June 20, 2024

Leading With Purpose

8 Strategies for Engaging Your Careforce

The John A. Hartford Foundation

JEWISH HEALTHCARE FOUNDATION

amda The Society For Post-Acute And Long-Term Care Medicine™

Our Work Together

JoAnne Reifsnyder PhD, MSN, MBA, RN, FAAN
Professor, Health Services Leadership and Management
University of Maryland School of Nursing
Former Chief Nursing Officer, Genesis HealthCare

The John A. Hartford Foundation

JEWISH HEALTHCARE FOUNDATION

amda The Society For Post-Acute And Long-Term Care Medicine™

What the 8-Part Series Delivers

By participating in this series of 8, 30-minute sessions, you will:

- Assess your strengths and your organization's strengths and build on those;
  - Lead change through small tests over time,
  - Cultivate a positive work culture, and
  - Ultimately, grow and retain your *Careforce* *(Porter, 2022)*

Porter, L. (2022, April 15). *We need a careforce, not just a workforce*. McKnight's Long-Term Care News. https://www.mcknights.com/blogs/guest-columns/we-need-a-careforce-not-just-a-workforce

Session 5 Recap

Creating psychologically safe workplaces (…and why it matters)

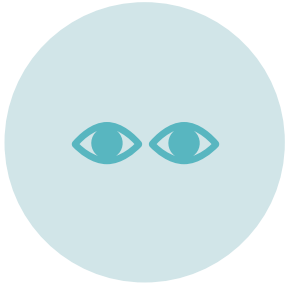
In this session we ….



Defined “psychological safety” in the workplace



Reviewed tools and techniques for creating psychologically safe spaces



Made a case for why leaders and teams should foster psychological safety



Identified one change you will make by “next Tuesday” to increase psychological safety

On Deck for Today!

*Leading with **Compassion**....even (especially) when Times are Tough*

In this session, we will…

- **Define compassion as action-oriented;**
- **Appreciate the role of compassion in healthcare spaces;**
- **Adopt at least one approach to self-compassion;**
- **Adopt a method to build compassion in your work setting.**

Chat in…

- What does compassionate culture look and feel like?
  - For patients/residents?
  - For team members?



Why compassion?

PATIENT-CENTEREDNESS

By Beth A. Lown, Julie Rosen, and John Marttila

DOI: 10.1377/hlthaff.2011.0539
HEALTH AFFAIRS 30,
NO. 9 (2011): 1772–1778
©2011 Project HOPE—
The People-to-People Health
Foundation, Inc.

An Agenda For Improving Compassionate Care: A Survey Shows About Half Of Patients Say Such Care Is Missing

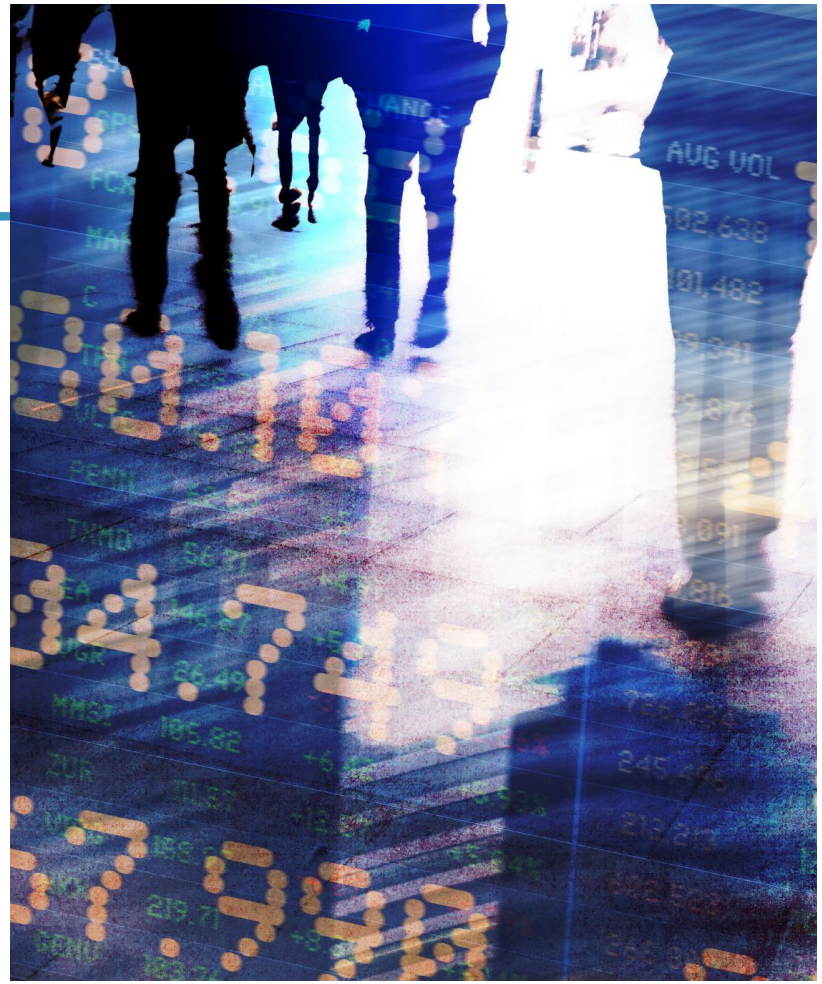
Beth A. Lown (blown@mah.harvard.edu) is medical director of the Schwartz Center for Compassionate Healthcare and an associate professor of medicine at Harvard Medical School, in Boston, Massachusetts.

Julie Rosen is executive director of the Schwartz Center for Compassionate Healthcare.

John Marttila is president of

ABSTRACT **As the US health care system undergoes restructuring and pressure to reduce costs intensifies, patients worry that they will receive less compassionate care. So do health care providers. Our survey of 800 recently hospitalized patients and 510 physicians found broad agreement that compassionate care is "very important" to successful medical treatment. However, only 53 percent of patients and 58 percent of physicians said that the health care system generally provides compassionate care. Given strong evidence that such care improves health outcomes and patients' care experiences, we recommend that national quality standards include measures of compassionate care; that such care**

For context…



"In the United States, **54% of nurses** and physicians, 60% of medical students and residents, and 61% of pharmacists have symptoms of burnout. Burnout is a long-standing issue and a fundamental barrier to professional well-being." (NAM, 2022).

"The COVID-19 pandemic has changed the nature of work, and the relationship many workers have with their jobs. **The link between our work and our health has become even more evident**. (Dr. Vivek Murthy, US Surgeon General, 2022)

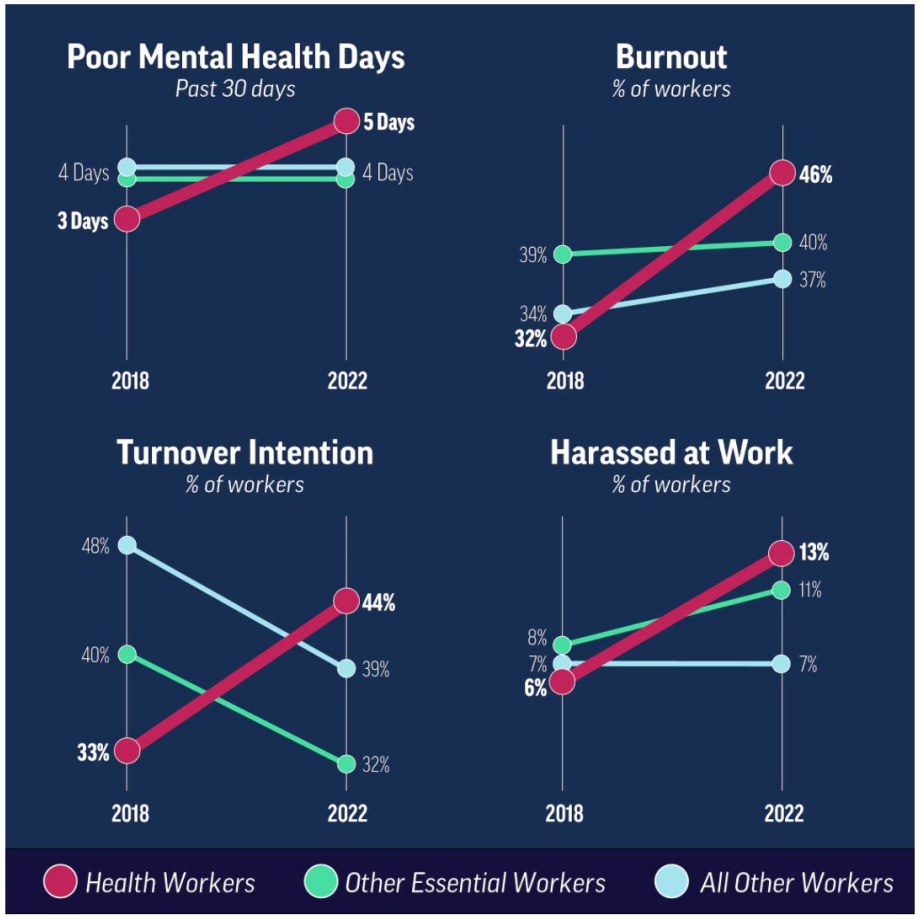
"Organizational leaders, managers, supervisors, and workers alike have an **unprecedented opportunity** to examine the role of work in our lives and explore ways to better enable all workers to thrive within the workplace and beyond." (Office of the Surgeon General, 2022).

National Academy of Medicine. (2022). *National Plan for Health Workforce Well-Being*. The National Academies Press. https://doi.org/10.17226/26744.

Office of the Surgeon General (OSG). (2022). *Addressing Health Worker Burnout: The U.S. Surgeon General's Advisory on Building a Thriving Health Workforce*. US Department of Health and Human Services.

Suffering in Our Work Settings

- Mental health
- Burnout
- Harassment
- Trust in management
- Support for expected productivity
- Turnover intention



CDC. (2023, October 24). Healthcare workers face a mental health crisis. Vital Signs. https://www.cdc.gov/vitalsigns/health-worker-mental-health/index.html

Compassion Fatigue…is it real?

"…I have come to believe that **using the term "compassion fatigue" can be harmful — and it goes beyond merely wanting to use the correct terminology."**

- **Shireen Mansouri, MD**

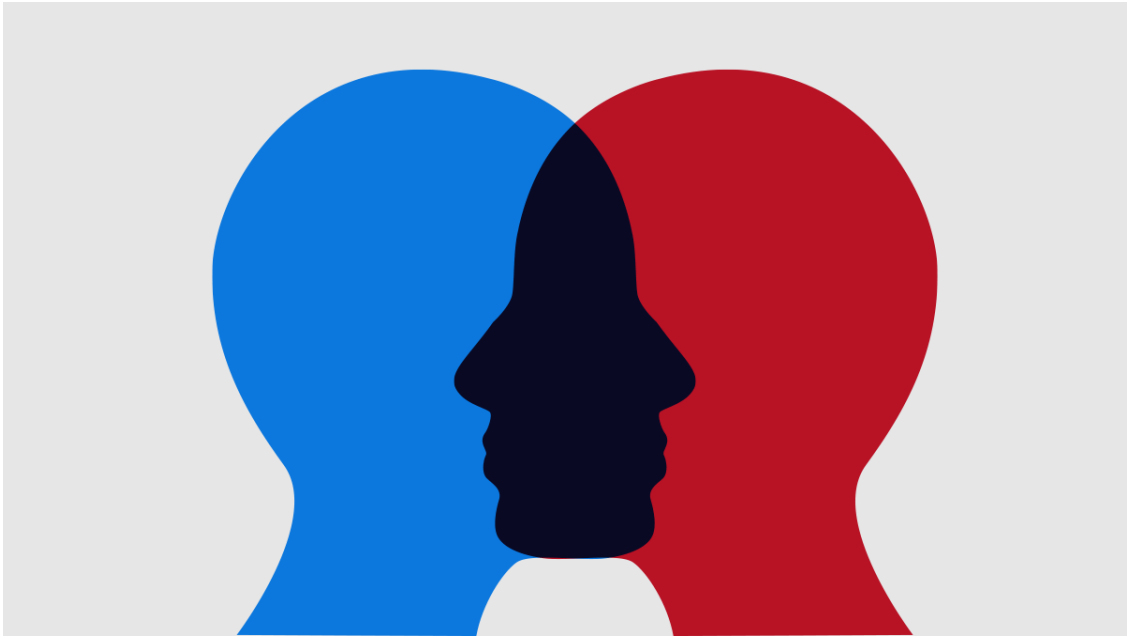
- What is the problem?
  - It implies that compassion is finite (it is not)
  - It implies that the person feeling disconnected is the problem (they are not)
  - It avoids addressing the ***system issues*** that are the root of exhaustion and burnout

What is Compassion?

"Compassion is more than an emotion; it is a felt and enacted desire to alleviate suffering."

A four-part process ~

- ❖Noticing
- ❖Making meaning
- ❖Feeling empathic concern
- ❖Taking action



Worline, M.C., & Dutton, J.E. (2017). *Awakening compassion at work: The quiet power power that elevates people and organizations.* Berrett Koehler.

“Generous Interpretations” of Suffering….

- Withhold blame
- See others as worthy of compassion
- Cultivate presence



Worline, M.C., & Dutton, J.E. (2017). *Awakening compassion at work: The quiet power power that elevates people and organizations.* Berrett Koehler.

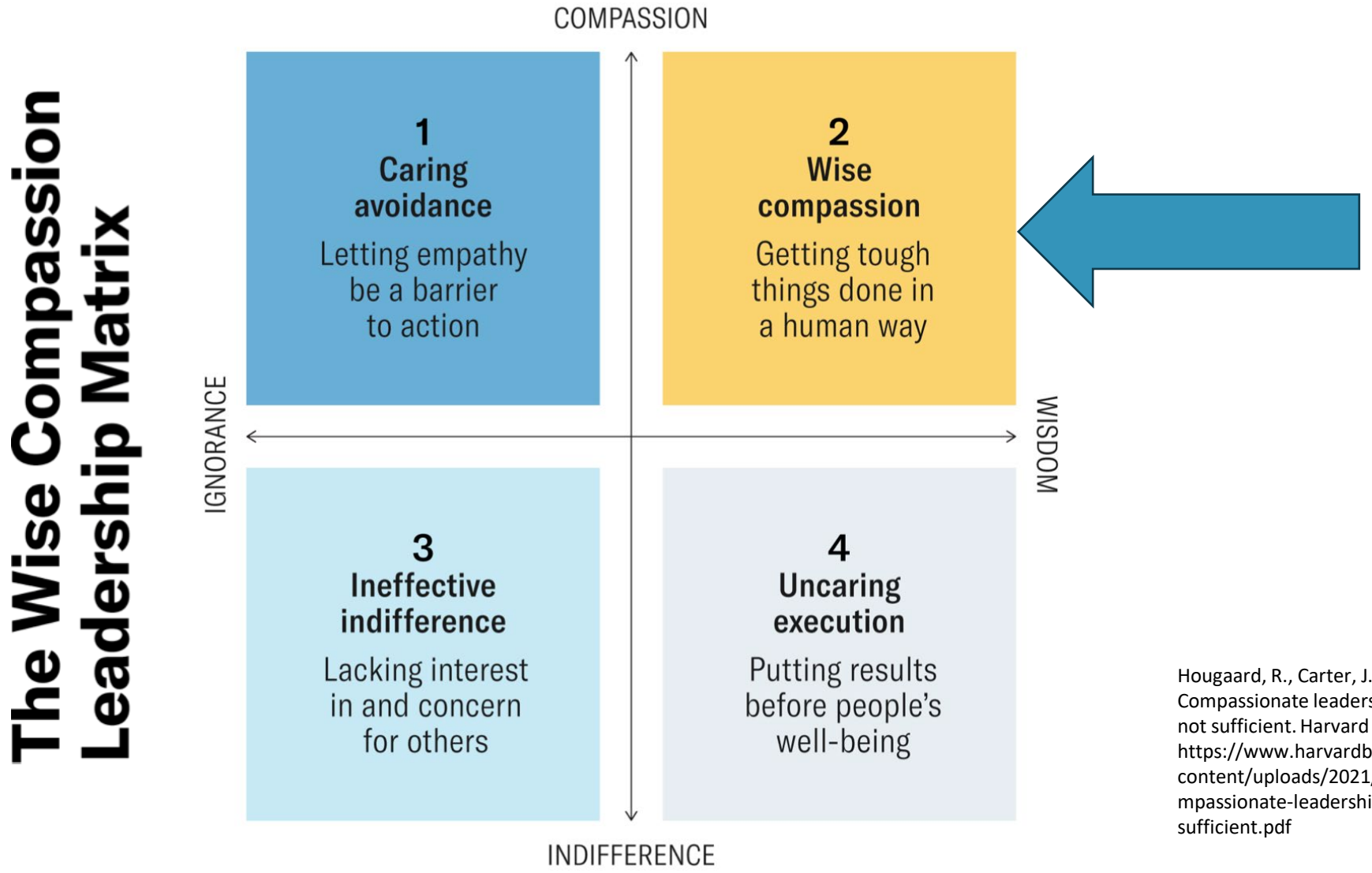
True or False?



1. Employees who are treated with compassion will take advantage of their managers or organizations…
2. Compassion toward one member of the team sets a precedent that locks the manager or organization into a costly pattern of action in the future…
3. It is unfair to others on the team to open our hearts to one…
4. Managers who act with compassion will look weak to others…

Worline, M.C., & Dutton, J.E. (2017). *Awakening compassion at work: The quiet power power that elevates people and organizations.* Berrett Koehler.

“Compassionate Leadership…necessary, but not Sufficient”



Hougaard, R., Carter, J., & Hobson, N. (2020). Compassionate leadership is necessary - but not sufficient. Harvard Business Review. https://www.harvardbusiness.org/wp-content/uploads/2021/02/HBR_2020_12_compassionate-leadership-is-necessary-but-not-sufficient.pdf

Where to start?



Self-Compassion

- Self-compassion refers to the acts of noticing, making meaning, feeling concern and taking action – the same actions we apply to others!
- Elements of Self-Compassion*
  - Self-kindness vs. self-judgement
  - Common humanity vs. isolation
  - Mindfulness vs. over-identification



*Dr. Kristin Neff. (2020). Self-Compassion. Available at: https://self-compassion.org

Put your own mask on first….



- What is your level of self-compassion?
- https://self-compassion.org/self-compassion-test/

Photo credit: https://www.privatejetcoach.com/emergency-equipment-on-a-private-jet/

The Case for Compassionate Leadership

- Compassion forges a bond
- Compassion establishes trust
- Compassion keeps your head clear



Cole, N. (2016). 3 reasons why compassion is the key to being a great leader. Available at: https://www.inc.com/nicolas-cole/3-reasons-compassion-key-great-leader.html

Are you a Compassionate Leader?

- Take the compassionate leader self assessment

- Examples…
  - I check in with my employees on their satisfaction at work
    - *(I can't fix everything!)*
  - I am comfortable having tough conversations with my employees
    - *(They know what they should be doing, I shouldn't have to point it out again and again…)*
  - I take the time to get to know people regardless of their level in the organization
    - *(Hey, I'd like to, but I'm busy with VIT!)*



Hougaard, R., Carter, J., & Hobson, N. (2018). Are you a compassionate leader?. Harvard Business Review. https://hbr.org/2018/05/assessment-are-you-a-compassionate-leader

By next Tuesday…*or tomorrow, really*

Behaviors that can be practiced ~~at the patient bedside~~…*with team members*

1. Sitting (versus standing) while speaking;
2. Face to face communication with eye contact;
3. Taking an active interest in emotional and psychological well-being, and
4. Not interrupting.



Mazzarelli, A.J., & Trzeciak, S. (2019). *Compassionomics: The revolutionary scientific evidence that caring makes a difference*. StuderGroup.

Structuring for Organizational Compassion: Compassion Moments





Structuring for Organizational Compassion: Celebrating Compassion

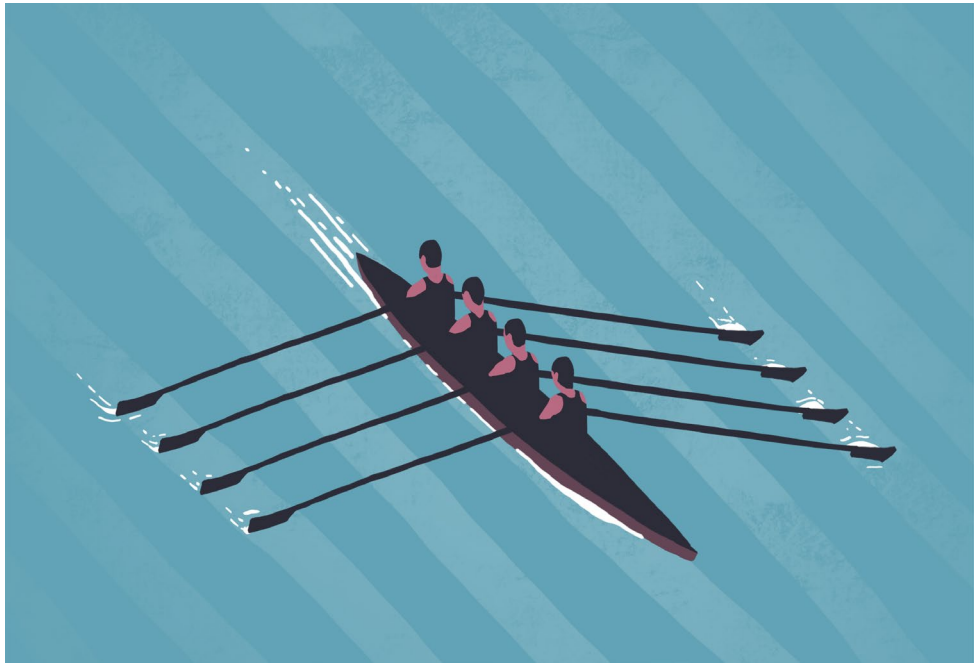




The Schwartz Center National Compassionate Caregiver of the Year Award

Toward more compassionate culture

- Assess your organization*
- Model self-compassion and a generous interpretation of suffering – for yourself and for others.
- Find out how staff really feel about you, their work, their environment. Tell them what you found – the positive and the negative (Take the Survey!).
- Establish communication channels and practices that are most meaningful to staff.
- Include staff in identifying pain points and solutions.
- Celebrate the compassion that is all around you, while also attending to the pain points.
- Hold each other accountable to compassion in action.
- Recruit for compassion.



Compassionate organizations quiz
https://greatergood.berkeley.edu/quizzes/take_quiz/compassionate_organizations

What will you do by next Tuesday?

"Compassion…is a commitment. It's not something we have or don't have – it's something we choose to practice."
- Brene Brown



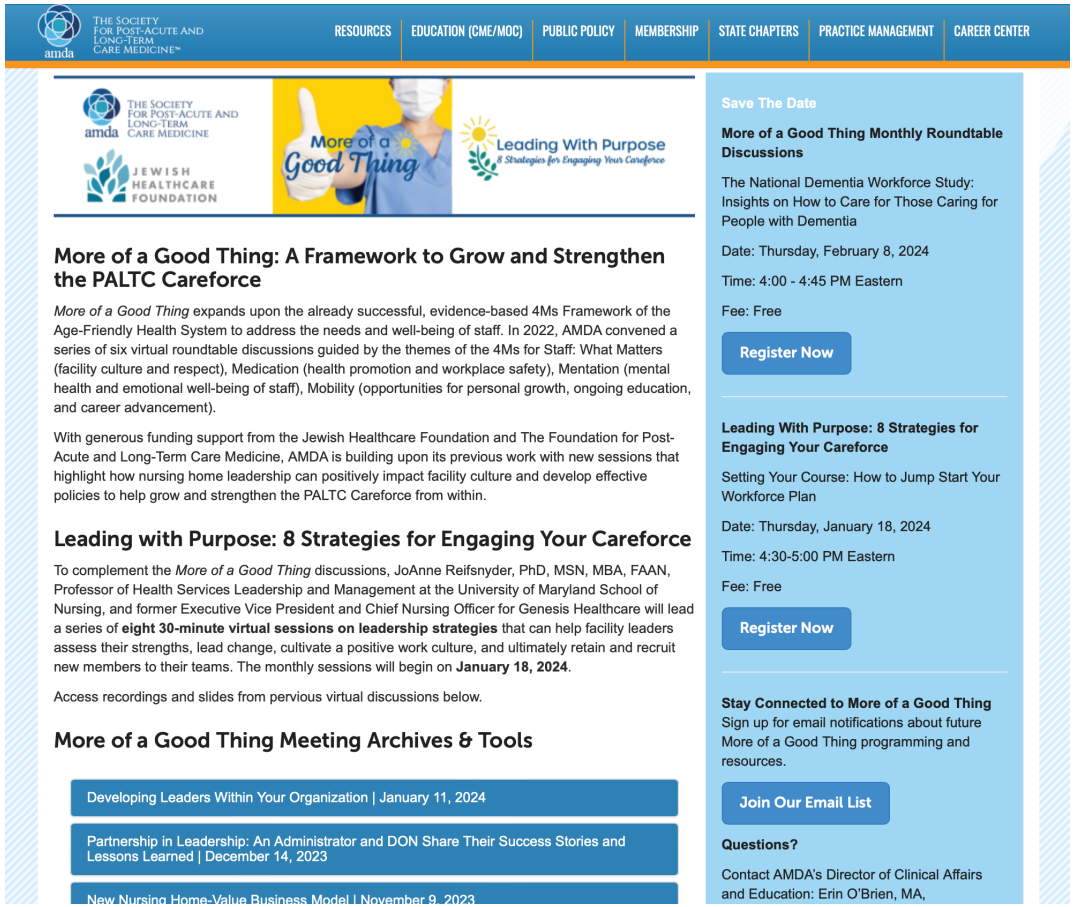


Takeaways - Lightening Round

What was of value?
What will you do by next Tuesday?

Find the Recordings of *More of a Good Thing* and *Leading with Purpose* (this series) … Along with Other Resources

https://paltc.org/goodthing



Next Session!
September 19th at 4:30 PM EDT

*Strengthening your Approach to **Leading Change***



References

CDC. (2023, October 24). Healthcare workers face a mental health crisis. Vital Signs. https://www.cdc.gov/vitalsigns/health-worker-mental-health/index.html

Cole, N. (2016). 3 reasons why compassion is the key to being a great leader. Available at: https://www.inc.com/nicolas-cole/3-reasons-compassion-key-great-leader.html

Hougaard, R., Carter, J., & Hobson, N. (2020). Compassionate leadership is necessary - but not sufficient. Harvard Business Review. https://www.harvardbusiness.org/wp-content/uploads/2021/02/HBR_2020_12_compassionate-leadership-is-necessary-but-not-sufficient.pdf

Hougaard, R., Carter, J., & Hobson, N. (2018). Are you a compassionate leader?. Harvard Business Review. https://hbr.org/2018/05/assessment-are-you-a-compassionate-leader

Lown, B. A., Rosen, J., & Marttila, J. (2011). An agenda for improving compassionate care: a survey shows about half of patients say such care is missing. *Health affairs (Project Hope)*, *30*(9), 1772–1778. https://doi.org/10.1377/hlthaff.2011.0539

Mansouri, S. (2024, April). Is compassion fatigue real? Get the truth from a practicing physician. https://www.compassioninstitute.com/blog/is-compassion-fatigue-real-get-the-truth-from-a-practicing-physician/

Mazzarelli, A.J., & Trzeciak, S. (2019). *Compassionomics: The Revolutionary Scientific Evidence that Caring Makes a Difference*. StuderGroup.

National Academy of Medicine. (2022). *National Plan for Health Workforce Well-Being*. The National Academies Press. https://doi.org/10.17226/26744.

Neff, K. (2020). Self-compassion. Available at: https://self-compassion.org/tips-for-practice/

Office of the Surgeon General (OSG). (2022). *Addressing Health Worker Burnout: The U.S. Surgeon General's Advisory on Building a Thriving Health Workforce*. US Department of Health and Human Services.

Porter, L. (2022, April 15). *We need a careforce, not just a workforce*. McKnight's Long-Term Care News. https://www.mcknights.com/blogs/guest-columns/we-need-a-careforce-not-just-a-workforce

Worline, M.C., & Dutton, J.E. (2017). *Awakening compassion at work: The quiet power power that elevates people and organizations.* Berrett Koehler.