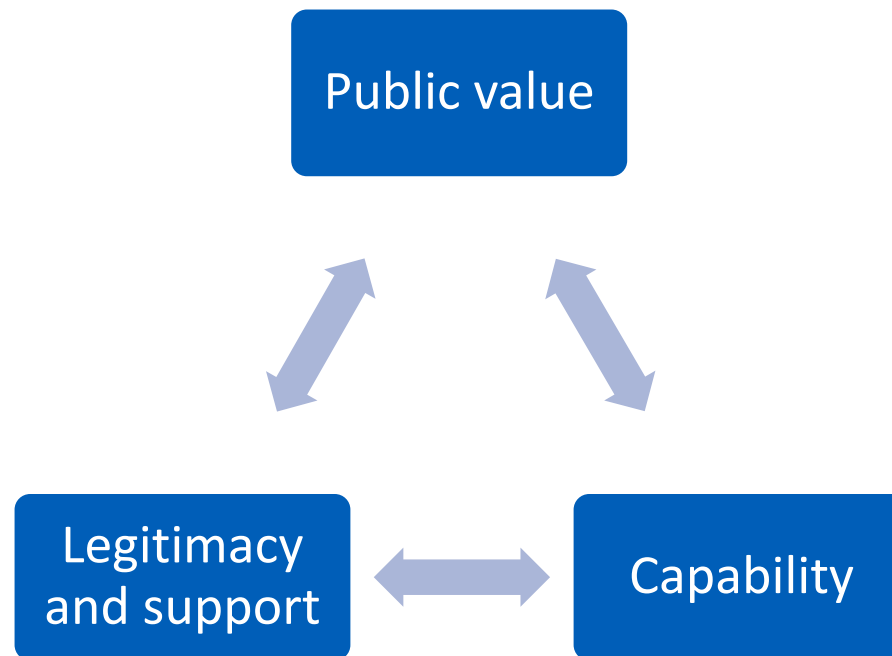
*"I can make the last stage of my life as good as possible because everyone works together confidently, honestly and consistently to help me and the people who are important to me, including my carer(s)."*

National Palliative and End of Life Care Partnership  
[www.endoflifecareambitions.org.uk](http://www.endoflifecareambitions.org.uk)

## National Palliative and End of Life Care Partnership

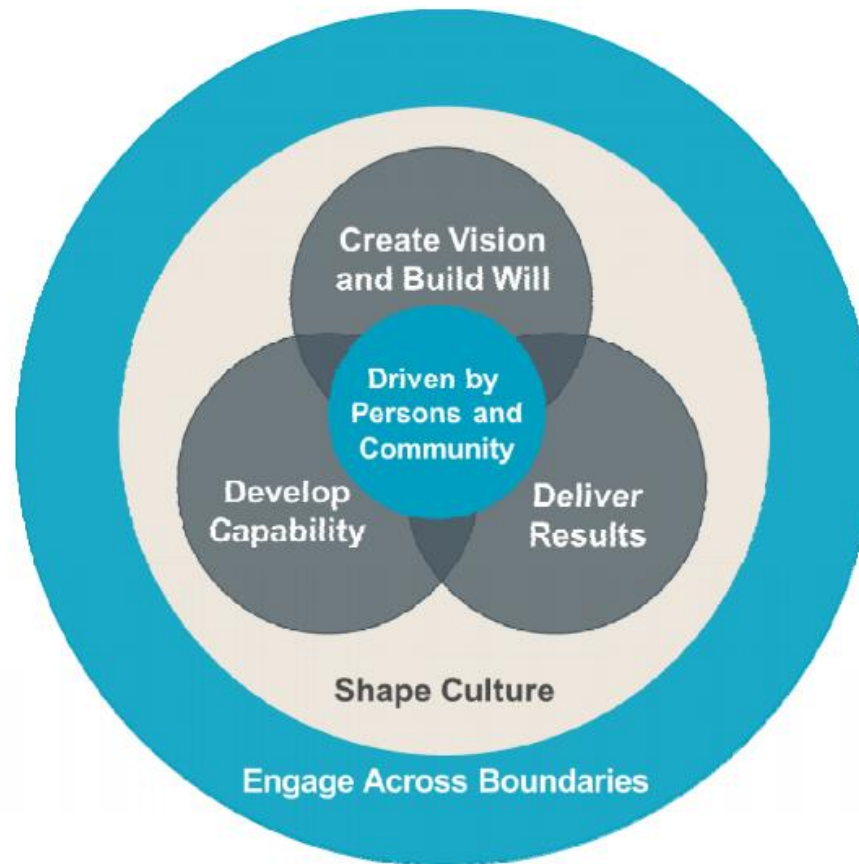
Association for Palliative Medicine; Association of Ambulance Chief Executives;  
Association of Directors of Adult Social Services;  
Association of Palliative Care Social Workers; Care Quality Commission;  
College of Health Care Chaplains; General Medical Council;  
Health Education England; Hospice UK;  
Macmillan Cancer Support; Marie Curie;  
Motor Neurone Disease Association; National Bereavement Alliance;  
National Care Forum; National Council for Palliative Care;  
National Palliative Care Nurse Consultants Group; National Voices;  
NHS England; NHS Improving Quality;  
Patients Association; Public Health England;  
Royal College of General Practitioners;  
Royal College of Nursing; Royal College of Physicians;  
Social Care Institute for Excellence;  
Sue Ryder and  
Together for Short Live

# Leadership for complex challenging times





# IHI high impact leadership framework



# Compassionate leadership

- Offers inspiring vision and strategy – powerfully focused on providing high quality compassionate care
- Positive inclusion and participation
- Support and autonomy
- Enthusiastic team and cross-boundary working

# Burning platform.....

Of 1.4 million people who work in the NHS in England:

- > 50% unable to meet all the conflicting demands at work
- Nearly 40% - unwell as a result of stress in the past year
- Around 50% more debilitating levels of work stress compared with general working population
- 44% only - able to make improvements in their area of work

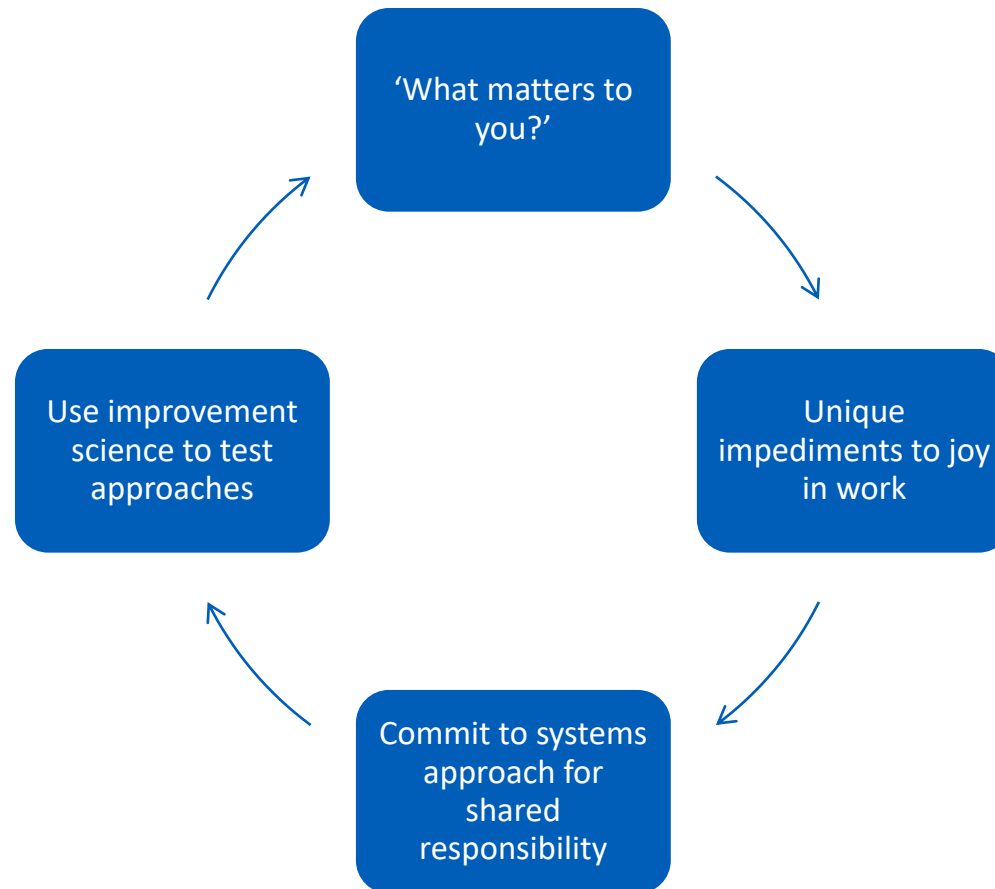
# Staff wellbeing

- Link between quality of patient care and staff wellbeing
- Low staff engagement – leads to:
  - Lower patient experience
  - Lower productivity
  - Increased risk of workplace accidents
  - Higher levels of staff turnover
  - Higher rates of burnout

# IHI framework for improving joy in work



# Steps for leaders



# Leadership features

- Authenticity
- Relational approach
- Values creating space for dialogue
- Sensitivity to needs of others
- Emotionally capable of trusting staff
- Helping others to grow and develop – freedom to fail
- Managing own anxiety
- Emotional intelligence – motivation, empathy, social skills, self awareness, self regulation
- Courage