

Resources

Exercises/Discussion questions (to reflect on or discuss with a colleague)

1. What do you understand by the notion of compassionate leadership across boundaries, and why is it important in health and social care? What good examples can you describe of compassionate leadership across boundaries in health and social care?
2. To what extent is there shared compassionate leadership across boundaries in your organisation, both internally and across the health, social care and third sectors?
3. Bearing in mind the five ways to compassionate leadership across boundaries, what would have to change for compassionate leadership across boundaries to be better modelled in your organisation – both within the organisation and in relationships with other organisations and sectors? What can you do (alone or with others) to influence this by focusing on the five ways to compassionate leadership across boundaries?
4. Where in your organisation do leaders work well together across boundaries, and where is it not happening? What practical examples can you describe of how the five ways of enabling such compassionate leadership across boundaries are being implemented? And where they are not? With reference to the five ways of leading compassionately across boundaries, what would most help to transform the least effective into the most effective compassionate leadership across boundaries in your work context? What can you do (alone or with others) to influence this?
5. With reference to the five ways of leading compassionately across boundaries, how might the leadership in your organisation better involve communities in the genuine co-design and co-ownership of health and social care services? How could this be improved, and what can you do (alone or with others) to make a significant difference?

Questionnaires

Michael West and AffinaOD have developed a multi-dimensional survey to assess *compassionate partnership working across boundaries*. This examines nine dimensions listed below (along with examples of items from the questionnaire):

Shared vision and values

1. There is a clear, shared vision for our work in the partnership.
2. We have taken the time to carefully agree a set of partnership values to guide our work together.

Roles and teamworking

1. Partnership members are committed to achieving the partnership's goals.
2. There is good leadership in this partnership.

Frequent positive contact

1. We meet regularly to review our objectives and our progress.
2. There is a lot of face-to-face interaction between key people in the partnership.

Long-term commitment

1. There is a strong sense that we are in this partnership for the long term.
2. We plan a long way ahead together, not just for the short term.

Conflict management

1. We identify potential conflicts between us quickly and openly.
2. Conflict does not tend to linger in the partnership.

Mutual support

1. We are strongly focused on how we can help each other in this partnership.
2. Members of the partnership do not just focus on what they can get out of it for their organisations.

Trust

1. Those in the partnership act with integrity in their dealings with each other.
2. We can rely on members of this partnership to do what they commit to.

Innovation

1. The way the organisations in the partnership work together is readily changed in order to achieve the vision.
2. The methods we use to achieve the vision are often discussed.

Compassion

1. People in the partnership are very compassionate towards each other when they face problems.
2. People in the partnership are quick to help each other when they are under pressure.

This tool is copyrighted (Michael West and AffinaOD).

For more information, see: <https://www.affinaod.com/>

Guidance on using this questionnaire is provided in Appendix 1.

Websites

1. Scottish Social Services Council for leading and managing across boundaries
They recognise that collaborative gain is possible when people work together to achieve better outcomes for people using services and for unpaid/informal carers. They know that effective partnership working needs trust, respect and interdependence. Valuing different perspectives and working constructively with competing priorities requires skill, commitment and perseverance.
https://www.stepintoleadership.info/middle_leadingboundaries.html
2. Working across organisational boundaries with service communities
This website offers powerful and practical advice for working with service communities - networks of people formed around user journeys. Service communities can help people from across the public sector, including policy, digital and operations, to work together. Collaborating in this way has helped community members address the more common collaboration challenges, as well as do things like:
 - Better understand their users - for example, some communities have developed personas (Mrs Green, Ms Chowla) to help them gain a better understanding of what their users are trying to achieve
 - Collaborate across organisational boundaries - for example, by gaining access to the people they need to talk to at regular meetings and workshops
 - Shape the design of the wider user journey.<https://www.gov.uk/service-manual/design/working-across-organisational-boundaries>

3. A description of The King's Fund programme on Building Collaborative Leadership across health and social care organisations.
<https://www.kingsfund.org.uk/courses/building-collaborative-leadership>
4. The Scottish government's review of progress on integrated health and social care with action plans for change.
<https://www.gov.scot/publications/ministerial-strategic-group-health-community-care-review-progress-integration-health-social-care-final-report>

Videos

Amy Gallo explaining how to manage conflict with kindness and compassion. (14 minutes 47 secs)

<https://www.youtube.com/watch?v=MnaLS7OE2pk>

Nicholas Timmins talks about the Canterbury District Health Board's quest for integrated care in New Zealand. He considers the impact of the devastating earthquake in 2011 and how Canterbury District Health Board implemented a successful system that created one vision for care, empowered staff and changed the funding model. (11 minutes 15 secs)
<https://www.kingsfund.org.uk/audio-video/nicholas-timmins-canterbury-new-zealands-quest-integrated-care>

A King's Fund interview with Katherine Gottlieb, President and CEO of Southcentral Foundation, about the Nuka System which delivers care to an Alaskan Native American population. Katherine relays the successes of this system and the reasons for this success, including developing a shared vision, working in partnership with their patients and measuring the outcomes effectively. She also explains what has changed for the population as a result and what inspiration community health providers could take from this system. (7 minutes 11 secs)

<https://www.kingsfund.org.uk/audio-video/southcentral-foundations-nuka-system-care>