



**Person
Centred
Voices**

Effecting Change

Evidencing culture change
in **compassionate care**



KINDNESS PARTNERSHIP LISTENING
COMPASSION CARE WELLBEING COMMUNICATION

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A message from the Cabinet Secretary

The Scottish Government has set out in its Programme for Government a firm commitment to create a stronger more resilient nation, equipped to meet the challenges we face today and those of the future. In doing so we must make sure that we always prioritise the needs of people. The excellent work of our NHS, care services and third-sector partners is vital to help us achieve this bold ambition to build a Scotland that is healthier, fairer and more prosperous – a compassionate society that supports people from all walks of life to live well and achieve their maximum potential.

This is an ambitious aim and we know that we have plenty of work to do in challenging times. But as the case studies in this report show, when we work together and keep this goal in sight progress can be made. The work to develop person centred organisations, demonstrated in these examples reminds us that for person centred care to be consistently experienced by people, those services need to operate in a way that is caring and compassionate towards their staff.

In particular, the National Care Service is one of the most significant pieces of public service reform for a generation. The Scottish Government has committed to design it together with people who have first-hand experience of accessing and delivering social care support services. The National Care Service will pave the way for more integrated and person centred care.

In our NHS, we are focusing on reducing waiting times, improving access to rapid diagnostic services and the creation of a Patient Safety



Humza Yousaf MSP
Cabinet Secretary
for Health and Social Care
Scottish Government

Commissioner for Scotland, amongst many other things. The new Patient Safety Commissioner's role will focus on championing the voices of people who receive care or support, helping to improve coordination across the patient safety landscape and respond to concerns about safety issues. These examples demonstrate our commitment to create a people-focused, compassionate health and care service that delivers the care people need, when they need it. Listening, learning and improving together.

Scotland's people are at the heart of everything we do. We are proud of our diverse and inclusive society which respects, protects, and fulfils the human rights of everyone who lives here, and where everyone can live free from discrimination and reach their full potential.

“ I alone cannot change the world but I can cast a stone across the waters to create many ripples.

Mother Theresa
Nobel Peace Prize Winner

”

Person Centred Voices creates ripples for change and improvement. As you read through this publication you will see the question integral to our work: “how can we change systems in positive ways and in ways in which we ourselves, can take ownership of the change?”

Why do we need change? We need change because people feel disempowered in systems and sometimes drown in administration and bureaucracy. One of the frequent features of feedback that we receive from the Person Centred Voices work is that “you remind me of why I went into this profession in the first place. You connect me back to who I am.”

You will see and read about the range of tools that Tommy Whitelaw, National Lead for Caring and Outreach at the ALLIANCE, employs to support that system change. It is very clear from the evidence presented that asking people themselves what matters to them and listening to their voices is a catalyst for system change and improved staff wellbeing, creating a culture of improvement and listening.

It is a strange irony that sometimes when we are at our most vulnerable, when we feel invisible in the system, when we most need help, that often we feel least able to speak up and be heard and we lose ourselves.

Tommy tells a powerful story of love and compassion, taking us through his journey as a carer towards improvement and culture change. Many of us recognise in Tommy’s story, aspects of our own.

Irene Oldfather

Director of Strategic Partnerships, External Affairs and Outreach



I looked after my own mum from diagnosis of Alzheimer’s to end of life and with all the skills, networks and abilities that I had, I couldn’t navigate the system and I have many regrets about wishing I knew then what I know now.

The system changes that Tommy’s work is demonstrating ensures that going forward across the system we can evidence the benefits for those who use services but also for staff of kindness, care, compassion, listening.

All of the case studies in this publication are different, but what they have in common is that they tell a compelling story of what happens when we actually listen to people and what matters to them. We sow seeds, we create ripples, and we ensure that the stories of Tommy, his mum Joan and others effect lasting change in a system for good.

It has been a privilege to work with Tommy on this journey. He inspires, motivates but most importantly, connects to ensure that people are at the very heart of everything that we do – not just for the sake of it, but to ensure a better journey for those whom we care about, love and protect.

It's all about people and relationships

Tommy Whitelaw

National Lead for Person Centred Voices

As a former carer for my mum Joan, and now National Lead for Person Centred Voices at the Health and Social Care Alliance Scotland (the ALLIANCE), I have had the privilege of meeting thousands of carers and health and social care staff across Scotland and the UK, some you will meet in this publication who dedicate their lives to making a difference for others every day.

The heart of our work is listening to people, to share peoples stories of both receiving or working across health and social care.

Our first campaign 'You Can Make a Difference' was built on these stories, and the pledges from healthcare staff to make a difference through acts of kindness and understanding. In our latest work on Effecting Change, alongside ALLIANCE Director Irene Oldfather and Person Centred



Voices colleagues Laura Miller and Alistair Bruce, we have been working in partnership with NHS, health and social care, third sector, public sector organisations, universities, colleges, and care homes across Scotland to encourage kindness, listening and culture change that learns from the stories and experiences of carers, including my own journey, to place people at the heart.

Together, we can build a system that enables this, by placing kindness and compassion as a foundational element of our workplaces and communities.

It has been such a privilege to meet so many remarkable people who do incredible things every day, to help us keep safe, to care for us, and to support us to live better. My thanks also go to the people we have yet to meet or will never meet, who through their kindness and understanding make a difference every day.

It truly is all about people and relationships.

“

Over and above policies and strategies, it's people who make a difference. No matter what your role, no matter what you do, you have the potential and opportunity to help transform the lives and experiences of colleagues, carers, families and individuals.

”

Context

The Health and Social Care Alliance Scotland (the ALLIANCE) is committed to striving for transformational change that supports people to live well and realise their rights. The ALLIANCE recognises the value of cross-sectoral and partnership working to achieve this. The Person Centred Voices Programme (formerly Carer Voices) is a beacon example of collaboration in action to deliver culture change which puts people and rights at the heart of what we do.

For the last six years, the ALLIANCE's Person Centred Voices programme has been delivering training sessions in partnership with health and social care, third sector, and public sector organisations to encourage person centred practice that is driven by a number of key values and concepts: Value Based Reflective Practice, Intelligent Kindness, ['What Matters to You'](#) (WMTY) and Civility Saves Lives. In 2022, the project has now reached over 250,000 individuals across over 1,700 events to share these key messages of compassionate, person centred care to drive improvement in people's lives.

In order to evidence and evaluate this impact, this ALLIANCE publication captures the work of a number of partners in promoting culture change within their teams and organisations.

Each partner organisation has seen the impact of embedding value-based practice and rights within their structures, processes, and service delivery, and each can be viewed as a benchmark for effecting culture change in their particular sectors.

In working with each partner, the ALLIANCE has witnessed and been inspired by the impressive outcomes in each organisation.

This publication is an opportunity to celebrate this work and share examples of good practice that any organisation can adopt, to foster an environment of kindness and wellbeing for staff, clients, service users, patients, families and



Alex McMahon
Chief Nursing Officer
Scottish Government

“ I very much look forward with working with the ALLIANCE over the coming weeks, months and years. As the Chief Nursing Officer it will be important to work strategically with the ALLIANCE and others to ensure that person centred care is at the heart of everything that we do. Making a difference through a collective approach will be key. ”

Working in partnership with organisations across Scotland, this publication will:



Evidence a programme of transformational culture change through the delivery of Values Based Reflective Practice (VBRP)



Measure the impact of change at both an organisational and cross-organisational level



Promote cross-sectoral partnership and connectedness via shared values



Provide a blueprint for putting values into practice



Place kindness and compassion as foundational elements of organisational systems



Share good practice and learning



Caroline Lamb
Chief Executive NHS
Scotland and Director
General Health and
Social Care

“ Kindness and a willingness to listen to what people need and want should be at the centre of everything we do. For those of us in health and social care it must shape the decisions we take, the policy we develop and, most importantly, how we treat the people we look after. ”



Sara Redmond
the ALLIANCE Chief
Officer of Development

“ It has never been more important to be kind. In the bleak reality of the past few years, we have seen so many examples of the ways that people’s kindness has heartened and motivated us. ”

We are living in a period of challenge and change, with uncertainty in the political landscape, the COVID pandemic, the cost of living crisis, and major reform of the way our social care will be delivered.

What remains clear, is that people and communities matter most.

The work that Person Centred Voices and National Lead Tommy Whitelaw deliver on, explores the importance of kindness and the power of collective action. Asking people ‘What Matters to You?’ holds the potential to change the conversation and helps us understand people on a deeper level.

Throughout this report, there are examples of ways that the work of Person Centred Voices has supported people to think about their skills in person centred care, listening to people and change the narrative from asking ‘what is wrong with you?’ to ‘What Matters to You?’

Central to this work, is that it is underpinned by human rights principles, and ensuring that people are treated with respect and dignity. Our people are our greatest asset. ”

Key concepts

The Person Centred Voices programme is unique in bringing together a range of learning tools to create improvement and change. The theoretical work is bound by the powerful story of Tommy’s caring journey, and supported by the stories and messages which he collects.

This section considers the theoretical basis for the work.

Value Based Reflective Practice

The work of the programme is based on the principles of Values Based Reflective Practice (VBRP) which in essence encourages individuals to challenge themselves to reflect and change; to think critically; to take time out to contemplate; to consider the past and reflect on the present; and use these tools to change and inform future practice.

It can also help and support staff through more challenging experiences, helping to process and learn from them.

Key questions around VBRP which participants are encouraged to consider during sessions are:

- What have I learned?
- What changes will I make?
- What will I do differently?

Thomas Payne:

“ Every man of learning is ultimately his own teacher. ”

What Matters to You

Too often conversations with those whom we support in the health and social care environment can drift into asking 'what's the matter with you?'



Our Person Centred Voices programme works to encourage a different approach based on the ['What Matters to You?'](#) movement principles.

Therefore, complementing the Values Based Reflective Practice (VBRP) work is the What Matters to You (WMTY) work. WMTY is an international person centred care movement inspired by a 2012 New England Journal of Medicine Article on shared decision making, from Barry and Edgman-Levitan.¹ The underlying principle of 'Ask what matters, listen to what matters, do what matters' is intended to shift the power to the person who knows best about the help or support they need, whether it be a person with a medical issue or the clinicians or staff providing care.

WMTY conversations help healthcare teams understand what is 'most important' to patients, leading to better care partnerships and improved patient experience. Building the WMTY work into the Person Centred Voices sessions provides a space for organisations to consider how to take forward future person centred conversations. For an example of how an organisation can do this, watch our 'creating connections with art and kindness' film created in partnership with a day centre in Stirling (you can find this on page 28 in this publication). This work also aligns well to the ALLIANCE's wider work on [Self Management](#) whereby our team works with and financially supports community projects which identify innovation based on ideas and initiatives from people who want to effect change at local level.

The essential principle of the toolkit is asking constructive set of questions to ensure that we put the individual at the heart of conversations about their health and wellbeing.²

The five key 'Must Do With Me' principles

1. What matters to you?

What are your personal goals and the things that are important to you.

2. Who matters to you?

There should be a space to talk about the people that matter most in your life to help you to stay connected.

3. What information do you need?

You should always have full information in an understandable format, and you will be supported to make decisions that take account of your personal goals and the things that are important to you.

4. Nothing about me without me

You should always be involved in any decisions, discussions or communications about you.

5. Service flexibility

As much as possible, the timing and method by which you contact and use services or supports should be flexible and able to be adapted to your personal needs.

Together, these five 'Must Do With Me' principles of care will help to ensure that all of the interactions between people using services and the staff delivering them are characterised by listening, dignity, compassion and respect.

Ask what matters, listen to what matters, do what matters.

Intelligent Kindness



Kindness, then, is not a soft, sentimental feeling or action that is beside the point. It is a binding, creative and problem-solving force that inspires and focuses the imagination and goodwill. It inspires and directs the attention towards building relationships with patients, recognising their needs and treating them well. Kindness is not a 'nice' side issue, it is the 'glue' of cooperation required for progress to be of most benefit to most people.

Ballatt and Campling (2011) on Intelligent Kindness ³



The programme seeks to consider how we create a culture where staff can deliver compassionate care in a culture of kindness. Building on the other above elements of the programme, individual ownership is key to progress, as is understanding and compassion towards our peers. Every interaction of every individual in the system shapes or nurtures the culture of the organisation, and so the "standard that we walk past is the standard that we accept."

Professor Mike West has spoken about how compassionate leadership can drive innovation: "Patient and Citizen Groups which model compassionate leadership in their relationships create a powerful basis for cultures of innovation."⁴

Using very practical examples from Tommy's own experience, and from stories of carers and staff, the sessions paint a picture of how kindness can make a difference and how compassionate leaders can support system changes which create the climate for positive change and innovation. These examples of change and innovation captured in the case studies included are powerful examples of the principles of the Person Centred Voices work influencing practice.

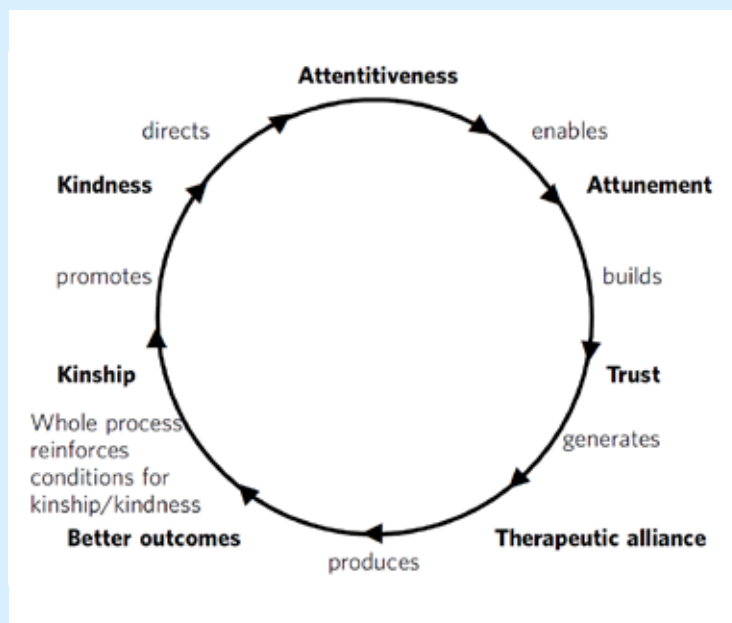
In any conversation about care, we ask health and social care professionals to ask people what matters to them, who matters to them and what kind of information they need. Once you've asked someone that and you've listened, you have an opportunity to do something. This is person centred care in action.



Intelligent Kindness: a virtuous circle ⁵

Diagram 1 illustrates the relationship in the virtuous system describing the compassionate relationship between the clinician and patient. Simply put, the more attentively kind that staff are; the more their attunement to the patient increases; the more trust is generated; and the more that trust is generated produces a better therapeutic alliance; which therefore results in better patient outcomes.

The overall result has been demonstrated to be reduction in anxiety, improved outcomes for staff and patients, reduced defensiveness and improved conditions for kindness.



Civility Saves Lives

The '[Civility Saves Lives](#)' agenda raises awareness around the impact that incivility can have on both individuals and teams. It can be anything from rudeness to unsociable speech, behaviour or emails.

The impact of rudeness can spread through teams impacting on those who experience it in different ways, but researchers have evidenced that instances of incivility can lead to a 20% decrease in performance and a 50% reduction in willingness to help others.⁶ Research is in infancy, but it has been observed that when staff perceive themselves as part of a good team, patient complaints reduce, staff performance improves, and standardised mortality rates improve.⁷

Rights Based Approaches and Turning Good intentions into Action

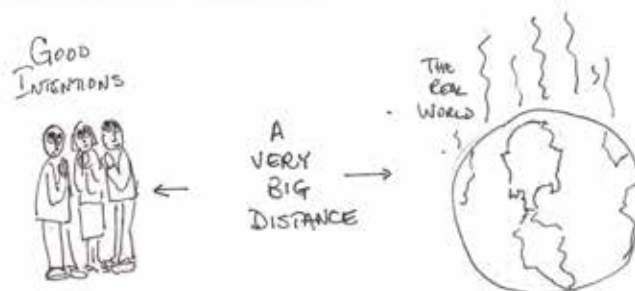
The ALLIANCE has worked very closely with other Third Sector Organisations in Scotland and the Scottish Human Rights Commission to ensure that rights-based approaches to health and wellbeing are put into practice to narrow the gap between policy and implementation, and to empower both individuals and staff to

take ownership of problems and solutions, thus creating improvement and change.

These are built into the Person Centred Voices programme in a very practical way through encouraging the [PANEL approach](#). Person Centred Voices strong track record in this area follows on from our Dementia Person Centred Voices programme which supported the work of the Charter of Rights for people with dementia and carers but looks to embed across the health and social care landscape.

Despite a busy policy landscape around Person Centred Care, including the Chief Medical Officer (CMO) work on Realistic Medicine, there remains a gap between policy and implementation. The programme considers this in relation to VBRP and asks participants to think about what difference they can make and how they turn their good intentions into actions.

Turning good intentions into purposeful actions



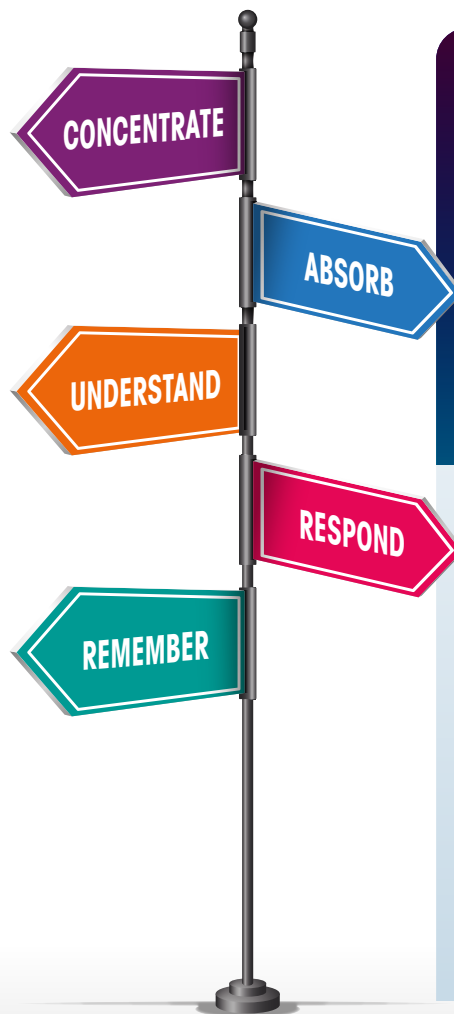
@stanny1hour
 @ALLIANCECares

To support health and social care professional in providing person centred care, Person Centred Voices also published a Five Steps to Change flyer with a focus on turning good intentions into purposeful actions.

We did this by creating the following tools:

- **5 Principles of Active Listening**
- **5 Things to Ask**
- **5 steps of the Panel approach**

'5 Aspects Approach' provides a toolkit to ensure legal protection, entitlement to services and person centred care, and assists in fostering positive cultural shift in the way that person centred care is perceived and understood across the sector and by people living with long term conditions.



5 PRINCIPLES OF Active Listening

- 1 CONCENTRATE** on what is being said
- 2 ABSORB** what was meant
- 3 UNDERSTAND** the meaning
- 4 RESPOND** in kind
- 5 REMEMBER** what was said/requested

5 Aspects To The PANEL Approach

That is that people with dementia and their carers have the right to:

- P** **PARTICIPATE** in decisions which affect their human rights
- A** **ACCOUNTABILITY** of those responsible for the respect, protection and fulfilment of human rights
- N** **NON DISCRIMINATION** and equality
- E** **EMPOWERMENT** to know their rights and how to claim them
- L** **LEGALITY** in all decisions through a explicit link between human rights and legal standards in all processes and outcome measurements

for People with dementia and their Carers in Scotland

Stepping out of the shadows

Effecting Change through Intelligent Kindness

“Be kind” is a refrain we hear often these days, whether at work, on social media or in other settings.

But what does it mean to be kind?

In its most basic form kindness is a feeling of connection, shared existence and mutuality that results in compassionate supportive human relationships and interactions. The term “kindness” has its origin in the old English word “kin” used to describe the close family connections that form us and usually support us through life. Kindness in its broadest sense, reminds us that we are all part of one big family by merit of our shared humanity – part of an interconnected, interdependent whole, whether we realise it or not. We all have something to gain from kindness and we all lose when it is absent.

Whilst on one level we might feel sad that we need to be reminded to “be kind” it is good to think about what kindness is and to remember that if we neglect to nurture the conditions that create and support it, we can begin to lose sight of the very essence of what it is to be a human-being. Perhaps one of the reasons we need to ask people to be kind is that we have taken our eye off the ball and inadvertently squeezed the opportunity and time for careful, compassionate human interactions, even in health and care services. The sheer complexity and busyness of our modern health and care system, the industrialisation of processes and the way we manage them, has perhaps skewed organisational cultures to focus more on processes and data with the result that people and the things that matter most are sometimes overlooked.

Whilst we obviously need to make sure we manage our resources prudently and ensure things are working as they should, this should not cloud our core purpose – to help people live life well and achieve the outcomes that matter

Shaun Maher

Strategic Advisor for Person Centred Care and Improvement at Scottish Government



to them. Focussing intentionally and carefully on the things that really matter is the deeper meaning and purpose of our work. Ensuring we have opportunities and time to do this carefully and compassionately is intelligent kindness. Intelligent kindness can have a transformative effect on organisational culture and performance resulting in higher quality services and more efficient use of resources. Kindness by design, is creating a system that prioritises opportunities and time to focus carefully on listening and then working with people to help them achieve the outcomes that matter to them. This intelligent kindness not only supports better outcomes and better use of resources, but it also energises staff, enabling them to connect meaningfully with those they support or care for.

The case studies in this report highlight how the work of Person Centred Voices has helped organisations to kick-start or sustain their focus on the careful, compassionate interactions that underpin a culture of kindness. This helpful report shares first-hand experiences from organisations who are working purposefully to create opportunities for these meaningful human interactions. This work is not easy and there are challenges as we navigate this path, but there is nothing more important, and as the case studies show, it can be done and it really does make a difference.

A collaborative approach

Feedback from our partners



The work of the ALLIANCE Person Centred Voices project is a feat of cross-sector partnership that does not wait for change, but leads it. The diverse approaches detailed in these partner case studies show that culture change towards a kinder, more compassionate society is not only possible, but we have a plan to do it.



Jackie Baillie MSP



In the course of delivering these sessions, led by ALLIANCE National Lead for Person Centred Voices, Tommy Whitelaw, the ALLIANCE has partnered closely with a number of organisations to deliver regular programmes of training to wide sections of their staff and volunteers.

These organisations have been committed to deeply embedding the values of Intelligent Kindness, WMTY, Civility Saves Lives and Active Listening across their organisational structures, and promoting a culture change towards holistic person centred practice.

- Social Security Scotland
- Chest Heart & Stroke Scotland
- Glasgow City Health and Social Care Partnership
- Scottish Ambulance Service
- NHS Ayrshire and Arran
- NHS Lothian
- Riverbank Day Centre
- Sheffield Teaching Hospital, Integrated Community Care

This publication charts the journey through partner organisation's experiences and reflects on what worked well, what the learning has been, how the values fit with individual organisational culture, and how they maintain value-based practices.

Each organisation has reflected through the medium of case studies on their journey to embedding person centred values. The case studies recognise the people at the heart of delivering change and celebrate the work of colleagues in each organisation through practical examples.

Person Centred Voices have learned from the experiences of these teams and organisations across Scotland, and hope this serves as a blueprint of how to effect change. While the actions and systems they have put in place are all unique, the approach is always the same: taking the time to ask what matters, listening to what matters, and doing what matters to people. These teams have evidenced that when you involve people in this way, you create the time and space to create more compassionate, thoughtful and equitable places to work – with a culture based on kindness that places people at the centre.



Janet Richardson
Deputy Director of Client
Services Delivery



Social Security Scotland
Tèarainteachd Shòisealta Alba

Social Security Scotland

Dignity, fairness, respect

ORGANISATION BIO:

Social Security Scotland is an Executive Agency of the Scottish Government. Established in 2018, the organisation was tasked with delivering devolved benefits and building a brand-new social security service for the people of Scotland. The organisation now delivers 12 benefits including Child and Adult Disability Payments, Scottish Child Payment and Young Carer Grant.

Q How did you become involved in this work?

As we continue to work in challenging times, it is important we take the time to think about how we support one another in the workplace and at home. We are committed to treating our clients, colleagues and external stakeholders with dignity, fairness, and respect – and kindness underpins all of this.

Our values come from designing a new service with the people who will need social security support in the years to come. We consulted people with lived experience of the benefits system to design a service suited to their evolving needs. Our challenge has been bringing these values to life at a time when we had to rapidly expand in order to deliver benefits across Scotland. We partnered with the ALLIANCE National Lead for Person Centred Voices, Tommy Whitelaw, to design a staff engagement programme seeking to embed these values into our organisation as our workforce grows – creating and sustaining a culture of kindness.

Q Who is involved in this work in your organisation?

From September 2020 to June 2022, the ALLIANCE in partnership with Social Security Scotland, delivered over 75 digital learning and development sessions on the theme of Intelligent Kindness to over 2,000 colleagues across Social Security Scotland, from Modern Apprentices to Senior Civil Servants.

Q What impact do you think this work has had on the culture of your organisation?

The Intelligent Kindness sessions have had a lasting, positive impact on me and my colleagues, leading to a consideration of person centred care at all levels, and a number of new activities and processes across Social Security Scotland. For example, we have:

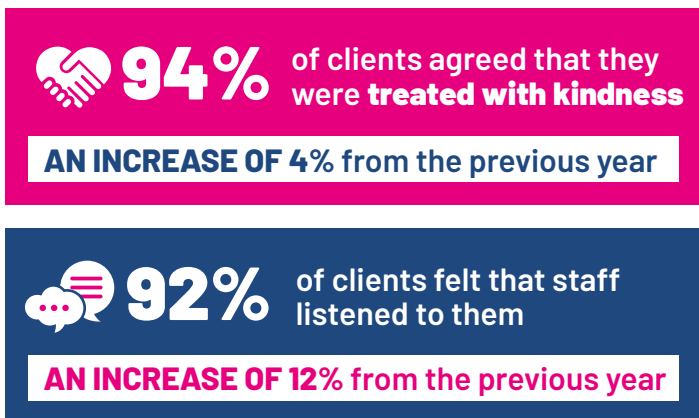
- Embedded the messages of What Matters to You within our corporate induction processes, Management Development Programme and new Leadership Toolkit

- Introduced an Intelligent Kindness Group, with colleagues drawn from across different branches across Social Security Scotland with a shared interest in the power of compassion and kindness
- Celebrated 'What Matters to You' Day each year, creating a focus on the key messages with staff and clients

Looking at the experiences shared through a staff survey following engagement with the ALLIANCE, we found that:



Our Client Survey Report between 2020 and 2021:



Further responses showed that clients felt that staff listened carefully to them and understood their needs.

It is clear that these sessions are not only helping to make Social Security Scotland a great place to work, but also a place where we treat our clients with dignity, fairness and respect, helping us create a culture of kindness.

Q Do you have any tips for other organisations on Effecting Change?

When you're working to support a culture of kindness in your organisation, think about using simple tools for:

- Promoting the importance of a person centred approach, and practicing active listening
- Embedding and promoting the importance of self-care
- Simply asking colleagues "What Matters to You?"

Doing this regularly, at all levels, will ensure that kindness is considered at every interaction.

“Quotes from participants of what impact this has had on themselves, their job their colleagues, the people that they give a service to:

“Everyone should attend these sessions. We have a real opportunity to build an amazing caring service for the people of Scotland (people who really need us just now). I will certainly be taking forward Tommy’s advice when building our Local Delivery service. This is my chance to make a difference. Thank you.”

“I feel that this will allow me to implement a practice which is client-led and based around what matters to them and the individuals supporting them, to ensure the service provision is holistic and person centred”.



Paul Okroj
Director, People Driven
Development



Chest Heart & Stroke Scotland

Keeping people at the heart of what we do

ORGANISATION BIO:

We are Scotland's largest health charity working to help people with chest, heart and stroke conditions live life to the full. Our amazing nurses, support workers and volunteers are here to make sure no one has to recover alone.



Q How did you become involved in this work?

We became aware of the work of Tommy Whitelaw, National Lead for Person Centred Voices at the ALLIANCE, in 2020 from feedback from colleagues in the sector who had engaged with him on Intelligent Kindness. Our aim has always been to support our service users, colleagues and volunteers to ensure we can support what matters to them.

We have 220 colleagues and over 1600 active volunteers raising funds and supporting 12,687 service users through community support/stroke nursing, including 4325 through peer groups and 2953 calls to Advice Line.

We engaged with the work of Person Centred Voices to further embed this approach across the organisation, and the Intelligent Kindness sessions supported this in so many ways.

Q Who is involved in this work in your organisation?

We initially delivered the sessions to our colleagues and then identified the importance of sharing these sessions with our volunteers across the organisation as well. The sessions have been extremely well received by colleagues and volunteers, and we had to increase the number of sessions we held due to word-of-mouth recommendations.

The fact that the sessions are focused on the importance of person centred care, self-care and active listening supports and amplifies our organisational aim of putting the health and wellbeing of our service users, colleagues and volunteers front and centre of all that we do.

Q What impact do you think this work has had on the culture of your organisation?

The sessions empowered colleagues and volunteers across all roles to reflect on how they can and do make a difference through their work and practice:

- **85% responded that the session had a positive impact on their area of work**

- **Colleagues stated that they were being more considerate to others, increased their active listening and increased their checking in with colleagues to support each other**

- **Post-training, colleagues came together to share what actions they had undertaken to build kindness into their everyday activities**

- **Teams set up Monthly Wellness drop-in sessions**

- **Teams have kept "What Matters to You" on their agendas**

- **Embedding kindness in all that we do as part of our organisational culture**



Q Do you have any tips for other organisations on Effecting Change?

It is vital that organisations keep the conversation live; build kindness and what matters to you into conversations in team meetings; encourage colleagues to share examples of how they have done this; and continue to promote kindness as part of the wider health and wellbeing of colleagues and volunteers.

“ Quotes from participants of what impact this has had on themselves, their job their colleagues, the people that they give a service to:

“The Intelligent Kindness session was excellent. I have attended many training sessions over the years, and this was genuinely one of the most powerful sessions I have been to.”

“Tommy spoke from the heart, and it moved me to tears. I valued the session highly and would urge anyone to go along if they haven't already done so. Tommy's story highlighted how we can all make a difference especially by being there for people going through something difficult and confusing.”

“Attending this session gave me better perspective of how carers and patients value our support and information, and what is important to them that we deliver.”

“This is an underpinning value of working with those in recovery. A good measure of what I do is to reflect on 'what would Tommy think' when making decisions.”

“It reminds me that I need to offer support by using open questions, being kind, and finding out what is important to the individual.”



Robin Wallace
Head of Services,
Older People's Residential
and Day Services



Glasgow City Health and Social Care Partnership

Artwork for care homes

Glasgow City Health and Social Care Partnership (GCHSCP) operates five residential care homes for older people across the city, all of which were significantly impacted by the COVID-19 pandemic in many ways. The wellbeing of both residents and staff was paramount in all responses throughout this time, but there is no doubt that the pandemic took its toll on staff resilience and morale.

As wider restrictions began to be relaxed, and the care homes moved to a position of recovery, it was viewed as important to reflect the staff's experiences which supported their wellbeing while providing a legacy expressed through art, which could serve as both a memorial and provide hope for the future of our services.

Q How did you become involved in this work?

The GCHSCP care homes already worked closely with the ALLIANCE, with Tommy Whitelaw, National Lead for Person Centred Voices, delivering talks and workshops on Intelligent Kindness to new staff upon induction, sharing the importance of listening to the voice of people living with dementia across our care homes.

The partnership secured funding to support staff wellbeing as part of our recovery planning, so with this already robust relationship being in place, the GCHSCP care homes partnered with the ALLIANCE in the delivery of a legacy arts project, working with their Artist in Residence Xuechang Leng. Xuechang is an architectural artist who worked with teams and individuals to develop pieces of art and sculpture which reflect moods and experience. Originally from China, Xuechang uses colour to express feelings and words in the Chinese language have representative colours.

Q Who is involved in this work in your organisation?

The pieces that Xuechang produced during the pandemic, including water colours and glass/acrylic pieces, have been extremely effective at creating therapeutic spaces which are meaningful to users and staff.

We held a series of workshops within each of the care homes, providing an opportunity Tommy and Xuechang to listen to staff about what matters to them. These sessions were focused on the incredibly important work that the staff carried out during the previous two years, and how they would wish for this to be remembered in the future. This series of workshops reached out to the whole workforce of the care homes, with the emphasis being that this was a celebration of the role that they have played in responding to the pandemic, and the response has been fantastic.

Q What impact do you think this work has had on the culture of your organisation?

The impact of the sessions was incredibly meaningful for the staff who participated, and feedback was sought both during the workshops and in the form of pledge cards, which everyone was encouraged to complete.

The stories shared through these cards were then used to form sketches and concepts for the new pieces of art. Initial sketches were shared with staff for their consideration to ensure that the art produced was meaningful and reflective of their experience, representing what matters to them.

Following these sessions, Xuechang then got to work developing the concept for the art which are now displayed in common spaces, dedicated to staff working at the care homes. The concept for the artwork is capturing the most common words shared by staff, families and residents about what is important to them, and representing these words as soundwaves - 'love', 'care', 'family'. Creating this visual reminder of what's important in our lives allows us to keep kindness and compassion at the heart of what we do.



It was a strongly held view of all staff that the pieces of art should be enjoyed by everyone, especially the residents of the care homes of which there are 550 across the partnership. This is achieved by placing them in the public spaces of the care homes, as an everlasting dedication to staff.



Final installations in care home common spaces



Pauline Howie
Chief Executive at SAS



**Scottish
Ambulance
Service**
Taking Care to the Patient

Scottish Ambulance Service (SAS)

Embedding kindness into our service

The Scottish Ambulance Service (SAS) is extremely proud of our people. Every single day we witness acts of kindness, compassion and selflessness from both our front-line clinical teams and also our support staff. Our people are firmly at the heart of who we are, and we value immensely the service that they deliver in often difficult and extremely challenging circumstances.

It is perhaps the word 'service' that resonates with our people the most. 'Service' is often considered to be putting the needs of others before ourselves. Within SAS, this means working with our partners to deliver sustainable and effective care, experience and treatment to serve the people of Scotland. Our vision of quality service drives everything that we do, and we recognise the extraordinary lengths that our people go to in the service that they provide.

We also recognise, though, that delivering a service can bring individual pressures for our people by placing demands on their physical and mental wellbeing. Through our health and wellbeing strategy, we are committed to promoting a healthy mind, body and lifestyle together with an environment that our people consider to be a great place to work. This means that we want to provide a culture of care and compassion where our people feel both valued and supported.



The chance to work alongside the ALLIANCE in supporting this vision was an opportunity founded in shared values and a common commitment to those who are involved in delivering health and social care. Cultural growth occurs best where our workplace behaviour aligns unequivocally with our workplace values. Themes such as Intelligent Kindness and Civility Saves Lives provide the fundamental building blocks of this alignment, promoting psychological safety and ultimately improving the wellbeing of everyone that we interact with.

One of the key enablers to this has been the engaging delivery of a number of keynote sessions from Tommy Whitelaw, ALLIANCE National Lead for Person Centred Voices.

Establishing peak rapport from the offset, he has used his presentations to vocalise not only why kindness in the workplace is important, but also how we can best put good intentions into practice. His understanding of the importance of human needs has resonated with our people: when we listen with attentiveness, we become emotionally supportive as a workforce, building trust, kindness and better outcomes. Having conversations around what matters to those around us drives inclusivity and fosters camaraderie and teamwork. By design, these are key outcomes that are embedded in our recently launched foundation leadership and management development programme for our first-level managers.

By entrenching the principles that Tommy addresses we are seeking to develop leaders who are both compassionate and people focused. Our culture is very much dependant on the ethos and

emotional intelligence of our people. In Tommy's words we believe that they are 'spectacular' and that 'they matter!' We very much want the messages that Tommy champions to remain at the forefront of our culture for all existing and future generations of our people.

Having already delivered to our trainee technician courses, Tommy has left a positive and long-lasting impression. With additional sessions scheduled for our BSc Paramedic Science students and also to our wider workforce, the feelings of optimism over future wellbeing culture are already palpable. To achieve our ambition of a sustainable healthy culture takes regular emotional investment from our leaders, clinicians, support staff and people that we interact with daily. We're immensely proud to have Tommy and the ALLIANCE as part of this journey and we wholeheartedly embrace our future work together.





Andy Gillies
Spiritual Care, Staff Care and
Person Centred Care Lead



Intelligent Kindness in NHS Ayrshire and Arran

Q How have you engaged staff with the idea of Intelligent Kindness?

In partnership with Tommy Whitelaw, National Lead for Person Centred Voices at the ALLIANCE, our focus has been around re-igniting the wisdom and power of kindness within our workforce, especially in times of such uncertainty.

Deciding to offer sessions on Intelligent Kindness during the busyness and complexity of the world felt somehow important, and we were astonished by the uptake and response from those who attended. Over the last year, we were able to host 20 interactive digital sessions where more than 500 members of staff were able to connect, and another 400 staff connected at our in-person events.

These sessions have enabled conversations in our corridors and in deep heart-to-hearts about what really matters. Throughout these sessions, our patients, their relatives and staff took the risk of sharing with us what matters most to them. Some of the most inspiring and restorative conversations included ones around the role of being a carer; of the value of community; of needing not only skill but compassion from healthcare staff; having enough staff; and countless more about how important family are.

"Feeling so moved - patients deserve the best care"

"Inspired by hearing someone speak so honestly"

"Privileged to be in this job, reminded I can make a difference"

"It's hard to measure but kindness is the best thing we give our patients and each other"

Mainstreaming Kindness in NHS AAA

Our spiritual care and staff care services have worked hard to embed Intelligent Kindness as one of their service standards, acknowledging the need to mainstream such transformative work. As have our nurse education leads, who have included Intelligent Kindness and spiritual care as core components of nurse induction.

All of this work around promoting 'what matters to' rather than 'what's the matter with' are essential in building our culture of kindness, of listening and growing together as partners in care. Our health board has a vision to offer the healthiest life possible for the people of Ayrshire, and we see kindness as the foundation for that to come to fruition.



Laura Harvey
Quality Improvement Lead



NHS Ayrshire and Arran

Patient Experience Team

Our patient's experience is extremely important to us, and we actively listen to 'What Matters' to our patients to help inform change and support improvement.



We work together with colleagues, patients and their families/carers focusing on person centred health and care to evidence a strong motivation for putting patient/family and staff experience at the heart of improvement work, and to encourage shared learning and good practice. We have implemented this in several different ways.

Patient Feedback

We have developed new methods of providing information on 'What Matters to You' including a freepost feedback leaflet, a dedicated telephone number and e-mail address. We also monitor Care Opinion, a national platform for sharing anonymous experiences of health and care services. This provides a variety of routes for patients to share how we can better support them, by listening what matters to them, then doing what matters with them.



Introduction of Patient Experience Volunteers

We have also reinvigorated our volunteer workforce through the newly created role of Patient Experience Volunteer. We received a great response to the role, and as a result we now have ten patient experience volunteers actively listening to what matters to our patients, and collecting patient feedback across inpatient wards within University Hospital Ayr and University Hospital Crosshouse.



Here's some feedback from Ann Daniel, one of our Patient Experience Volunteers:

"It provides a sense of purpose, allowing me to utilise my existing skills and experience...to contribute to service improvement and helping others."



Nina McGinley
QI Lead Nurse Excellence
in Care & Practice
Development



NHS Ayrshire and Arran

What matters to our community

'What Matters to You?' is a question that we ask daily to our patients and service users – but to truly embed WMTY within our organisation, we must also ask WMTY to our staff.

As part of our Newly Qualified Practitioner Induction, we invited Tommy Whitelaw to deliver an Intelligent Kindness session. Tommy eloquently and passionately describes his personal experience of caring for his mum, the challenges involved, and the impact that one simple question can make to someone's day. Offering time, space and an opportunity to listen can positively influence culture, and within NHS Ayrshire and Arran we are committed to embedding Intelligent Kindness in our Nurse Education sessions.



"I think the importance of listening, supporting and learning will be the main points that I will focus on throughout my practice"

WMTY for Staff:

Music is what matters to us

In Spring 2022, we formed the NHS Ayrshire and Arran (NHSAAA) Staff Choir, following a request by staff on what matters to them. Created by staff for staff, its sole purpose is to improve staff wellbeing. Singing has been evidenced as having a therapeutic effect on stress levels and this is evident during our choir sessions. We created a pre/post choir feeling thermometer, which demonstrated that staff felt less stressed following choir.

Led by our Musical Director Mairi-Clare McHugh, who is a GP Trainee within NHSAAA, our choir has representation from many staff groups including Hospital Volunteers, Nurses, Medical Staff, AHPs, Consultants and Board Members. Bringing staff together has many advantages, connections are made, and opportunities made available. Our choir practice is on our acute hospital sites, and often attract the listening ears of patients and relatives!



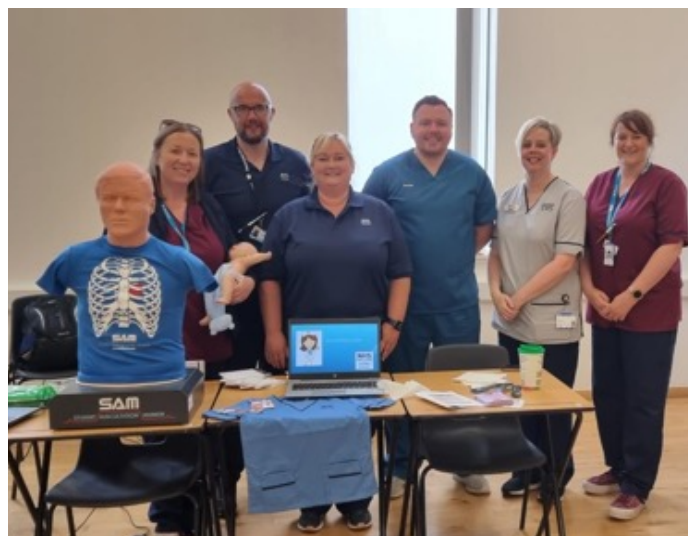
Once, during an evening choir session at our Ayr Hospital site, a patient relative joined our session and asked to bring her relative to listen, who had sung in choirs all his life and would love to listen. The patient, her father-in-law, was at end of life and receiving palliative care in our oncology unit. The staff sung beautifully for him: tears were shed, and hugs given. He told us it was important to him to hear music again before he died, so we invited him to join us in song and it is certainly a moment to remember for all.

WMTY for the Community: Community Schools

NHSAAA is committed to continuing community partnership relationships and supporting our community, and so both Medical and Nursing workforces have begun a community engagement programme, predominantly led by our Clinical Teaching Fellows (CTF), focusing on local schools. The programme includes “Medics against Violence” education, active participation in careers and health events and producing educational films in relation to healthcare that demystifies healthcare for children and young adults.



Our community work is extended to volunteering at sports events, with our CTF team facilitating a local Park Run and having a medical presence at local football games. We have also run CPR awareness classes in local pubs and restaurants, making learning accessible to all.



Partnership working with a local public house has seen the introduction and education of defibrillators in over 20 locations in East Ayrshire Health and Social Care Partnership. The bar staff have continued their learning and have since completed Naloxone administration training. ‘What Matters to Them’ is that members of the public, who access their establishment, have the assurance that staff can safely recognise and treat deterioration and have the knowledge of when to call for help.

Our school programme is raising awareness of careers in healthcare and an opportunity to listen to young adults and children. By continuing to grow our partnership working we will enable NHS AAA a greater understanding of What Matters to the people of Ayrshire.



Gillian McAuley
Nurse Director
Acute Services



NHS Lothian

'Kindness is the Secret'

Q How did you become involved in this work?

NHS Lothian have a history of strong partnership working with the ALLIANCE Person Centred Voices project. This has included numerous 'You Make a Difference' value-driven, reflective sessions with the ALLIANCE's National Lead for Person Centred Voices, Tommy Whitelaw, and the creation of a number of What Matters to You? 'pledge trees'.

Across NHS Lothian we know that one of the top reasons patients complain is due to staff attitude, with the person centred care assurance standard being one of the lowest scoring standards, which has a direct impact care planning. We know from international work that Civility Saves Lives, and that there is a direct impact on patient care when staff are not considerate to each other.

One outcome of this learning and partnership has been the formation of the 'Kindness is the Secret' programme across the Health Board, led by Gillian McAuley, Nurse Director of Acute Services, and sponsored by Tommy Whitelaw.

Q What is the 'Kindness is the Secret' Programme?



The 'Kindness is the Secret' programme is designed to support clinical and non-clinical staff to develop a person centred culture for patients and staff within their clinical or workplace environment: moving away from professionals

deciding what is best, to patients being experts in their care. The aim is to empower teams to change the system they work in and support a positive staff and patient experience.

Built on the foundations of 'What Matters to You', the programme provides staff with tools and techniques to engage in meaningful conversations and turn them into purposeful actions to help shape the delivery of care and promote joy in work, through the use quality improvement methodologies. Kindness is at the heart of everything the programme promotes, as it develops personal and professional growth in people. This will be delivered in line with NHS Lothian Values.

The programme offers a one-day champion certificate and a four-day ambassador certificate for clinical staff.

Q What impact do you think this work has had on the culture of your organisation?

We have implemented a variety of activities, processes and staff benefits aligned with the messages and values of the Person Centred Voices programme:

● 'What Matters to You':

We have implemented NHS Lothian-wide WMTY celebrations, site level education, awareness sessions and ward level activities to embed the message at multiple levels.

● **Team Building:**

We have hosted team development days, including outside activities. Here, teams learn how to develop shared visions to work more effectively together, using WMTY to get to know each other as people.

● **Building Leadership Skills:**

Ambassadors of the programme come back to present to the next cohort on what they have learned, and what change they have made, sharing knowledge and embedding the culture change further. Two of our Ambassadors have taken on new promoted roles.

● **Staff Wellbeing:**

We make sure to recognise colleagues' birthdays, check in with each other, share wellbeing resources in staff rooms, hold team huddles and provide staff massages!

● **Feedback:**

Ambassadors and Champions promote Care Opinion in their departments so they can acknowledge good practice and identify areas for improvement based on what patients tell us. Children and Young People Services have designed a character to encourage the use of Care Opinion.

● **Nothing about me without me:**

We have introduced Bedside handovers in Acute Adult Inpatient Wards, led by Kindness is the Secret Ambassadors. Involving the person and those of importance to them in conversations about their therapy and discharge plans is invaluable for patient outcomes and satisfaction.

Q Do you have any tips for other organisations on Effecting Change?

Based on our experience of the Kindness is the Secret programme, here are our key learning points:

- The pace and reach of our programme was challenged due to COVID restrictions, but we believed that staying true to the person centred nature of the content and waiting so it can be delivered face to face, enabling better human connection, was important.

- Understand that change takes time, especially if that change involves a cultural change which is often more difficult than changing processes. Be persistent, ensuring that messaging is consistent and looking for opportunities outwith the formal programme to draw attention to the person centred agenda.
- Highlight the positive change in those that have come on the programme to others, to encourage wider participation.
- Having the sponsorship of the ALLIANCE ensured this programme stayed alive in the hearts and minds of people, and it also opened up opportunities for collaborative working with other agencies, which fundamentally brings enrichment.

“ Quotes from participants of what impact this has had on themselves, their job their colleagues, the people that they give a service to:

“After attending the Kindness is the Secret Programme, I will treat everyone with kindness and respect and spread the love.”

“One thing I will change is focus on staff wellbeing, and what I can do to improve it.”

“After attending the Kindness is the Secret Programme, I focused on helping colleagues to de-stress, relax and relieve tension whilst at work.”

The key learning I took from Kindness is the Secret was: ‘it’s the small things that often make the biggest difference.’ In an organisation this big, change of attitude and culture starts small and spreads.”

Creating a 'What Matters to You' Tree

The Riverbank Resource Centre is run by Stirling Council to support adults with profound and complex needs in their own community with day support opportunities.

Following an Intelligent Kindness workshop with staff at the Centre, Tommy Whitelaw, ALLIANCE National Lead for Person Centred Voices, was told about the sad loss of a large oak tree next to the centre that was significant not only to visitors at

the centre but to the whole community. Working with staff and our Artist in Residence Xuechang Leng, Tommy arranged for the painting of a 'What Matters to You' tree, as a space for staff and service users to share their stories and what is important to them.



Artist Xuechang Leng with service users and carers at the Riverbank Centre.

Following restrictions on the services the Centre could provide during Covid-19, Pamela, Team Leader at the Centre said:

"We want the tree to mark the fact that we're moving on from the last couple of years and coming back together as a team".

The mural also provides new ways of support to visitors, as Julie, a Day Service Support Partner at the centre said:

"The tree gives us a way to help our service users communicate their feelings and emotions".

Stephanie, also a Day Service Support Partner, said that "It's also important that we understand as staff that we're also learning from our service users, and it's not about us teaching them, it's also about them teaching us: we all work together."

Tommy: "We hope it encourages learning a little bit about each other, a conversation as you're walking by, and helps another form of storytelling: finding out what matters to people that attend and work at the centre."

Iain, Caretaker: "What we're doing is something that everybody can get involved with, and it means something."

Xuechang, Artist: "The oak tree represents the staff that are working here and taking care of people here, and so I hope through this painting that people can know the contributions of the staff, and encourage people to love each other."



Examples of what matters to service users and staff on the tree.

Watch our short film on the painting of the mural, speaking to staff about what it means to them and their service users:



Induction sessions



Person Centred Voices has made it a priority to emphasise the importance of kindness and person centred care to new staff in particular, by hosting regular induction sessions that encourage reflection on these values early in the careers of professionals working across multiple sectors.

Our partners have shared their experiences of these sessions and the value this has provided for their new staff.

QUOTES FROM ...

Jane Joy, Nursing & Health Care School, School of Medicine at University of Glasgow

“ I have been working with Health and Social Care Alliance Scotland and value the contribution especially from Tommy Whitelaw, who speaks annually to our students on the impact of kindness and shares his experiences of looking after a loved one who was living with dementia. Tommy has also invited me to speak at the ALLIANCE on the opportunities Service Users and Carers have in nurse education and how important they are in sharing their experiences with students. It's been so helpful working with the ALLIANCE over the years. ”

Scott McNeill, Service Manager at South Lanarkshire Health and Social Care Partnership

“ South Lanarkshire Health and Social Care Partnership's Care at Home Team have been working in partnership with Tommy Whitelaw from the ALLIANCE since 2019. Tommy provides an input to the onboarding programme for new staff joining the service. The sessions are inspirational and delivered with real passion. Staff have found the inputs very thought provoking, and some have described this as having a profound effect. The sessions have been truly inspirational and helped to promote the importance of putting people at the heart of everything that we do. ”

Steven Smith, Associate Head of Nursing, School of Health and Social Care at Edinburgh Napier University

“ Tommy Whitelaw has provided Intelligent Kindness sessions for our first-year student nurses undertaking a theory module titled, 'Caring for self and others at Edinburgh Napier University'. Tommy has now presented to more than three thousand students over recent years. Tommy's presentation is perfectly linked to our module learning outcomes, and the added value that Tommy brings is how theory is brought to life and made real to practice. This is through describing his own caring experiences but also his engagement with current policy, broad networks and projects and an emerging evidence base. ”

Our students consistently provide very positive feedback about Tommy's input, they report feeling inspired, emotional and how this learning will impact on their practice. They describe heightened awareness of the importance of understanding the experiences of people we care for, their family / loved ones and the colleagues we work with. Importantly learning has also involved consideration of the core need to care for ourselves as nurses. We are deeply grateful for Tommy's ongoing contributions. ”

Jane McGuire, Glasgow City Health and Social Care Partnership

“ Tommy Whitelaw has been delivering sessions on the inductions we deliver to both Homecare and Older peoples residential staff since 2019.

The sessions encourage new HSCP homecarer's and residential staff at the start of their care career, to reflect on not only their beliefs, but also their actions when engaging with service users, residents and families. It is undoubtedly a positive learning experience. The sessions offer a personal perspective and a greater understanding of the impact they can have on those they are caring for. Enabling our staff to truly understand how it feels to live with dementia makes such a difference to how we care for people.

We all find Tommy really inspiring and can see from his talk not only the impact dementia has on the person, but also families and indeed the carers themselves.

We look forward to continuing our journey with Tommy and with his support on our training programmes making the lives of people who are living with dementia better. ”

“ At the heart of outstanding care, is kindness. Not as a soft and frivolous thing... but as actions and decisions we choose to make every single day. There is nothing more important than this, and if we get this right pretty much everything else can follow. ⁸

Bob Klaber, Director of Strategy Research & Innovation at Imperial College Healthcare NHS Trust

”



Iolanthe Fowler
GP and CD Integrated
Community Care, Sheffield
Teaching Hospitals NHS
Foundation Trust (STHFT)

Sheffield Teaching Hospitals:

Our journey to compassionate care

Q Why did you want to become involved in this work?

What if every person centred service started with asking the question 'What Matters to You?', every time? What if people centred services aimed above all else to meet people's needs as defined by them, and all outcomes were set with this in mind? It often feels as if we are constantly in search of a magic bullet to help our overwhelmed health and care systems – so could this be it?

In 2019 we hosted a personalised care and 'What Matters to You' (WMTY) Care Group Conference, attended by more than 500 people. Tommy Whitelaw, National Lead for Person Centred Voices at the ALLIANCE, was our keynote speaker, and our staff still talk about the amazingly positive impact of his presentation to this day. We had poster displays, cake competitions and presentations from staff showcasing their work and achievements in progressing the agenda around personalised, compassionate care, and WMTY.

Tommy has been a great ambassador and friend, and we have been well supported by the ALLIANCE, be it through individual encouragement and advice for our Combined Community and Acute Group (CCA) leadership team, or connecting us with others who are on various stages of similar journeys. Most impactful of all have been Tommy's monthly WMTY sessions for staff, which have evaluated extremely well,

with 100% of participants advising colleagues to attend. We are currently planning to extend these sessions and broaden attendance, encouraging any staff member from across the Trust to engage with the sessions.

Q What impact do you think this work has had on the culture of your organisation?

Over the last 5 years, our leadership team have pledged to build the WMTY culture into every aspect of our business as usual. It features in our business planning processes and documents, and our service development and improvement plans.



Board from one of our bases - Teamleader initiated for WMTY day 2022

We have supported staff to explore specific pieces of work that they are interested in, for example:

- WMTY walking 121's in Community Nursing
- A master's dissertation exploring WMTY and Health Coaching in Community Nursing
- The introduction of WMTY patient boards in one of our rehabilitation bedded units in the community
- And a pilot using new paperwork to support WMTY appraisals for staff

What Matters to You Champions

A key activity for us has been creating a WMTY Champions Group which meets every 4-6 weeks to listen, support, and swap ideas. This committed group of people continued to attend online meetings all through the pandemic (and have often commented that the meeting is their favourite meeting!), and we are still attracting expanding numbers of champions each meeting.

The WMTY Champions Group have led the celebration of WMTY Day each year, and for the last 2 years the Care Group have extended the celebrations across the whole month of June, with a variety of communications; newsletters; face to face briefings; presentations showcasing our WMTY work; and we have arranged various fun and profile-raising events such as WMTY cake competitions.



Cover of our WMTY Newsletter

WMTY as a foundational principle

New projects now consider WMTY as a foundational principle. For example, when our Sheffield Covid Long Hub service was being established, we adopted WMTY for patients and staff as the guiding principle underpinning the development of the service, and as with many of our services, WMTY forms the basis for evaluation and iterative improvement too.

Our Directorate and care group is often credited with leading the way in our approach to staff wellbeing, and for our innovative pursuit of a compassionate workplace culture. In our Directorate's recent annual review, we were delighted to achieve impressive staff wellbeing scores, benchmarking well above the group average to compare very favourably against similar NHS staff groups. We know that we cannot afford to be complacent though. Our staff are under unprecedented pressure to keep giving; to do more; for more patients; and more quickly. WMTY allows us to work towards providing a safe, compassionate, and joyful environment for all our staff, helping them to perform their roles to the very best of their ability, with the shared purpose of giving the best, personalised care, with compassion.



Do you have any tips for other organisations on Effecting Change?

Our advice to others wanting to adopt the WMTY and compassionate care approach is to:

- Persevere and appreciate any progress that you make, no matter how small the steps.
- Be grateful and accept any help and encouragement offered.
- Work with people who show interest and are keen to learn, to try out different things and learn together: these people will be your tribe and keep you going.
- Try new approaches if the first, second or third idea does not fall on fertile ground!
- Adopt an agile and multifaceted approach, to appeal to as many people as possible.
- This is a cultural shift, it will take years, but is so rewarding when it starts to grow.

Person Centred Voices: what next?



This publication has described a snapshot of the Person Centred Voices work, but our engagement programme continues to expand throughout many sectors and organisations across Scotland, creating a tide of change and improvement and a place to share and learn.

Working with partners including Scottish Government Directorates, NHS and Health and Social Care Partnerships, Police Scotland and Marine Scotland, we are sharing our key messages on kindness and person centred care through a range of methods including podcasts, short films and creative workshops, to inspire teams to embed reflective practices in their daily interactions.

How to get involved in our work

If you would like to get involved, you can email us at personcentred@alliance-scotland.org.uk to find out more.

You can:



Book an Intelligent Kindness session or workshop



Write an opinion piece for our monthly Person Centred Voices Newsletter or the ALLIANCE website



Sign up for the Person Centred Voices Newsletter

Join us on social media:



Twitter: @PersonCentredVo



Facebook: facebook.com/PersonCentredVoices

Learn more
about
Person
Centred
Voices



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 @tommyNtour

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About the ALLIANCE

The Health and Social Care Alliance Scotland (the ALLIANCE) is the national third sector intermediary for a range of health and social care organisations. We have a growing membership of over 3,000 national and local third sector organisations, associates in the statutory and private sectors, disabled people, people living with long term conditions and unpaid carers. Many NHS Boards, Health and Social Care Partnerships, Medical Practices, Third Sector Interfaces, Libraries and Access Panels are also members.

The ALLIANCE is a strategic partner of the Scottish Government and has close working relationships, several of which are underpinned by Memorandum of Understanding, with many national NHS Boards, academic institutions and key organisations spanning health, social care, housing and digital technology.

Our vision is for a Scotland where people of all ages who are disabled or living with long term conditions, and unpaid carers, have a strong voice and enjoy their right to live well, as equal and active citizens, free from discrimination, with support and services that put them at the centre.

The ALLIANCE has three core aims; we seek to:

- Ensure people are at the centre, that their voices, expertise and rights drive policy and sit at the heart of design, delivery and improvement of support and services.
- Support transformational change, towards approaches that work with individual and community assets, helping people to stay well, supporting human rights, self management, co-production and independent living.
- Champion and support the third sector as a vital strategic and delivery partner and foster better cross-sector understanding and partnership.



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