

Leading Person-centred care and practice webinar | August 2021

Shaun Maher, Strategic Advisor for Person-centred Care, Scottish Government introduced the webinar by presenting the concept of 'Intelligent Kindness' as a catalyst for reforming cultures in health and social care.

At [our first session](#) in this summer series of webinars we heard from people leading on person centred approaches to care and support planning. They highlighted the importance of talking with people, taking an asset based approach and focussing on good outcomes.

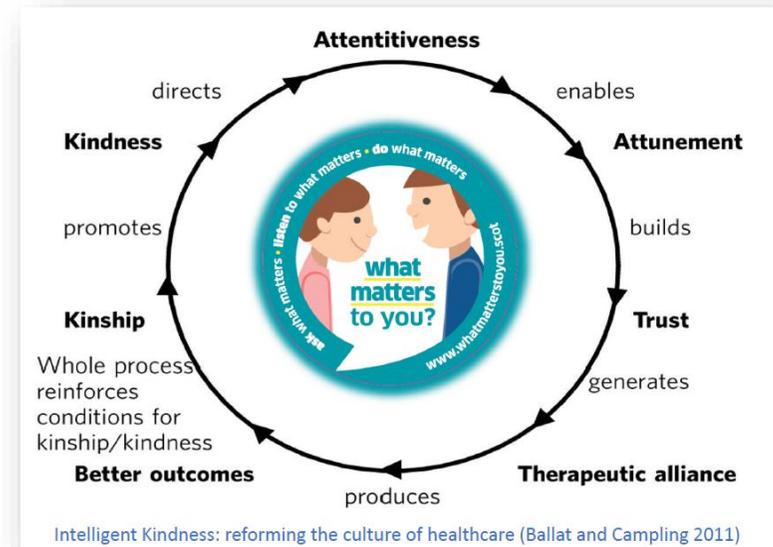
The importance of leadership was also a key theme emerging. This was in regard to developing cultures that enable health and social care staff to be person-centred and use relational approaches to support good outcomes.

What seemed to be important is that:

- Leaders have a role in making person-centred practice the norm and embedded within organisations
- Person-centred practice needs to be embedded into the DNA of an organisational culture – extending to leadership practice
- Person-centred approaches are used between colleagues as well as with those people who receive care or support from health or social care staff

"Person-centredness needs to be hardwired into how we do all our business."

"It struck me the parallels with person centred care and trauma informed practice particularly around kindness, openness and communications."



The science of kindness: <https://youtu.be/O9UByLyOjBM>

Aims of the network:

To enable people to connect, reflect and learn

To build knowledge, skills and interest in improving person-centred practice

To support collaboration and sharing across sectors



Alex Dunn, Unit Lead, Person centred and Participation Teams *Scottish Government*

We heard from Alex Dunn about what the Scottish Government has been doing to support person-centred culture within organisations.

The Scottish Government position on person-centred care and practice

Collaboration is key to care and support being person-centred. This includes equal partnerships and an embedded person-centred culture within the organisations involved in delivery.

The Scottish Government's ambition is to ensure that services are co-produced with communities and support the whole person.

What's happening:

- [Our Voices framework](#) ensures that the voice of the service is heard and to support improvement and empower people to be equal partners in their care
- [The complaints handling](#) procedure is more person centred
- [Care Opinion](#) provides an anonymous way to feedback to services
- Work around [self management](#) has supported people to take control
- Increasing [health literacy](#) helps people understand and take control (COVID has really shown the importance of this); the [Health Literacy Plan](#) is currently being refreshed to reflect learning from COVID-19

To find out more contact: alexandra.dunn@gov.scot

Key messages:

- Person-centred principles should extend throughout the whole organisations, not just at the point of delivery
- The Scottish Government has person-centred care as a core strategic priority
- There are a wide range of initiatives under way to help develop and support person-centred care

Person-centred visiting

There is a commitment for person-centred visiting to shift control to patients and families. This involves partnership with clinical staff to ensure that they are involved and empowered to develop systems that they are comfortable with.

COVID disrupted this work but planning is underway to see this return.

Opportunities to develop further

The COVID-19 pandemic was hugely disruptive and challenging for families, people and NHS staff.

However, in response to the challenges we saw excellent examples of collaborative working with good ideas able to be implemented quickly. It is important to keep this culture.

The Person-centred and Participation team is working across Scottish Government colleagues to make sure person-centred care approaches are there across everything we do.

Professor Caroline Hiscox, Chief Executive NHS Grampian

We heard from Professor Hiscox about the work in NHS Grampian to develop a leadership approach that supports person-centred care.

Leadership and Culture Change

Achieving person-centred care isn't just about the patient-staff relationship but about a whole system culture. It is the job of leadership to guide and support this culture.

Core principles of the framework for Person-centred Practice:

- Treating people as individuals with their own life history
- Respecting their rights as a person
- Building on mutual trust and understanding
- Fostering the development of a therapeutic relationship

Leadership, trust and honesty

It is important for leaders to be self-aware and reflective:

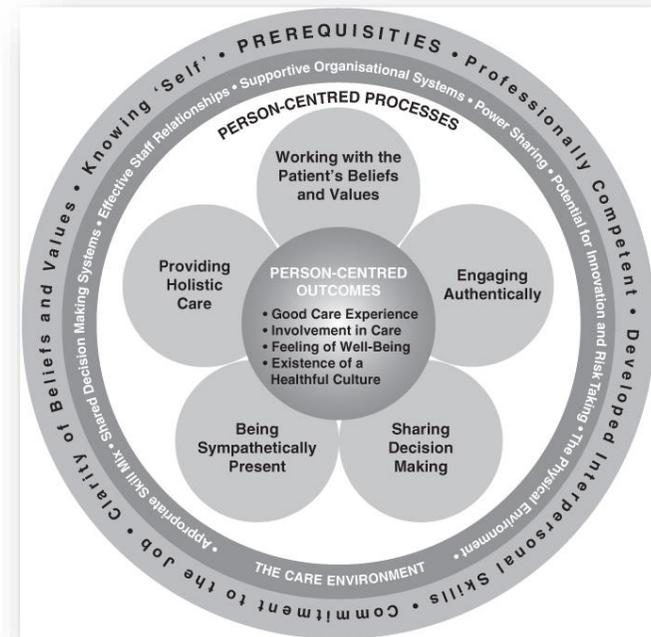
- Kim Scott's [Radical Candour](#) encourages honest conversations, caring personally and giving challenging feedback directly
- We are trained to be 'professional' and not show too much of ourselves but in showing vulnerability leaders can create a space for others

Watch Caroline's presentation: creating the right conditions to enhance person-centred cultures and care

To find out more contact: caroline.hiscox@nhs.scot

Key messages:

- Achieving person-centred care is not only about what happens at the 'patient/client interaction level'
- Every level of an organisation needs to work to create cultures
- It is a leadership job to keep developing self-awareness and create conditions for person-centred culture



The Person-centred Practice Framework
(McCormack and McCance, 2017)

Iain Ramsay, Professional Social Work Advisor

Scottish Government

We heard from Iain Ramsay about how leadership can support better person-centred practice across social care.

Leadership and culture in a complex system

Social work and social care is a complex system with lots of professions and disciplines. COVID has shown the importance of this collective system, but it can be difficult to navigate. Key elements that can support leaders to help change and embed culture include:

- Co-production
- Openness and trust
- Awareness of contextual factors – e.g. power, professional role, poverty, social exclusion
- Our personal and professional selves
- Emotional intelligence and use of self

Leadership challenges

- Different organisations have different cultures which take time to form and change
- Silos can promote division between teams
- When teams get stretched there is a tendency to become entrenched - 'we revert to counting things'
- There can be a passive acceptance of bad practice

To find out more contact: iain.ramsay@gov.scot

Key messages:

- Emotional intelligence is an essential leadership skill
- In the complex professional and organisational environment of social care, it is important to understand culture and develop clear communications
- It is important to reflect

How do we go about unblocking some of these barriers?

- Whole system working is the approach we need
- Developing a clear understanding of the whole system helps us see what tensions other people are dealing with – supports empathy and lack of judgement
- Move towards a collective ownership for the system and the outcomes from the system – help us think about people as individuals and journeys

How do we develop collective ownership?

- Often our monitoring techniques entrench a transactional culture, changing this can help staff do what they know is best for the person
- Scottish Government and boards need to enable leaders at all level to do better and do what is needed
- Leadership at all levels

Leadership for the future

Delegates at the first webinar in our summer series were asked ‘**What is your 2040 newspaper headline about person-centred care?**’ and then they collectively explored what would be needed to achieve these future ambitions. In this webinar, delegates built on these insights to explore **what is needed from leadership as we move into recovery.**



What do leaders need to enable person-centred care and support?

- **Time** – to develop leadership approaches and co-produce with staff
- **Toolkits** – to help facilitate conversations
- **Supportive environments** – to help build confidence and give permission to make important changes
- **Self-awareness** – to understand their role within a wider organisations and recognise different dynamics that can impact their effectiveness

What do staff need from our leaders to deliver person-centred care and support?

- **Time** – to learn about new frameworks and understand the evidence behind the,
- **Space** – to work as a team and collaborate
- **Willingness** to change
- **Good communication** – relating to new ways of working, with clear instructions and information
- **Encouragement** – to create psychologically safe spaces for reflection and promote good working

What key challenges/barriers do leaders face in trying to embed person-centred care and support?

- **Targets** such as waiting times can make people focus on silos and process
- **Lack of collaboration** with other sectors
- Staff and resource **shortages**
- **Lack of support** from senior leadership

In what ways can leaders support and enable staff around the key challenges/barriers to delivering person-centred care and support?

- **Listen**
- Support **collective reflection and development**
- **Lead by example** through good supervision and conversations with staff
- **Value staff** at all levels

“It would be good to see a national intention to engage organisational development departments around person-centred leadership - would feel more joined up.”

Snapshot of feedback from this webinar

“Excellent speakers, resources, inspirational and thought provoking. Take home message for me - whole system working together.”

“Excellent presentation comments and thoughts, good learning and things to take away for me are the trust between colleagues with those they are working alongside and their leadership - thank you.”

“Its been really interesting hearing the comments and it struck me the parallels with person centred care and trauma informed practice particularly around kindness, openness, communications.”

What next?

1 Would you like to help us **plan future network events and activities**?
The commitment would be roughly 1 hour per month by MS Teams meeting.

- **Send your note of interest with some details about yourself and your role to:** his.personcentredcare@nhs.scot

2 Do you want to share helpful **person-centred or relational care resources, tools or knowledge, start a conversation or collaborate** with other network members around person-centred practice?

- **Join our new** [MS Teams channel here](#).

3 Would you like to get to know the network members?
Join our **Randomised Coffee Trial (RCT)** before **1 September 21**.

- **Find out more** about the RCT and [sign-up here](#).

Person-centred Care Network



What is it?

The Person-centred Care Network is a community of practice that supports health and social care staff to put people at the centre of care and support. It does this by offering:

- regular learning and reflection opportunities
- spaces for networking, collaboration and exploration of practical challenges in delivering or leading person-centred care
- access to current evidence and learning from local practice in Scotland
- opportunities for skills and knowledge development

Who is it for?

The Person-centred Care Network is free and is open to anyone who works in health or social care in Scotland interested in Person-centred practice. You can find out more about the network on the [Network webpage](#).

Follow this link if you would like to [join the Person-centred Care Network](#).