compass

Community of Practice for European Care Managers
2nd Webinar
14th May 2024

The Role of Leadership in Care Institutions

aproximar
COOPERATIVA DE SOLIDARIEDADE SOCIAL, CRL

Agenda

- 15h00 (CET) – Welcome

- 15h10 (CET) – Roundtable – Brief presentation of practices and experiences from the field

- 16h10 (CET) – Conclusions

- 16h20 (CET) – Upcoming Sessions

- 16h25 (CET) – Closing Remarks

Index

- The role of leadership

    ○ Leadership practices and impacts

    ○ Example of an age friendly institution - HAJC

- How to manage change in the context of complexity of person-centred care approaches

The role of leadership

Leadership impacts/ Motivation

REWARD

Differentiate relevant performance
Rewards to performance
Salary policy

PROJECT

• Design roles that have a meaning and explain the purpose
• Valorise every role

CULTURE

• Promote trust between workers
• Value collaboration and teamwork
• Incentive sharing good practices

MANAGEMENT & ALOCATION
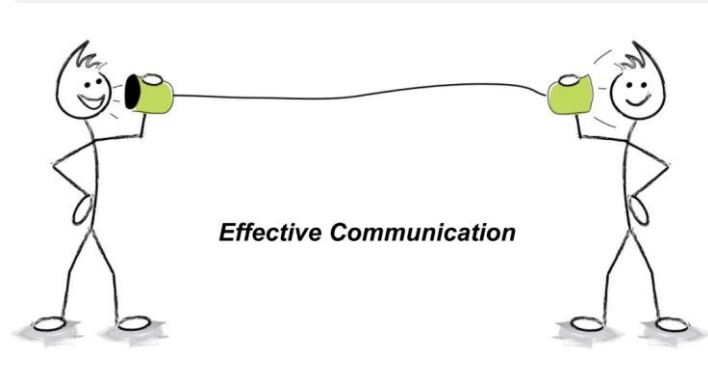
• Transparency
• Justice

The role of leadership

The importance of Communication

Effective Communication

- CLEAR | COMPASSIVE | INCLUSIVE

- LISTENING ACTIVELY

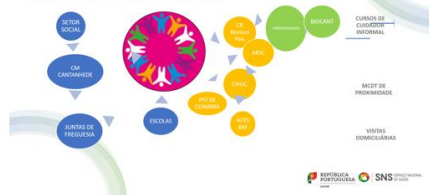- BEING EMPATHIC

- CO-DEFINE GOALS (and feedback)

- CELEBRATE !

Presentation of "Age Friendly Institution"

Integration of care

- Intersectoral coordination
- Convergence of wills|resources|actions with local partners

The "4Ms" Framework of an Age-Friendly Health System

📌First Portuguese Institution to be recognized by IHF (2023)
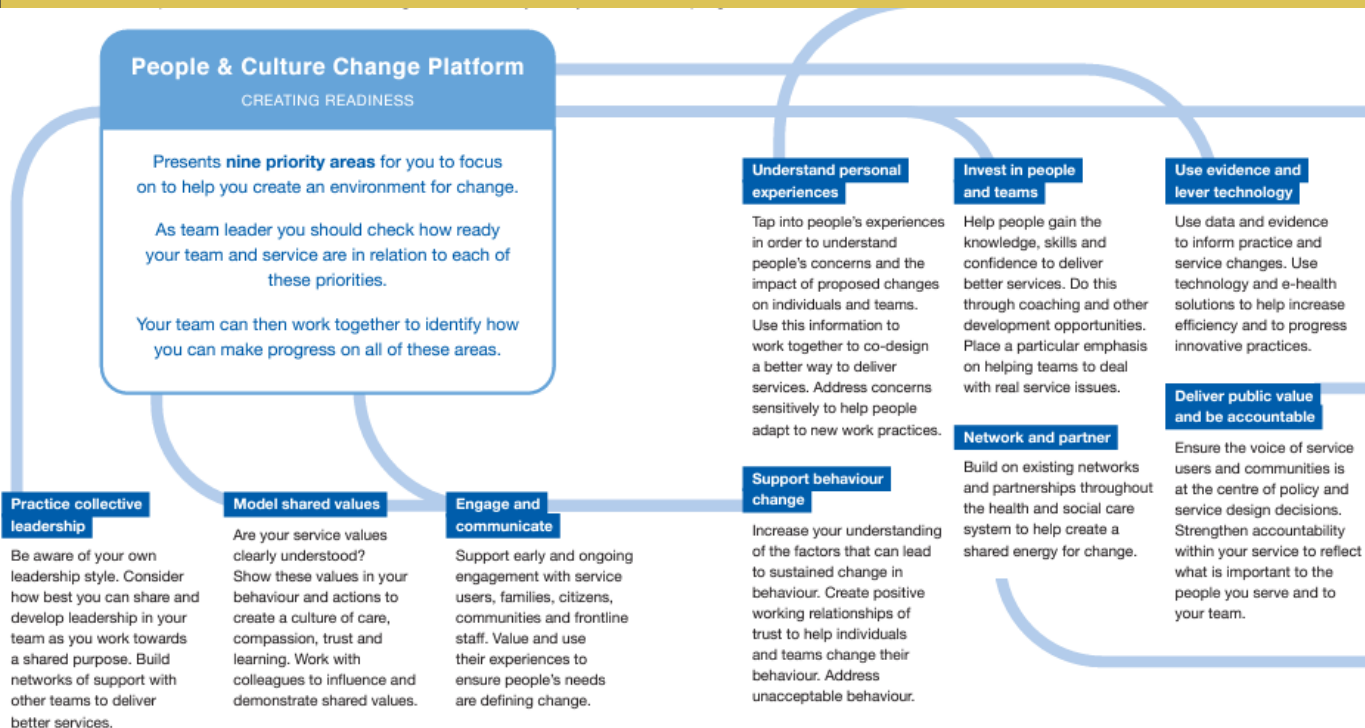
How to manage change in the context of complexity of person-centred care approaches

Change within health and social care systems is complex, unpredictable and often quite messy...
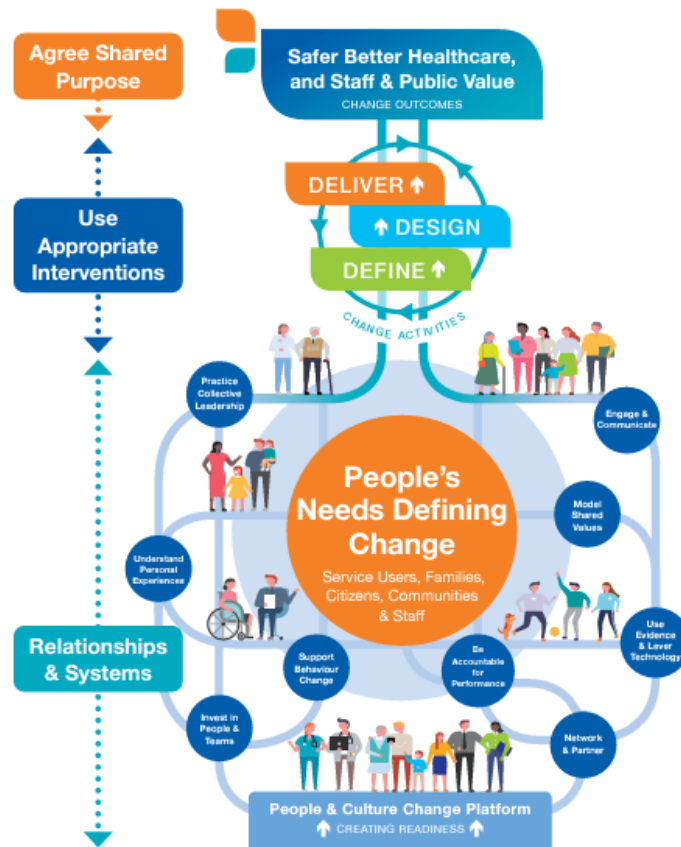
People & Culture Change Platform

CREATING READINESS

Presents **nine priority areas** for you to focus on to help you create an environment for change.

As team leader you should check how ready your team and service are in relation to each of these priorities.

Your team can then work together to identify how you can make progress on all of these areas.

Understand personal experiences

Tap into people's experiences in order to understand people's concerns and the impact of proposed changes on individuals and teams. Use this information to work together to co-design a better way to deliver services. Address concerns sensitively to help people adapt to new work practices.

Invest in people and teams

Help people gain the knowledge, skills and confidence to deliver better services. Do this through coaching and other development opportunities. Place a particular emphasis on helping teams to deal with real service issues.

Use evidence and lever technology

Use data and evidence to inform practice and service changes. Use technology and e-health solutions to help increase efficiency and to progress innovative practices.

Deliver public value and be accountable

Ensure the voice of service users and communities is at the centre of policy and service design decisions. Strengthen accountability within your service to reflect what is important to the people you serve and to your team.

Network and partner

Build on existing networks and partnerships throughout the health and social care system to help create a shared energy for change.

Support behaviour change

Increase your understanding of the factors that can lead to sustained change in behaviour. Create positive working relationships of trust to help individuals and teams change their behaviour. Address unacceptable behaviour.

Practice collective leadership

Be aware of your own leadership style. Consider how best you can share and develop leadership in your team as you work towards a shared purpose. Build networks of support with other teams to deliver better services.

Model shared values

Are your service values clearly understood? Show these values in your behaviour and actions to create a culture of care, compassion, trust and learning. Work with colleagues to influence and demonstrate shared values.

Engage and communicate

Support early and ongoing engagement with service users, families, citizens, communities and frontline staff. Value and use their experiences to ensure people's needs are defining change.

Change is not linear…

…It requires trust in relationships

➤ Allow what's emerging and respond flexibly

➤ One change can result in unforeseen outcomes

➤ Making sense of disruption and chaos helps us to adapt to emerging challenges and opportunities

@HSEchange_guide

Health Services Change Matters

Thank you

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- General presentation of the institution

- The role of leadership in the institution

    ○ Leadership models, practices and impacts

- How to manage change in the context of complexity of person-centered care approaches

General presentation of IIHSCJ – Psychogeriatric Center Parede|Cascais

- The Psychogeriatric Center is one of the 12 health institutions of the Hospitaller Sisters in Portugal

- It was founded in 1948

Mission:

Provide specialized and humanized care in mental health and global rehabilitation;

With clinical and technical quality, scientific rigor and innovation;

Looking for person-centered care with respect for the individuality;

It combines science and humanity in integral care for the person.

The role of leadership

Leadership models and practices

Hospitaller Model:

1. Assistance Model

Holistic care; person-centered care; multidisciplinary care; continuous improvement; science and humanity

2. Management and administration model

Based on institutional identity; ethical conduct; equity and solidarity; sustainability; innovation; promoting technical capacity; identification of new community needs; establishing synergies

The role of leadership

Leadership models and practices

Hospitaller Model:

3. A model of relationships with professionals and society;

Continuous development of professionals; dissemination of the institutional mission; professional admission process; work model based on ethics, trust, effective communication and active participation;

Social commitment.

The role of leadership

Leadership impacts

Attention to the people who collaborate in the hospitaller mission is important for us.

Values inspire us in learning about being and know-how.

Desired behaviors:

Promote that professionals feel part of the hospitaller mission and share it;

Motivate professionals to know and put into practice the institution's values;

Strengthen the feeling of belonging and motivation;

Try to do good freely, focusing on the positive impact it will have on the lives of sick people;

Provide holistic care;

Promote respect for others;

Put the sick person at the center of action.

The role of leadership

Leadership impacts

Desired behaviors:

Encourage team participation in decision-making;

Share new challenges and scientific knowledge with the team;

Establish close and trusting relationships with the team;

Be an example to others;

Communicate assertively, developing in others feelings that combine good practices;

Ensure team cohesion and a sense of co-responsibility;

Encourage moments of reflection; understand the error;

Encourage the development of human capabilities.

How to manage change in the context of complexity of person-centered care approaches

We understand that leaders are multipliers of hospitaller style and values. The awareness and responsibility we assume towards the teams and the mission project make us catalysts for change and growth.

Make the team feel like they are part of a big family, which welcomes, brings together, cares for and respects each person.

The permanent application of the Hospitaller Model, rigor, human and professional skills, management efficiency, teamwork, adaptation and permanent updating of teams, is our way of responding to the complexity of person-centered care.
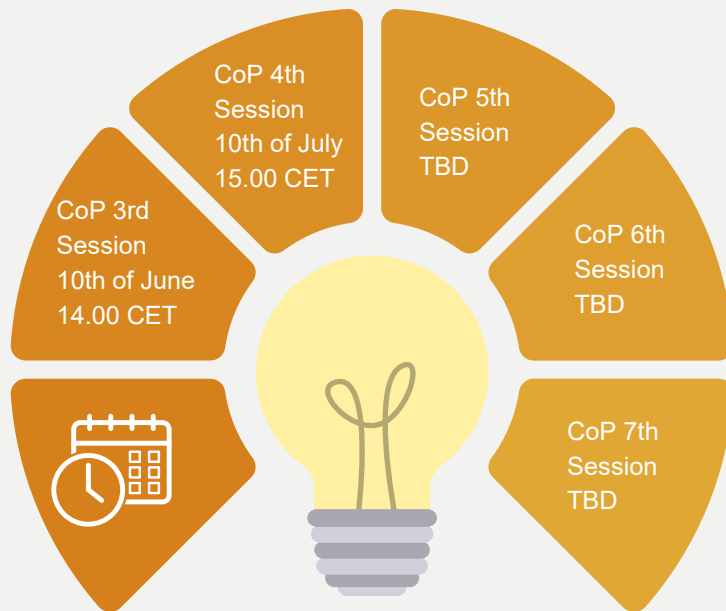
The Compass platform

A Community of Practice (CoP) is a group of people who share a common concern, a set of problems, or an interest in a topic and who come together to fulfill both individual and group goals. According to Wenger (1998), CoPs:

(1) Educate by collecting and sharing information related to questions and issues of practice;
(2) Support by organizing interactions and collaboration among members;
(3) Cultivate by assisting groups to start and sustain their learning;
(4) Encourage by promoting the work of members through discussion and sharing and
(5) Integrate by encouraging members to use their new knowledge for real change in their own work.

COMPASS' CoP is an European Network of care managers and care workers interested to share experience and skills, build a common language, and support the consolidation of a new professional vision in the context of Person Centered Care Practices in aged-care.

Forum

A forum where you can network with your colleagues across Europe

Read more

Resources

A repository of resources, practices, tools and best practices on person-centered aged-care and leadership in person-centered care
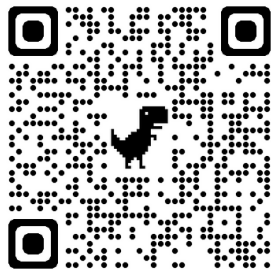
Read more

Events & seminars

During 2024 we will organize monthly online webinars dedicated to person-centered care related issues.

Read more

leadingcare.eu/community-of-practice

Evaluation Questionnaire of the 2ª Session

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