



 <p>GIG CYMRU NHS WALES Iechyd Cyhoeddus Cymru Public Health Wales</p>	<p>Name of Meeting Board Date of Meeting 25 July 2024 Agenda item: 5.4</p>
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Compassionate Leadership Pledge	
Executive lead:	Neil Lewis, Director of People and Organisational Development
Author:	Matthew Browne, Leadership and Organisational Development Manager Peta Beynon, Head of Culture and Organisational Development

Approval/Scrutiny route:	Business Executive Team Meeting, 15 July 2024
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Purpose
<p>The purpose of the paper is to introduce the Compassionate Leadership Pledge, developed for NHS Wales by Health Education and Improvement Wales, with a request that the Board consider signing the pledge on behalf of Public Health Wales. Compassionate leadership principles and behaviours are included within our Public Health Wales Leadership and Management Framework and will be embedded as part of our systemic approach to leadership and management and our wider culture change programme.</p>

Recommendation:				
APPROVE <input type="checkbox"/>	CONSIDER <input type="checkbox"/>	RECOMMEND <input type="checkbox"/>	ADOPT <input checked="" type="checkbox"/>	ASSURANCE <input type="checkbox"/>
<p>The Board is asked to:</p> <ul style="list-style-type: none"> • Adopt the pledge on behalf of Public Health Wales, committing to creating a compassionate workplace and to modelling compassionate leadership in all interactions. 				



Link to Public Health Wales [Strategic Plan](#)

Public Health Wales has an agreed strategic plan, which has identified seven strategic priorities and well-being objectives.

This report contributes to the following:

Strategic Priority/Well-being Objective	All Strategic Priorities/Well-being Objectives
Strategic Priority/Well-being Objective	Choose an item.
Strategic Priority/Well-being Objective	Choose an item.

Summary impact analysis

Equality and Health Impact Assessment	As this work is led by HEIW on behalf of NHS Wales an Equality and Health Impact Assessment is not required
Risk and Assurance	Compassionate leadership and behaviours can assist in addressing Strategic Risk 4 (Organisational Health)
Health and Social Care (Quality and Engagement) (Wales) Act	Within Compassionate cultures, colleagues feel safe and able to speak up about anything that may get in the way of delivering safe, high-quality care or which negatively impacts patient experience and to share ideas and concerns to improve quality
Financial implications	There are potential financial implications, as a positive working environment, with highly engaged staff, has strong effects on overall organisational effectiveness (including financial efficiencies and effectiveness) and on key measures of employee effectiveness, including sickness absence (with potential for business continuity issues) and retention
People implications	Compassionate and Collective cultures create an inclusive and positive working environment, psychological safety and highly engaged and motivated staff.



1. Purpose / situation

The purpose of the paper is to introduce the Compassionate Leadership Pledge, developed for NHS Wales by Health Education and Improvement Wales (HEIW), with a request that the Board consider signing the pledge on behalf of Public Health Wales. Whilst the pledge represents an NHS-Wales wide commitment, the Public Health Wales Organisational Development team is developing and implementing a systemic programme of work to increase leadership and management skills, capacity and confidence. In taking this approach, we are connecting the need for a high performing culture, aligned to behaviours required to encourage people to thrive, whilst developing the competency in people to deliver.

2. Background

Colleagues in Health Education and Improvement Wales have been leading an NHS-Wales wide initiative, based on Professor Michael West's work around Compassionate Leadership. Built on seven key principles, Compassionate Leadership involves a focus on relationships through four key behaviours, namely careful listening, understanding, empathising with and supporting others.

As part of this work, HEIW have developed a Compassionate Leadership pledge which sets out how organisations and individuals will create a compassionate and inclusive workplace, by describing how they can embed each of the seven compassionate leadership principles.

3. Description/Assessment

A copy of the Compassionate Leadership pledge, to which all NHS Wales organisations have been asked to sign up, is attached. This is designed to help in promoting commitment to embedding compassionate leadership principles and behaviours and to creating an inclusive, positive and psychologically safe working environment, with highly engaged and motivated staff.

Whilst the pledge is intended for use at national level, inspiring culture and compassionate leadership sit at the very heart of Public Health Wales' People Strategy and are recognised as fundamental to our success; no matter how good our long-term strategy, people will always make the difference. It is for this very reason that we have invested significantly in a programme of work, designed to enable our people to feel valued, respected and cared for, in order that they can reach their potential and do their best work. Recognising that our leaders and managers are pivotal in creating an environment where people can thrive and deliver and that our culture and values are core components in illustrating *how* things should be done, as equally important to *what* people must do, our programme includes:



- Undertaking a culture assessment - working with colleagues across the organisation to identify gaps between our current culture and the ideal culture which our people tell us is necessary to deliver our long term strategy and to be a great place to work.
- Developing and embedding Being Our Best, our behavioural framework which brings to life our values of working together, with trust and respect, to make a difference - setting out how we are expected, and how we can expect others, to go about doing what we do.
- Developing and embedding our Leadership and Management Framework (LMF) – which takes both the *what* and the *how* in setting out core leadership and management traits to embed a systemic approach to leadership and management. The framework defines the core skills and behaviours required to work in Public Health Wales, both now and in the future. It was co-designed and developed with *Skills for Health* through extensive research and significant staff engagement, both of which identified the importance of the compassionate leadership principles, which have subsequently been reflected in the LMF. A module on compassionate leadership will be included within our leadership development programme – The Public Health Wales Leadership and Management Academy
- Developing a strategic approach to staff engagement - which responds to the results of the national Staff Survey, Medical Engagement Scale, Culture Assessment, Staff Value Proposition and other inputs, together with an action plan for how this will be delivered.
- Identifying measures to track progress against the actions agreed to close the gap between current and ideal culture and increase employee engagement – and creating a dashboard to provide insight and assurance.

Whilst asking the Board to consider signing the Compassionate Leadership Pledge, we are therefore able to give assurance that the accompanying principles and behaviours are already integrated across our programme of work at Public Health Wales. We will continue to embed compassionate leadership, which is already encompassed within our Leadership and Management Framework and as we work towards our ideal culture - one that enables honest conversations, and in which we support, show concern for and help each other to grow and develop in order to achieve our goals.

4. Recommendation

The Board is asked to adopt the pledge on behalf of Public Health Wales, committing to creating a compassionate workplace and to modelling compassionate leadership in all interactions.