

# Compassion Integration: Connecting Hearts and Minds with Action

*Compassion in Action Webinar Series*

May 9, 2017



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## Moderator



**Andrea Greenberg**

Communications and Partnerships Associate  
The Schwartz Center for Compassionate Healthcare



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## Audience Reminders

- This webinar is funded in part by a donation in memory of Julian and Eunice Cohen.
- You may submit a question by typing it into the Question and Answer pane at the right of your screen at any time.
- Please respond to audience polls by clicking on the answer of your choice.
- We value your feedback! Please complete our electronic survey following the webinar.



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## Host



**Beth Lown, MD**  
Medical Director  
The Schwartz Center for Compassionate  
Healthcare



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## Today's Speaker



**Mark Rosenberg,  
MD, FACP**




**Becca Hawkins,  
MSN, ARNP**

**Directors, Compassionate Care  
Providence St Joseph Health**





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## Compassion Integration: Connecting Hearts and Minds with Action

*Becca Hawkins, MSN, ARNP & Mark Rosenberg, MD, FACP  
Directors, Compassionate Care  
Providence St Joseph Health*



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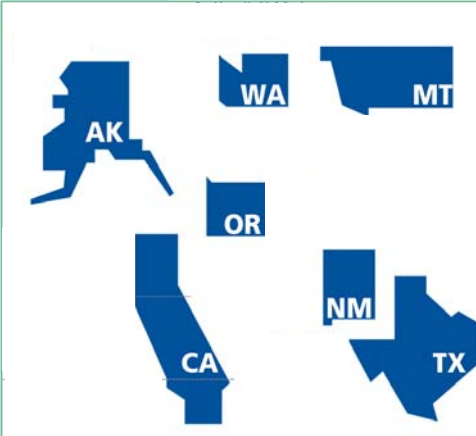


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## Objectives:

- Describe key concepts connecting suffering, compassion and burnout
- Discuss the integration and collaboration process for embedding compassion throughout a system
- Adapt compassion innovations to their own healthcare system's needs.

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	2015	2017
<b>All Caregivers</b>	<b>76,329</b>	<b>106,000</b>
Registered nurses	25,958	39,000
Employed physicians	3,579	23,000
Physician clinics	475	829
Acute care hospitals	34	50
Providence Health Plan Members	500,941	1.9 Million
Locations	Alaska, Montana, Oregon, Washington & California	Texas & New Mexico

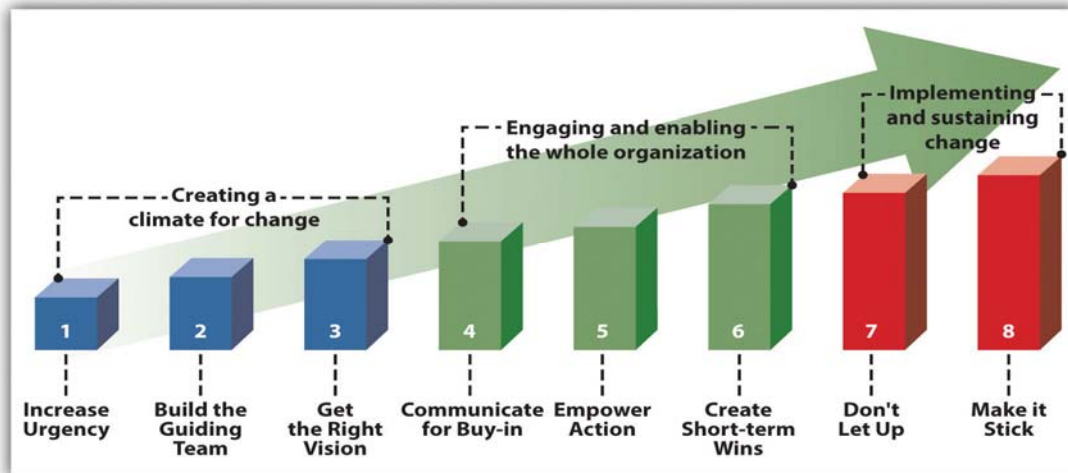
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## This Has Been One Wild Ride




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## Kotter's Process for Leading Change



### Step 1: Creating a Climate for Change

- Creating a resonant burning platform
- Sharing data that engages/supports
- Socializing key principles that focus
- Inviting authentic sharing of suffering

## Our Burning Platform



- Compassion is central to our mission and values
- Suffering of caregivers is real
- Suffering leads to burnout
- Burnout worsens all outcomes

## Compassion at the Heart of Our Organization

### Providence Mission Statement:

*As people of Providence we reveal God's love for all, especially the poor and vulnerable, through our **compassionate** service.*

### St. Joseph Vision Statement:

*We bring people together to provide **compassionate** care, promote health improvement and create healthy communities.*



## Our Promise Statement

Know me  
Care for me  
Ease my way



## Palpable Need of Employees

### Team stress

- *"Change in my teams caused frustration and made me feel alone"*

### Loss

- *"I feel sad at losing co-workers during "transformation"*

### Change

- *"Makes me unable to control change or support my people"*

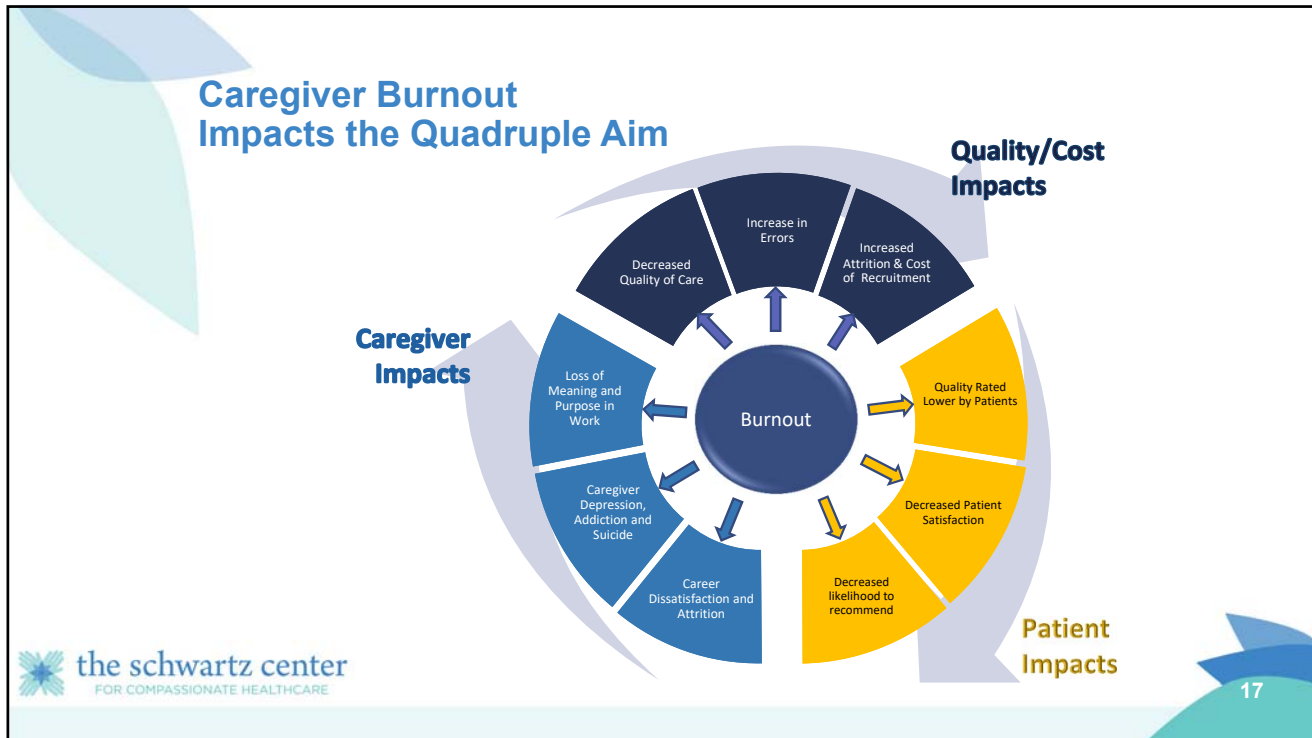
### Personal suffering

- *"I've heard leadership say "they just have to do it or just get rid of those who don't want to go along"*

### Work load

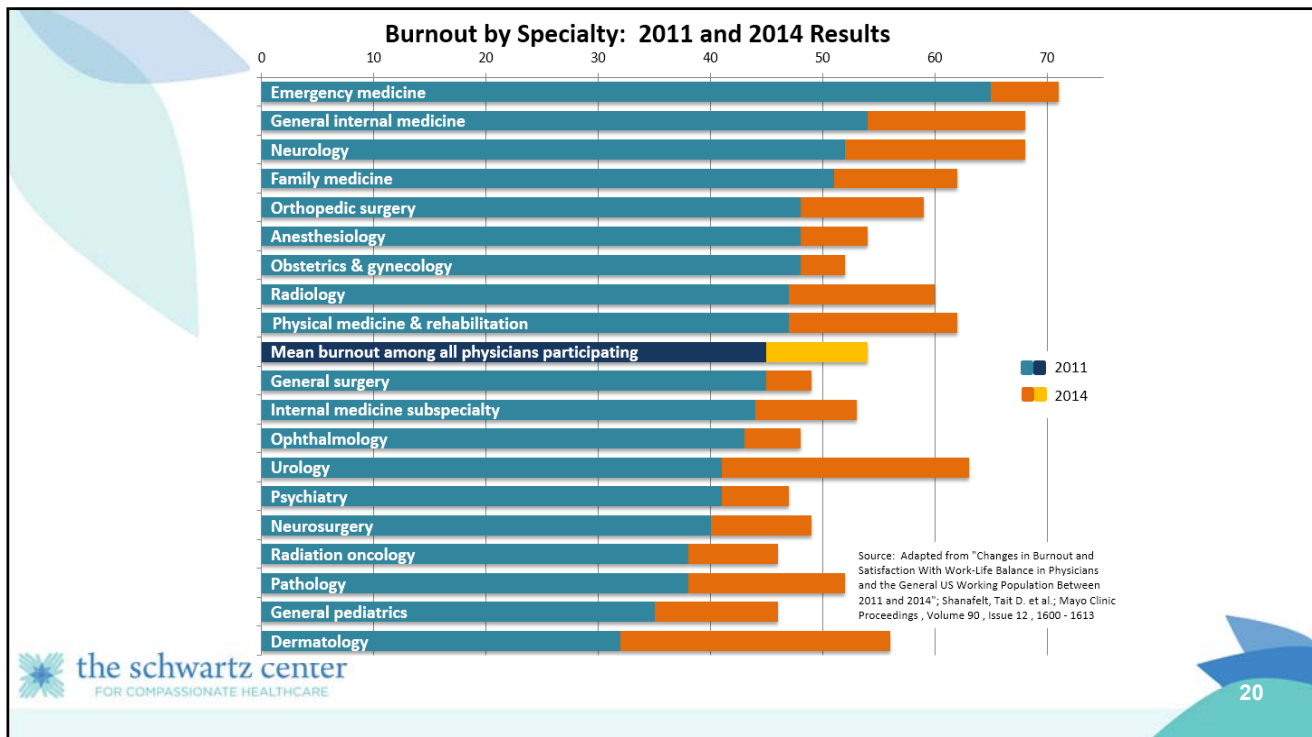
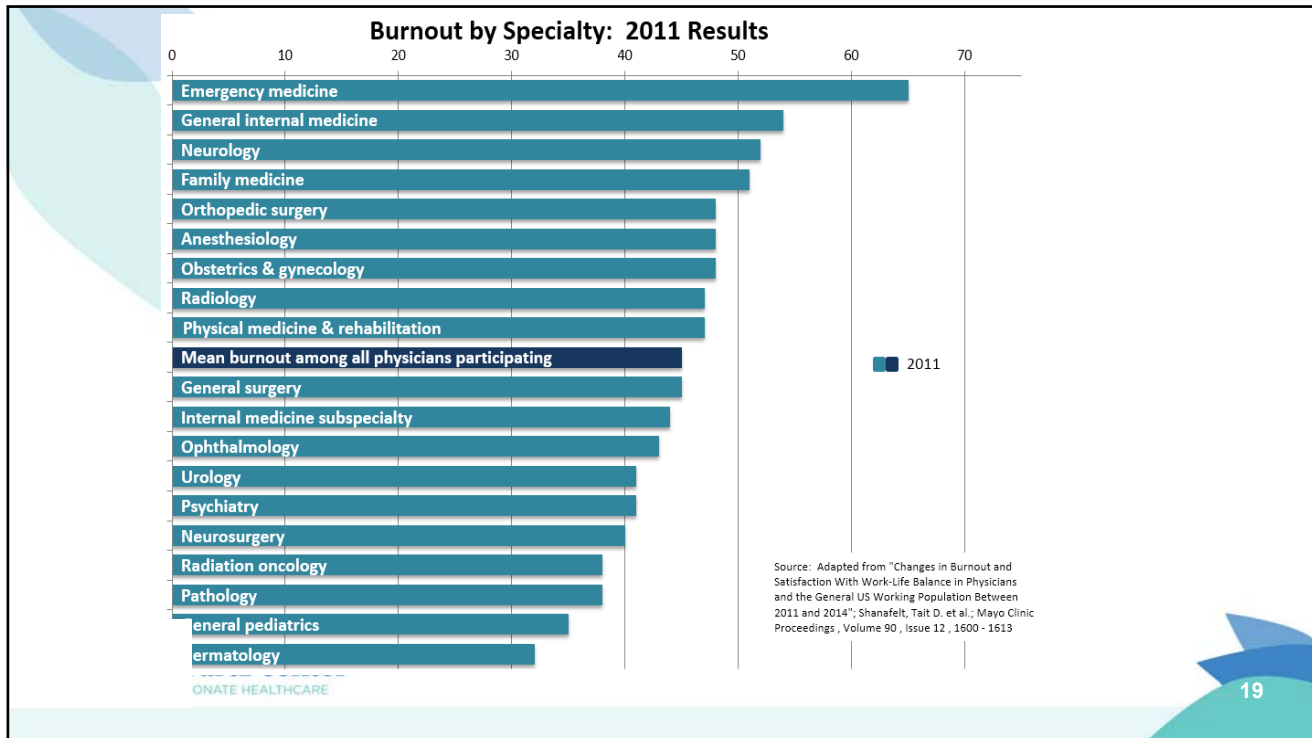
- *"We just have too many initiatives"*
- *"We are understaffed, understaffed, understaffed"*





## Step 1: Creating a Climate for Change

- Creating a resonant burning platform
- Sharing data that engages/supports
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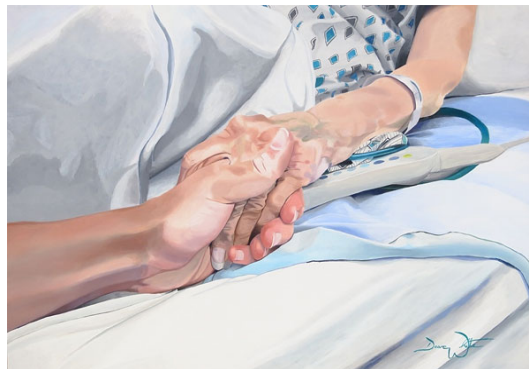


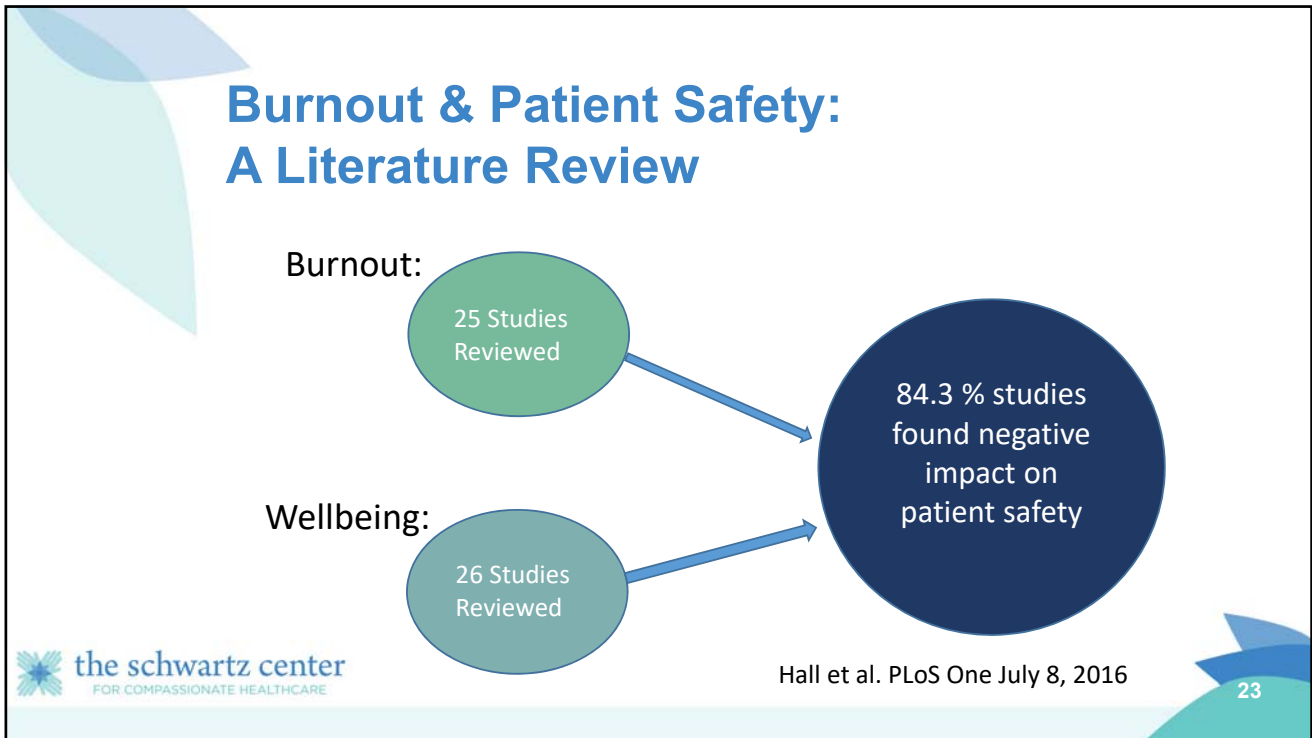
## Burnout in Healthcare

Emergency Nurses	80%	Journal of Emergency Nursing	2010
ICU (Nurses and RT)	54 %	Ind. Journal of Critical Care	2014
Ward RNs	47.3%	Journal of Nursing Management	2009
PT/OT	58%	Journal of Allied Health	2002
Chiropractors	40%	Williams: Doctoral Thesis@Seton Hall	2013
Mental Health Workers	21-67%	Admin. Policy Journal of Mental Health	2012
Social Work	75%	Journal of Social Service Research	2005
Chaplains	68%	Pastoral Psychology	2011
Dentists	50%	European Journal of Oral Science	2007

## National Data on Compassion in Healthcare

- 58 % of physicians feel that the healthcare system delivers compassionate care
- 53% of patients believe they receive compassionate care



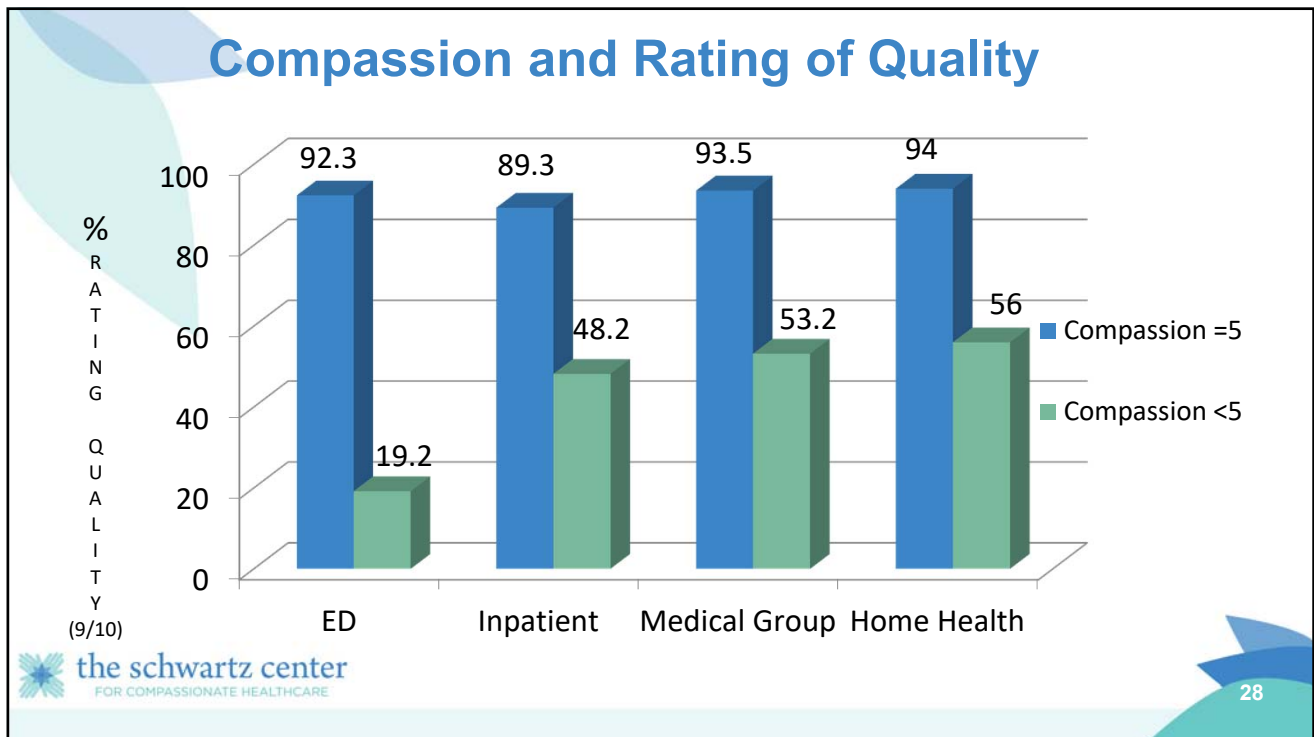
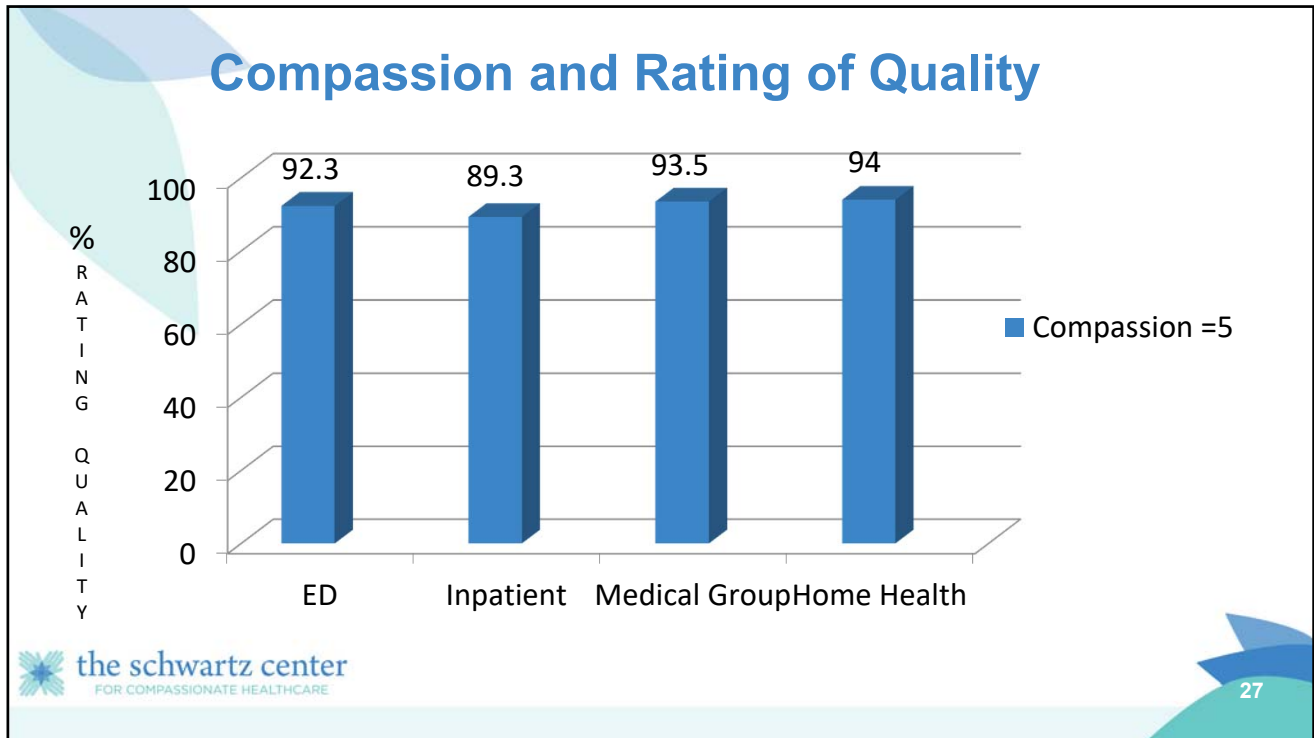


## Polling Question #1

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## Step 1: Creating a Climate for Change:

- Creating a resonant burning platform
- Sharing data that engages/supports
- Socializing key principles that focus
- Inviting authentic sharing of suffering

## Grounding Principles of Compassion

- Compassion is innate. It is ready to be unleashed and needs cultivation, encouragement and attention
- Recognition and acknowledgement of our own suffering (“self compassion”) is crucial to being able to give compassion to others
- Compassion exists in the authentic connection between people. It is multidirectional and exists in every interaction, every day between every person (not just provider and patient)
- Compassionate interactions are rejuvenating, not draining



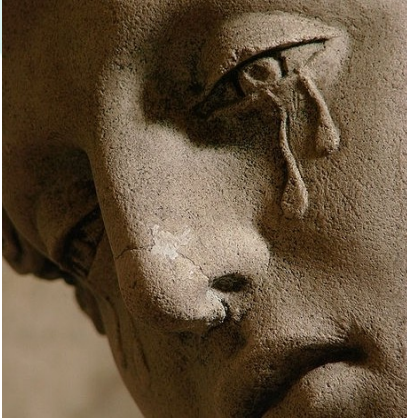
## Grounding Principles of Compassion

- Compassion is created by the combined actions of everyone within Providence. It cannot be owned, defined, or directed from any single perspective
- Compassion energizes us toward success with all of our strategies (Building Healthier Communities, High Reliability, Safety, Innovation or Quadruple Aim)
- Compassion must be expected, encouraged and enabled by leadership and its ongoing creation must be the work of all the People of Providence.

## Step 1: Creating a Climate for Change:

- Creating a resonant burning platform
- Sharing data that engages/supports
- Socializing key principles that focus
- Inviting authentic sharing of suffering

## Sharing of Suffering



- Validated the suffering of caregivers
  - Silent Suffering of Leadership Reflection
  - Experiential Suffering Exercise
- Created strong connection among suffering-burnout-wellbeing-compassion

## Step 2: Engaging and Enabling:

- Gather Caregivers' Voices
- Engaging leaders
- System Wide Measurement
- Developing Compassion Infusions

## Caregiver's Voices: Reflection and Stories

The universe is not  
made of atoms.  
It's made of  
TINY STORIES.



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## Step 2: Engaging and Enabling:

- Gather Caregivers' Voices
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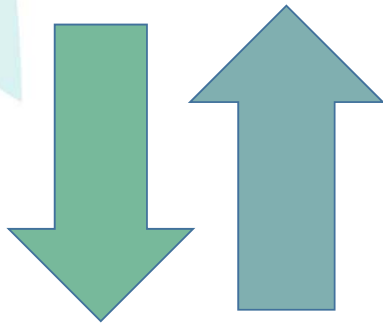
## Compassionate Leadership: Developing Over Time



## Developing Compassionate Leadership

- Leadership Development
- Nursing Academy Leadership Curriculum
- Mindful Leadership

## Bottom Up And Top Down Approach



- Individuals and Teams
  - Made visible their suffering
  - Empowered local innovation
- Leaders
  - Recognized them as individuals
  - Highlighted courage and vulnerability
  - Encouraged to “not fix”

## Step 2: Engaging and Enabling:

- Gather Caregivers' Voices
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## Measurement of Burnout and Compassion:



What we measure is important,  
but even more important is **WHY?**

- Judgment vs Support
- Organizational vs Individual
- Engagement vs Caring

## PSJH Measurements of Compassion

Patient (Press Ganey)

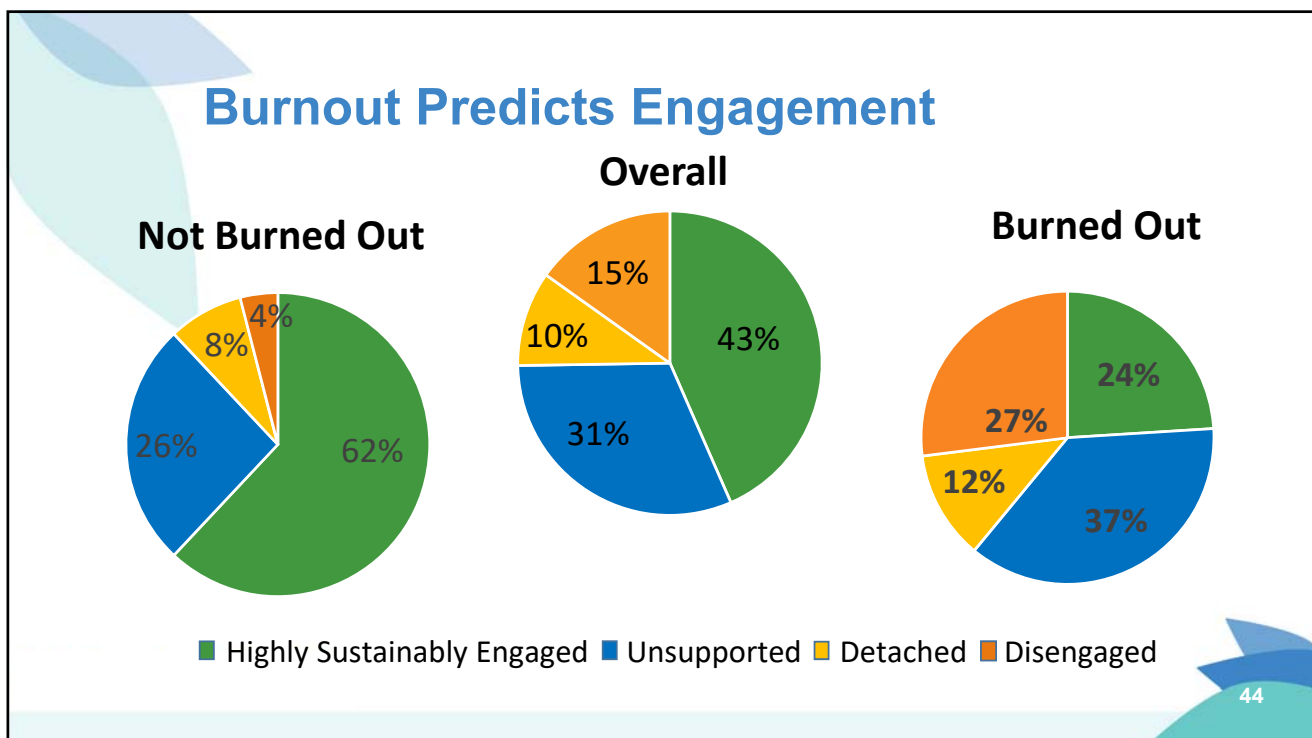
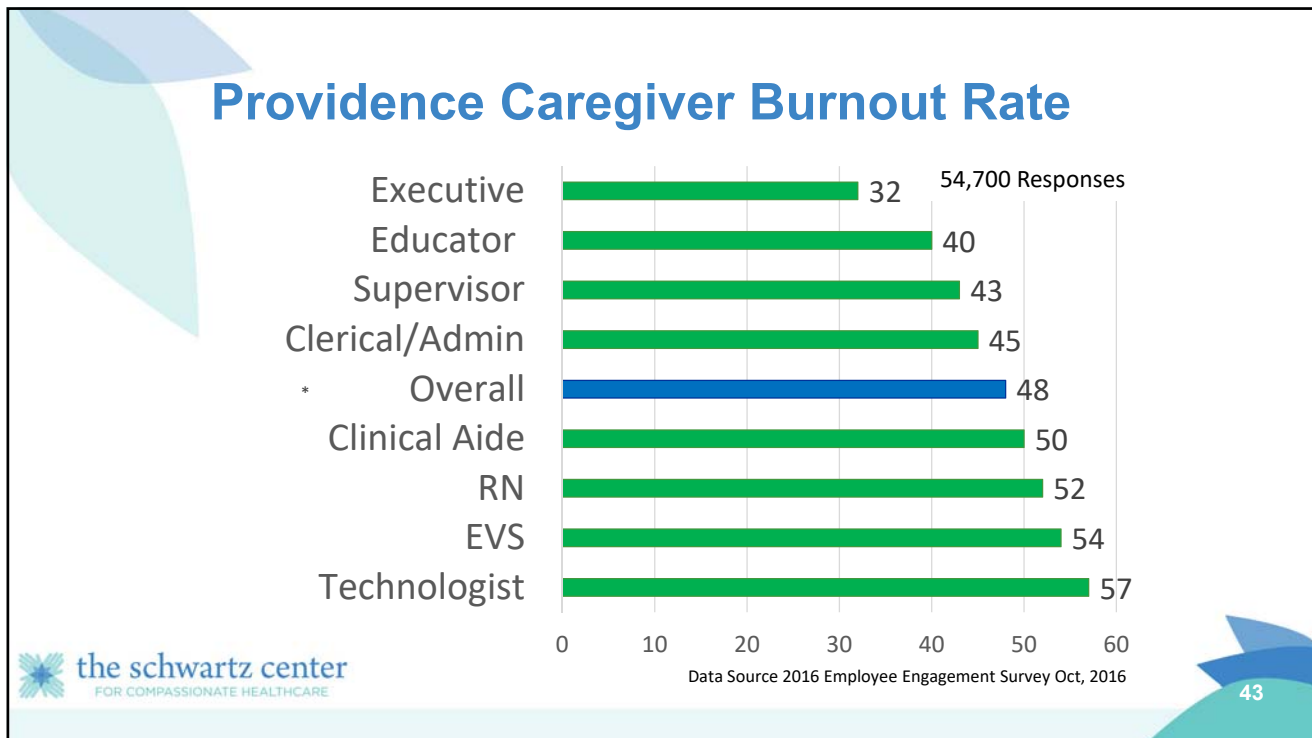
- "I am shown compassion"
- "Are sensitive to my needs" (medical group)

Caregiver (Willis Tower  
Watson)

- 3 burnout questions
- 3 compassion questions

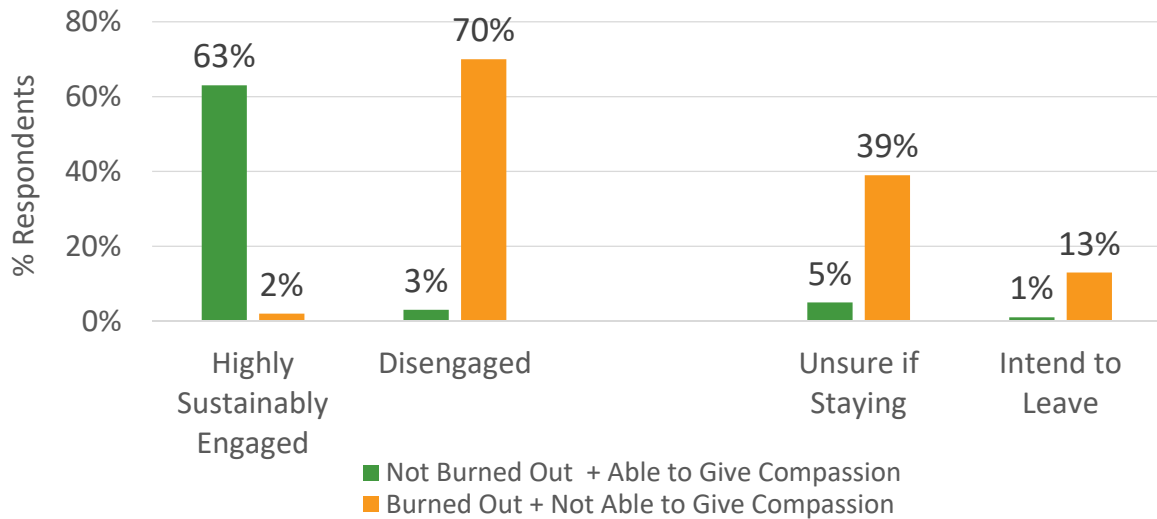
Provider (Press Ganey)

- "My work gives me a feeling of satisfaction"





## Burnout and Giving Compassion: A Powerful Synergy




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## Step 2: Engaging and Enabling:

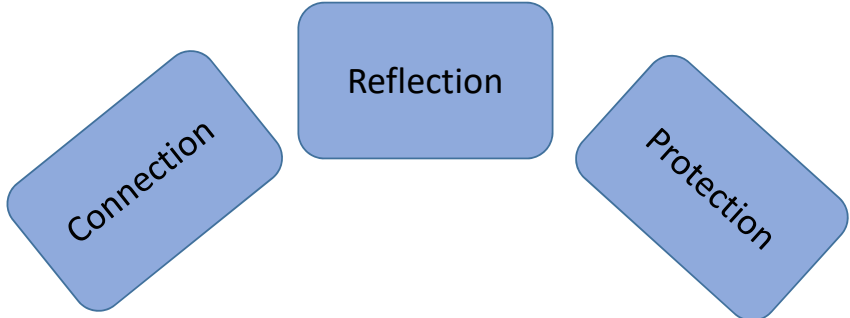
- Gather Caregivers' Voices
- Engaging leaders
- System Wide Measurement
- Developing Compassion Infusions

## Developing Compassion Infusions

<h3>Standardize</h3> <div style="border: 1px solid #0070C0; padding: 5px; margin: 5px; text-align: center;">Compassion Curriculum</div> <div style="border: 1px solid #0070C0; padding: 5px; margin: 5px; text-align: center;">Medical Group (Interdisciplinary)</div>	<h3>Innovate</h3> <div style="border: 1px solid #0070C0; padding: 5px; margin: 5px; text-align: center;">Empowering Compassion Activities</div> <div style="border: 1px solid #0070C0; padding: 5px; margin: 5px; text-align: center;">Hospital</div>	<h3>Co-design</h3> <div style="border: 1px solid #0070C0; padding: 5px; margin: 5px; text-align: center;">Unit Resiliency Practices</div> <div style="border: 1px solid #0070C0; padding: 5px; margin: 5px; text-align: center;">Intensive Care (Nurse Focused)</div>
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## Resilience Based Framework



The diagram illustrates the Resilience Based Framework with three interconnected components: Connection, Reflection, and Protection. Each component is represented by a blue rounded rectangle. Connection is on the left, Reflection is in the center, and Protection is on the right. They are arranged in a slightly curved line, suggesting a flow or relationship between them.

Rosenberg & Hawkins 2016

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## Step 3: Implementing and Sustaining

- Integrating Compassion
- Diffusing Compassion

## Polling Question #2

## Integrating Compassion

Ownership vs Partnership

Developing Partnerships

- Work streams
- Departments
- Organizational strategic initiatives

## Integration With Partners

High Reliability

- Compassion in Safety Huddles

Mission

- Participate in Formation

Patient Experience

- Compassionate Nurse Leader Rounding

Quality

- Compassionate Care Bundle

Human Resources

- Health Care Incentive

Clinical

- Nursing and Physician Groups

## Integrating Compassion


- Integrating Compassion
- Diffusing Compassion

## Compassion Networking Calls



## Compassion Website

Compassion - Resilience & Burnout






**In the Spotlight**

**COMPASSION IN ACTION**  
Providence is co-chairing the planning committee of the inaugural Compassion in Action Health Care Conference in partnership with the Schwartz Center. This is the first national health care conference of its kind focused on using strategies based on compassion and collaboration with patients, families and each other to improve care and the work environment. The conference will be in Boston, Mass., June 25 - 27, 2017.  
[Click here for registration and details or download the flyer](#)

**Caregiver burnout: recognizing the signs**  
We all experience hard times. At work, we may witness heart-wrenching suffering. At home, things may be stressful and chaotic. Added together, these stressors increase your risk of burnout. Taking action to balance the feeling of burnout is crucial; recognizing the symptoms is the first step. [Read more](#)

**Conversations**

In Providence, compassion is part of our mission statement, is a core value, and must be a consistent presence across our diverse healthcare system. Compassionate healthcare systems exist when every person in every interaction feels authentically compassionate. It begins with the smallest of gestures and should be part of every interaction with every person.

Our goal is to build a more compassionate health care culture that deeply connects us with our heritage of the past, and our path to our Providence future. By reconnecting the People of Providence to their compassionate hearts, we allow compassion to become much more than "what we do"; compassion becomes "who we are."

**Systemwide Programs**

**Connecting Conversations**  
Connecting Conversations is a forum that creates a safe environment for caregivers/ providers/ teams to share the emotional impact of their work. Caregivers carry a variety of emotions about their work ranging from joy and satisfaction to suffering and conflict... [Learn More >>](#)

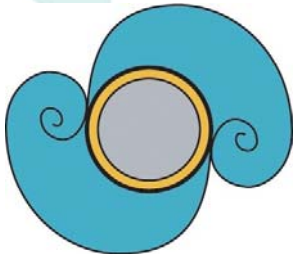
**Affinity Groups**  
Compassion Affinity Groups bring people together representing multiple disciplines, diverse roles and a variety of titles, to plan and create opportunities for sharing of compassion throughout their ministry or facility... [Learn More >>](#)

**Getting Started**


- [Link](#)
- [Introduction to Compassion](#)
- [Grounding Principles of Compassion](#)
- [Literature](#)
- [Compassion Manifesto](#)
- [Conversation with Sister Paul Kathleen](#)

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## Lessons Learned



- Compassion and culture belong to everyone
- Be humble and catalyze the energy
- Take the long view, despite the urgency
- Measurement energizes
- Provide framework/menus but allow co-design
- Don't need to have the all the answers
- At each step, things will unfold unpredictably


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## To Contact Us:

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## Questions



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Providence St. Joseph Health



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Medical Director  
The Schwartz Center for Compassionate  
Healthcare



**Andrea Greenberg**

Communications and Partnerships Associate  
The Schwartz Center for Compassionate  
Healthcare



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*Ever ask yourself how...*

- We can use mutual engagement to create a better patient experience?
- Compassionate, collaborative care can prevent burnout and enhance wellbeing?
- My organization can prioritize compassion to help reach quality and safety goals?

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**Thank you for participating!**

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**Thank you for participating in  
today's session.**

**Please take a moment to complete the  
electronic survey upon exiting today's program.**