

# Awakening Compassion in Health Care Organizations

*Compassion in Action Webinar Series*

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## Moderator



**Kim Kania Vaillancourt**

Webinar Producer

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## Host



**Beth Lown, MD**  
Medical Director  
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## Today's Speaker



**Monica Worline, Ph.D.**  
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## Awakening Compassion in Health Care Organizations: A Social Architecture Framework

*Monica Worline, Ph.D.*  
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*Executive Director, CompassionLab, University of Michigan*



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## A Tale of Two Units

- We tend to think of compassion at the interpersonal level. Our attributions and explanations for the experience (or lack) of compassion in organizations are most often directed toward the people.
- Yet we have seen multiple cases of two units, filled with kind people, almost exactly the same in industry, size, and institutional position, but highly variable in terms of their capability for and competence at organizing compassion.

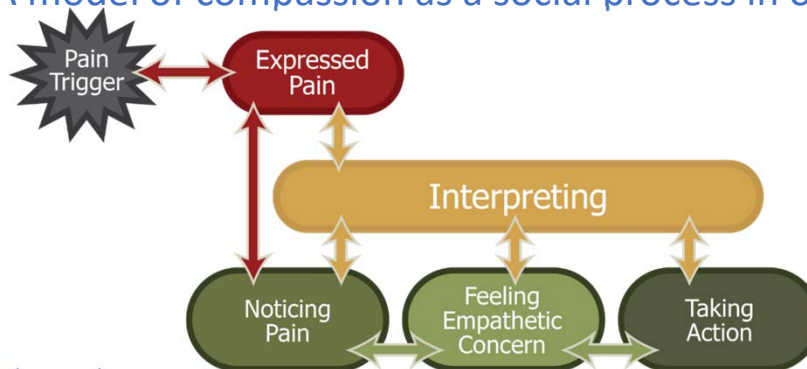


## Compassion defined

Sensitivity to the pain or suffering of another, coupled with a deep desire to alleviate that suffering.

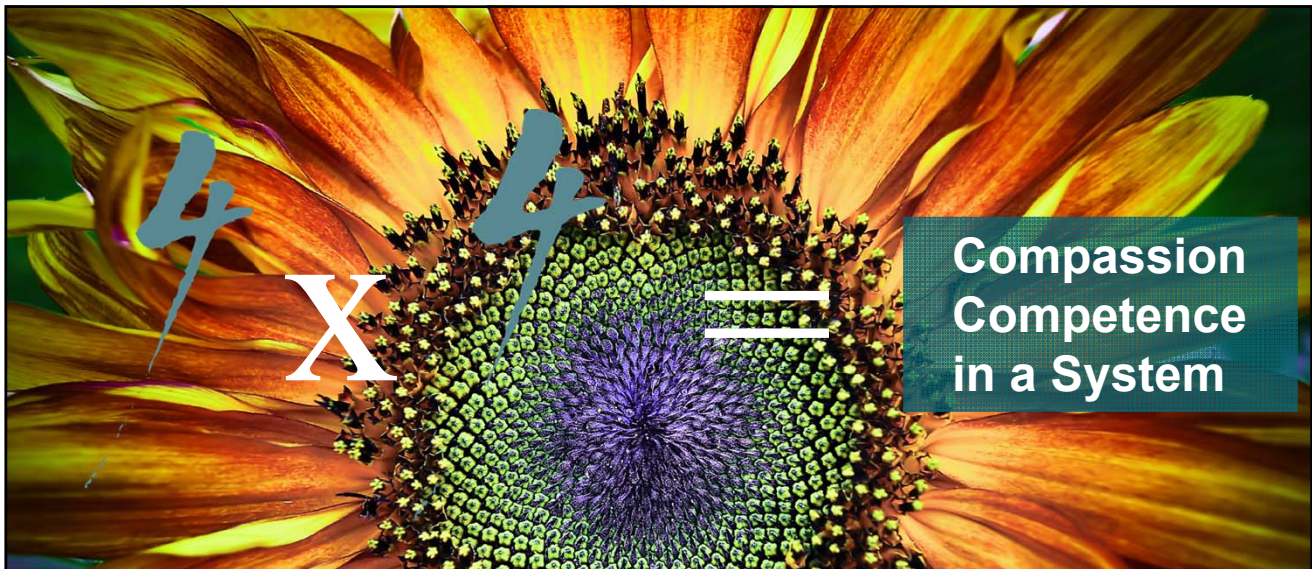
(Goetz, Keltner & Simon-Thomas, 2010)

### A model of compassion as a social process in organizations





## POLLING QUESTION 1



Compassion  
Competence  
in a System

## What do we mean by social architecture?

### ROUTINES

Recurrent, interdependent ways of accomplishing work (i.e. onboarding, training, meeting, deciding, rewarding)

### ROLES

Defined and emergent zones of responsibility that include for safeguarding the well-being of others as part of work

### VALUES

Aspirational goals & lived daily values that reinforce our shared humanity (i.e. respect, trust, care, teamwork)

### NETWORKS

Groups and relational ties in the organization's structure that help people feel authentically known

## How networks awaken compassion



### NETWORKS

Groups and relational ties in the organization's structure that help people feel authentically known

## How culture and values awaken compassion



### VALUES

Aspirational goals & lived daily values that reinforce our shared humanity (i.e. respect, trust, care, teamwork)

## How roles awaken compassion



### ROLES

Defined and emergent zones of responsibility that include for safeguarding the well-being of others as part of work

## How routine awaken compassion



ROUTINES

Recurrent, interdependent ways of accomplishing work  
(i.e. onboarding, training, meeting, deciding, rewarding)

## POLLING QUESTION 2



## A blueprint for awakening compassion in your organization

### ROUTINES

How might we redesign unexpected work routines to incorporate greater compassion?

### ROLES

How might we redefine roles to incorporate compassion no matter the job?

### VALUES

How might we make values such as shared humanity, respect, trust, and teamwork everyday lived experiences?

### NETWORKS

How might we create & support groups and relationships that help people feel authentically known

## Questions



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