

The background of the slide is a photograph of two hands clasped together. The hands are aged and appear to be of different people, possibly a caregiver and a patient. One hand is wearing a metal watch. The background is blurred, showing warm, indoor lighting.

LEADERSHIP IN PERSON CENTRED CARE

LEADING IN THE REAL WORLD

Before I start

**Managers get the staff they
deserve.....**



**They really
do !**

About BUPA in the UK

Bupa Care Services
Bupa Home Healthcare
Bupa Health Clinics
Bupa Health Insurance
Bupa Cromwell Hospital

Bupa Care Services

290 Care Homes
18,000 Residents
5000 Nurses
18,000 Care workers



Our key questions today

1. How can we as leaders make person centred care a reality ?
2. And if we are to do this are we really ready to lead and deal with what we may find?

Outline for this presentation

- **How we understand the challenge of leading person centred care**
- **The pitfalls and the rewards of transformation**
- **A model for leading person centred care**
- **Making a difference: Lessons and conclusions**

So what's the problem ? (the first of many)

‘Leadership’ and ‘Person centred care’ can be a vague concepts- everyone talks about them but what do they really mean?



In many ways leadership and person centred care can suffer from a lack of clarity and this makes it difficult to translate.

If we can't take the concepts and articulate them in the real world, How are we supposed to lead the change to a more humanistic way of care provision ?

So what's the problem? (problem 2)

Lack of alignment between the ideas of leadership and PCC



Have a think about this

If you believe that leadership is all about inspiring and empowering others.... Should we just unlock all of the doors in every dementia unit and let people do what they want , go out and party , have sex , have a fight , walk across busy roads ?

THERE CAN BE AN INHERENT TENSION BETWEEN YOUR BELIEFS IN ONE CONCEPT AND HOW THAT RELATES IN PRACTICE TO THE OTHER

Did incongruity ever help us change ? There needs to be alignment of both concepts and they need to be meaningful to others. Crucially beliefs need to make sense in the real world of practice. This makes us think about risk.....

So what's the problem? (problem 3)



Who cares?

Even if you can articulate both concepts in practical teams so they have meaning and they are congruous Does anybody really care ?

This is the soul destroying problem for the leader Just because you think this is the right way to go, others wont despite you going on and on about it.

Anyone had this experience ? – if so you may have been labelled as

- the crank
 - the one to be avoided
 - the well meaning, slightly unhinged person
- You'll be alone if nothing changes and crucially what you want to see may not become a reality

So what's the problem? (problem 4)

So what ?



This is where you've articulated the concepts in practical terms and they are congruous. People agree with you and are onboard but after a while they see little change and revert back to usual ways of working

This is what might happen

'You almost made it but this person centred care doesn't work '
'its probably your fault it didn't work anyway . You're just not the person to lead the change'-

Have you ever experienced self doubt ?

So what's the problem? (problem 5)

We simply don't have the time?



This is where you've articulated the concepts in practical teams and they are congruous. People agree with you and are onboard but can't imagine ever having the time to put it into practice

This is what might happen

Person centred care seen is the 'nice bit ' but a distraction to the real work that needs to be done. Leadership and person centred care can diverge

So what's the problem? (problem 6)

Rigid care cultures?



Even if you have the right messages and they are in alignment and you have time and energy to make them happen we often find ourselves at the mercy of care cultures that are long established and difficult to change

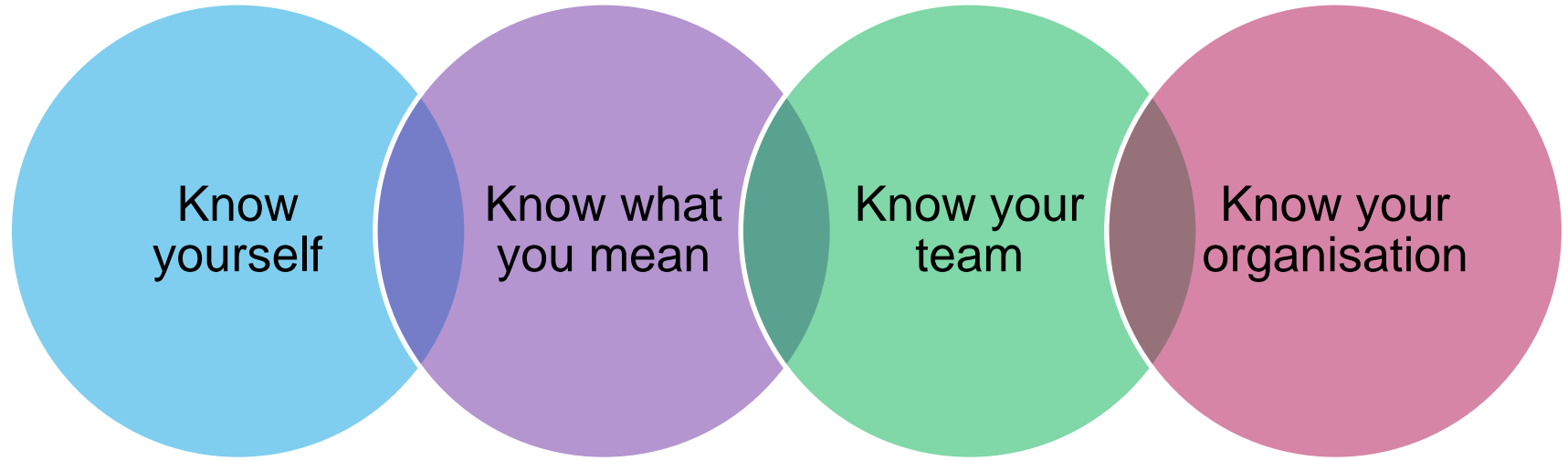
Ready for the challenges?



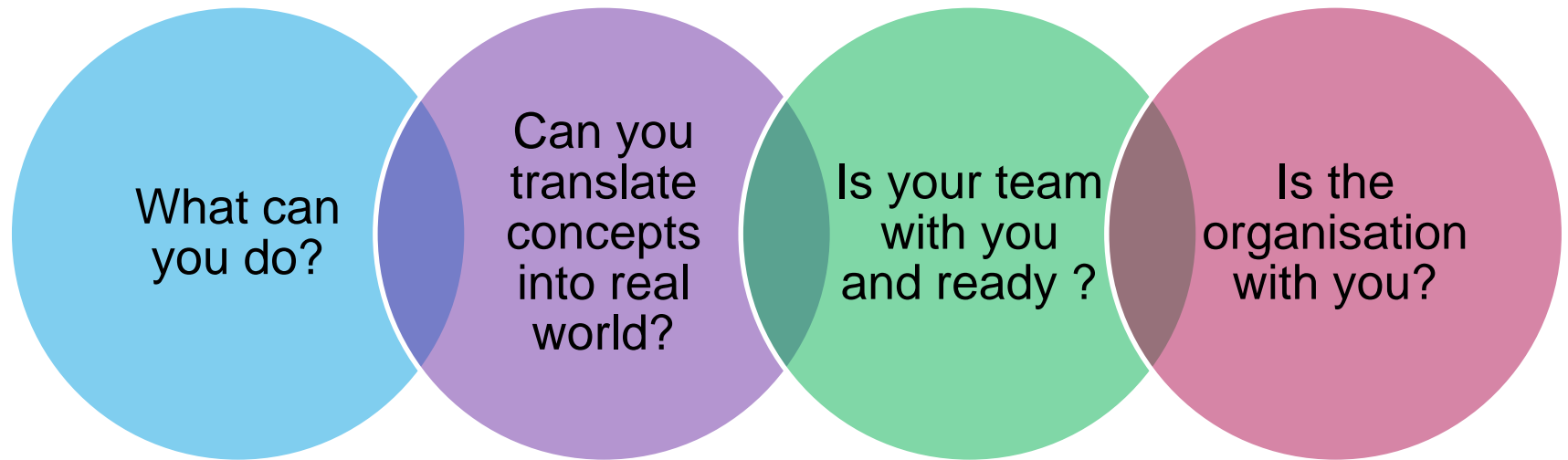
Leading person centred care can be a Sisyphean task so before you go there, ask yourself Are you ready for it?

Because if you are, then there can be no greater thing to do as a leader

Getting there- The first step is to be clear about what you know

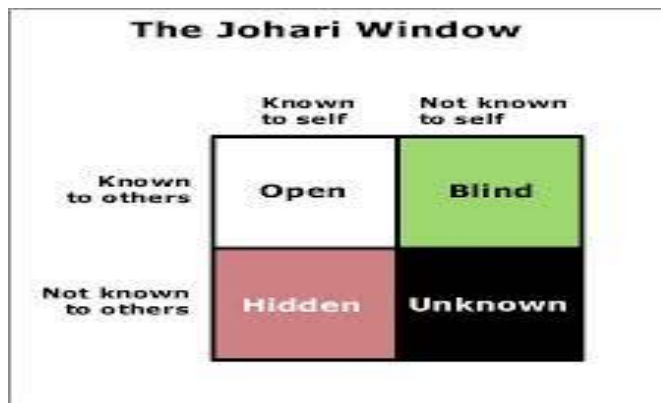


Getting there-The next step is about planning



Getting there- Self

Know
yourself



How self aware are you?

Do you get regular feedback on your skills as a leader?

If so do you act on your deficits ?

Are you really person centred – what kind of role model are you?

Can you compromise?

You make mistakes too right?

Getting there- Understanding what you know



Know
what
you
mean



**BE
TRUTHFUL,
GENTLE,
AND
FEARLESS.**
-GANDHI-

Are you clear what person centred care is?

Do you know what good leadership is?

Can you make sense on them in the real world?

Are you authentic?

Do you mean what you say?

Getting there- Know your team

My
team
is.....

Who is with you?
Who is supporting you?
Who is blocking you?

AND WHY?

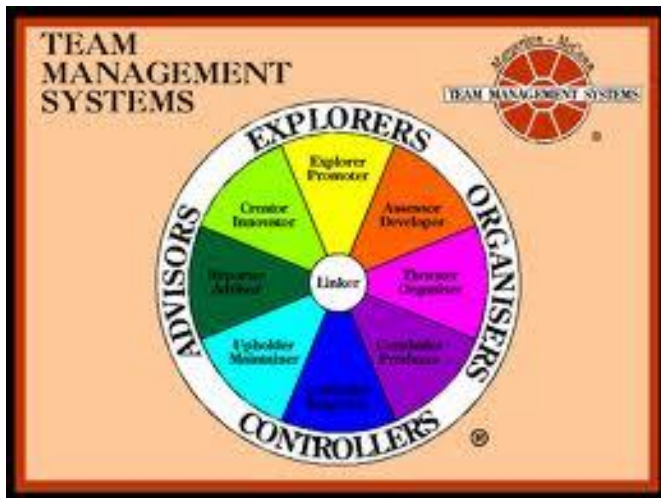
Do they have the right skills?

Will they follow?

Can you praise, celebrate and help?

Can you let go of control?

And finally are you strong enough for
'tough love'



Getting there- Understand your organisation

Know your
organisation



Is person centred care a priority and why?

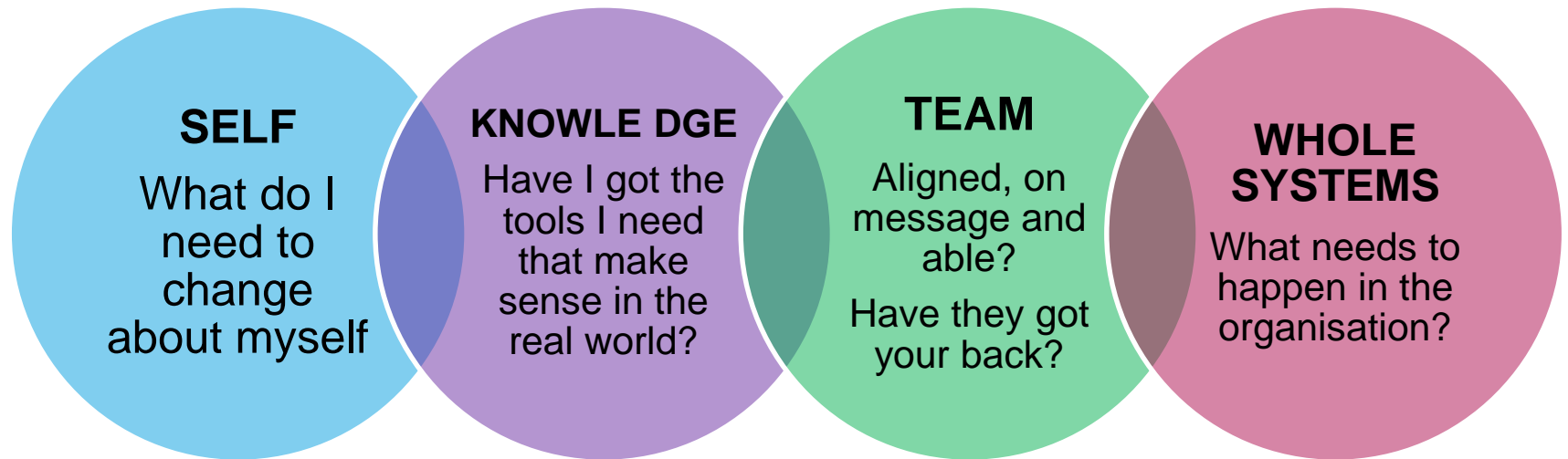
Is leadership a key focus from the top and throughout?

What would the organisation tell you about itself if it could speak?

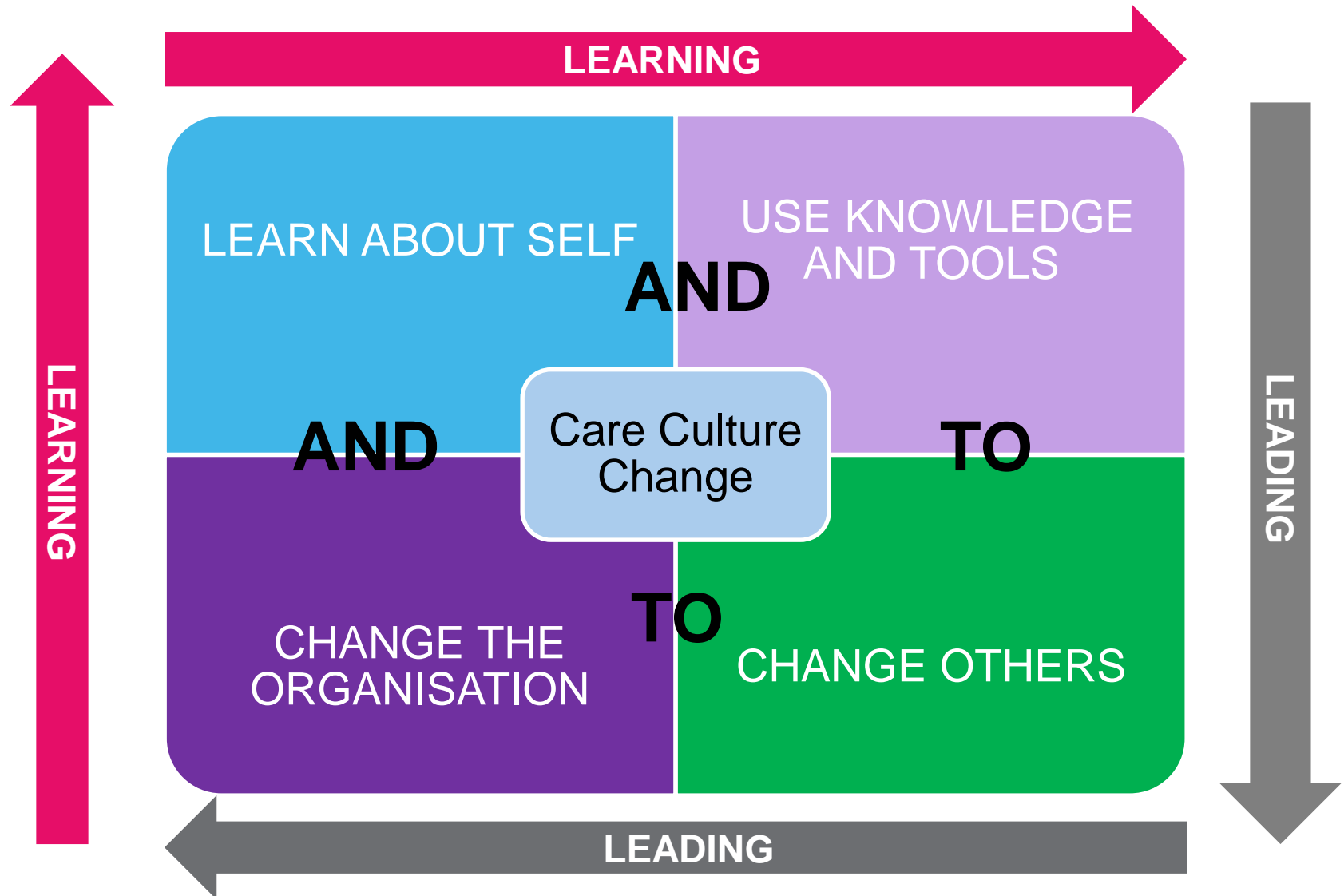
Have you got the support of executive / operations/ finance/ residents/ human resources?

In short- what is the direction of travel?

Getting there-The next step is about planning



Towards a model of leading person centred care



To clarify : Moving to more humanistic care cultures
requires leaders to

Learn about themselves
AND develop knowledge of skills
TO change the practice of others
TO change the organisation
AND this ultimately helps leaders to
learn about themselves as a leader

Simple isn't it ?.....

But here's the thing

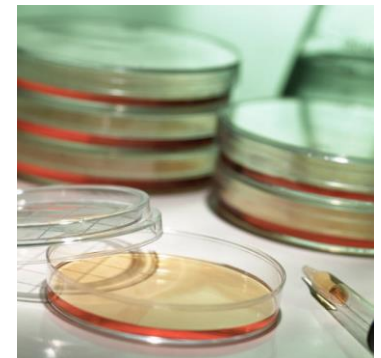
We have good and growing research about leadership (a hot topic for many MBA students and Doctoral students)

We have an emerging body of evidence about culture change using tools and approaches of person centred care.

But we don't have a large evidence base that combines to the two.

We have a very limited amount of this in terms of dementia care. We also have limited research that measures the impact of person centred culture change on operational performance in care settings. Very few effectiveness studies.

So this is new ground for the 21st century in terms of social research



But we can change things through :

Making a difference moment by moment to the people we serve and showing others how to do the same

Tackling the toxic/ malignant care cultures that create care environments that undermine those cared for and those who do the caring

Challenging the motivated, supporting the weak and applying 'tough love' to staff in our care settings

Attracting and recruiting people on knowledge, skills and attitudes (rather than just skills)

Connecting a whole organisations purpose to humanistic care approaches driven through leadership

Trouble shooting problems, reflecting and learning

Being inclusive and open

Rewarding those who have made the change

Leadership at Bupa: Bupa leaders are.....

Bupa leaders...

Grow themselves, to

Grow others, to

Grow the business, to

**Improve the health of the
world.**

And finally – making a difference to one person

A man was walking along a deserted beach at sunset. As he walked he could see a young boy in the distance, as he drew nearer he noticed that the boy kept bending down, picking something up and throwing it into the water. He did this over and over again

As the man approached even closer, he was able to see that the boy was picking up starfish that had been washed up on the beach and, one at a time he was throwing them back into the water.

The man asked the boy what he was doing, the boy replied, "I am throwing these starfish back into the ocean, or else they will die"

"But", said the man, "You can't possibly save them all, there are thousands on this beach. You can't possibly make a difference."

The boy looked down; then bent down to pick up another starfish, smiling as he threw it back into the sea. He replied,

"I made a huge difference to that one!"

Author Unknown



Thanks for listening

Paul Edwards

Head of Practice Development

Bupa Care Services, UK

paul.edwards@bupa.com