Unleashing the power of compassionate leadership

Beth A. Lown, M.D., Medical Director,
The Schwartz Center for Compassionate Healthcare
Associate Professor of Medicine,
Harvard Medical School
<table>
<thead>
<tr>
<th>Goals</th>
<th>Description</th>
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<tbody>
<tr>
<td>Define</td>
<td>Discuss and refine our concepts of what it means to be a “compassionate leader”</td>
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<tr>
<td>Strategize</td>
<td>Articulate strategies to be an effective change agent</td>
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<td>Strengthen</td>
<td>Consider how to strengthen and sustain oneself in the process</td>
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What is compassionate, collaborative care?

Working together interdependently to recognize and ameliorate concerns, distress, pain and suffering
Are we providing compassionate care?

1. Does the U.S. healthcare system provide compassionate care?
   “NO”: 47% patients, 42% physicians

2. Do most healthcare professionals provide compassionate care?
   “NO”: 46% patients, 22% physicians

Gaps between importance and practice

- Show respect
- Convey information in understandable way
- Treat as people not just as diseases
- Listen attentively
- Gain trust
- Involve in decisions about treatment
- Communicate test results in timely, sensitive way
- Express sensitivity, caring and compassion
- Spend enough time
- Consider effect of illnesses on patients, families
- Comfortably discuss sensitive emotional issues
- Strive to understand emotional needs

Why is compassion important?

• Improved control, fewer hospitalizations for serious complications of chronic conditions (e.g. diabetes) \(^1, 2\)

• Brisker immune response and shorter duration of acute viral illness \(^3\)

• Improved psychological adjustment after cancer dx \(^4\)

• Decreased ICU utilization in cancer patients at end of life \(^5\)

• Improved quality of life, mood, and survival w/early palliative care \(^6, 7\)

The nature of suffering and the goals of healthcare

“...Suffering... has its source in challenges that threaten the intactness of the person...”

What distinguishes compassion from empathy and sympathy?

Cognition

Feeling “with”

+ action

Emotion

Feeling “as if”

Feeling sorry “for”

When someone deeply listens to you

“When someone deeply listens to you it is like holding out a dented cup you’ve had since childhood and watching it fill up with cold, fresh water…”

- John Fox

http://www.poeticmedicine.org/
<table>
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<tr>
<th>Compassionate Collaborative Care (&quot;CCC&quot;) Framework</th>
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<tbody>
<tr>
<td>Focus attention</td>
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<tr>
<td>Recognize verbal and nonverbal cues</td>
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<tr>
<td>Listen actively</td>
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<tr>
<td>Elicit information about the “whole person”</td>
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<tr>
<td>Value others with nonjudgment positive regard</td>
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<tr>
<td>Ask about and respond to emotions, concerns, distress, suffering</td>
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<tr>
<td>Share information and decision-making</td>
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http://www.theschwartzcenter.org/media/Triple-C-Conference-Framework-Tables_FINAL.pdf
Transformative compassion
Your brain on compassion: Emotional resonance and cognitive processing

“Experience sharing”
Affective empathy

“Mentalizing”
Cognitive empathy

Compassion mediators

• Trait empathy
• Implicit bias
• Repetitive exposure
• Emotion regulation
• Perspective taking
• Organizational culture, context, climate
Whose perspective should we be taking?

Imagine self → empathic distress
Imagine other → empathic concern

There are 2 potential outcomes of empathy

<table>
<thead>
<tr>
<th>Empathic concern = compassion</th>
<th>Empathic personal distress</th>
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<tbody>
<tr>
<td>Other-focused emotions</td>
<td>Self-focused emotions</td>
</tr>
<tr>
<td>Positive feelings, e.g. tenderness</td>
<td>Negative feelings, e.g. stress</td>
</tr>
<tr>
<td>Good health</td>
<td>Poor health, burnout</td>
</tr>
<tr>
<td>Approach and prosocial motivation</td>
<td>Withdrawal and nonsocial behavior</td>
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</table>

Singer T, Klimecki OM. Curr Biol. 2014;24(18)R875-8
2 pathways to “other-centeredness” and wellbeing

- Increase compassion
- Decrease personal distress
Compassion cultivation training “undoes” negative emotions, builds positive emotions

- Empathy training → empathy + increased negative emotions
- Compassion training → returned negative emotions to baseline + strengthened positive feelings in response to videos of suffering and everyday activities.

Compassion not only creates positive emotions, it fills us with a sense of reward.

But the current reality is that professional burnout is endemic

- Burnout (40% - 60%)
  - (2011) 45%
  - (2014) 54% \( p < .001 \)

- Work/life satisfaction
  - (2011) 49%
  - (2014) 41% \( p < .001 \)

- Physician suicide
  - Rate ratio 2.3 (♀) and 1.4 (♂) the general population

What contributes to burnout and inhibits compassion?

- Workload, staffing
- Documentation, regulatory requirements
- Discontinuity, fragmentation of care
- Time pressure
- Loss of community
- Conflicting values
- Loss of autonomy, sense of control
- Staff input not elicited, acted on
- Time pressure
How can we counteract these forces and reduce burnout?

Positive emotions

Ability to find meaning in adversity

By building our individual and collective capacity for compassionate collaborative care we will sustain our joy in and at work.

Positive emotions build “psychological capital”

• **Hope** – the will and the way
  • Goal directed energy and multiple pathways to get there
• **Efficacy** – confidence
  • In motivation, ability, cognitive resources and actions
• **Resilience** – ability to bounce back
  • Adapting after negative experiences and external change
• **Optimism** – positive attributions and expectancy
  • Glass half full
And psychological capital, like compassion, is associated with positive outcomes.
Professionals’ perceptions of the extent to which their hospitals value compassion drive their own compassion and their organizational commitment

• Healthcare professionals with higher perceived hospital compassion:
  • Rated their individual compassion more highly;
  • Rated their healthcare team’s level of compassion more highly; and
  • Rated their commitment to their hospitals more highly
  • Were less likely to report high staff turnover

Lown BA, Manning C. Schwartz Center data, 2017.
We need systemic approaches to build and support compassion capacity

• Compassionate leadership
• Value and reward compassionate care
• Educate for compassion and collaboration
• Support caregivers to enable compassion and wellness
• Prioritize compassion & collaboration in quality improvement
• Involve, learning from patients, families
• Research and measurement

www.theschwartzcenter.org/committocompassion/
What are the qualities of a “compassionate leader”?

- Connected
- Caring
- Mindful
- Inclusive
- Open and honest
- Courageous
- Intentional
Who suffers and who leads among us?
“Compassion Rounds” for leaders and managers

• Write the story of a difficult decision
• Trade and read
• Listen, resonate, support, don’t fix

Shared by Becca Hawkins, Mark Rosenberg
Available at webinars: theschwartzcenter.org
What’s important to your leaders? Top 5 concerns

1. Financial challenges
2. Governmental mandates
3. Patient safety and quality
4. Personnel shortages
5. Patient satisfaction

How will I…

- Balance priorities and fund mandates?
- Manage increasing costs for staff and supplies while reducing operating costs?
- Transition from volume to value?
- Engage staff in a culture of quality and safety?
- Hire the kind of people who will improve patients’ experiences?

American College of Healthcare Executives, January 2017
Schwartz Center’s Logic Model

<table>
<thead>
<tr>
<th><strong>Organization values and enables</strong></th>
<th><strong>MEDIATORS</strong></th>
<th><strong>IMPACTS</strong></th>
<th><strong>OUTCOMES</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>compassionate, collaborative, high quality care</td>
<td>Positive emotions</td>
<td>Resilience</td>
<td>Professional satisfaction</td>
</tr>
<tr>
<td>Sense of reward, purpose and meaning</td>
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<td>Engagement</td>
<td>Staff retention</td>
</tr>
<tr>
<td>Improved communication, coordination, caring attitudes</td>
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<td>Organizational commitment</td>
<td>Patient satisfaction</td>
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<td>Improved clinical outcomes, QOL</td>
<td>Less malpractice claims</td>
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<td></td>
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<td>Improved patient care experiences</td>
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Lown BA. 2017

the schwartz center FOR COMPASSIONATE HEALTHCARE
How do you lead change?

1. Establish urgency
2. Form a powerful coalition
3. Develop a vision and strategy
4. Communicate change vision
5. Empower broad-based action
6. Generate short-term wins
7. Consolidate gains
8. Anchor new approaches in the culture

www.KotterInternational.com

John Kotter’s model
Use measurement to establish urgency

In all regressions, compassion practices remained positively and significantly associated with HCAHPS® ratings and likelihood to recommend the hospital, even after including robust control for variables that capture technical quality of care and quality of organization (e.g. Magnet status)

McClelland LE, Vogus TJ. Health Serv Res. 2014;49:1670-83
How does your message respond to leaderships' concerns?
How do you foster culture change?

- Compassion
- Collaboration
- Innovation
- Accountability
- Diversity
- Integrity
- Quality
- Trust

Create a powerful guiding coalition, a vision and strategies

- Defined new roles
- Collected, reported team and individual data
- Values-based recruiting and promotion
- Engaged students, residents, learners
- Improved communication
- Multiple task forces, working groups
- Unit-specific action plans
- Recognized and celebrated success

Promote broad-based action

Leadership rounding

The Serious Illness Project/The Conversation Project

Interdisciplinary Board Rounds on L&D

Positive coaching and advising for faculty and trainees

Patient shadowing

Peer shadowing and feedback
Start small and dream

earthnewspapers.com

soundsofsirisu.com
Leading from the outside in

- Collect relevant data that supports the need for your work
- Create a powerful guiding coalition and envision success
- Align your message with leadership’s concerns
- Partner with QI/PS, HR, PEx, department chairs, data gatherers
- Recognize the potential of compassion-related education and QI
- Strategize and implement small, multifocal initiatives
- Collect more data
- Celebrate successes loudly and widely, learn from what didn’t work
Leading from the inside out

Spirituality  Creativity  Love of learning

Judgment  Perspective  Love

Bravery  Fairness  Prudence

Self-regulation  Forgiveness  Humor

Zest  Honesty  Teamwork

Gratitude  Spirituality  CURIOSITY

Honesty  Perseverance  Leadership

Humility  Curiosity  Social intelligence

Appreciation of beauty and excellence  Kindness

www.viacharacter.org
How do you nourish yourself?

• Mentors see your capabilities
• Models demonstrate who you can be
• Support networks, relationships
• Appreciative inquiry
• Compassion cultivation
• Positivity cultivation
• Self-care
• Self-compassion

https://www.northumbriacommunity.org
Present moment gratitude: The gate
- Marie Howe
Appreciation of beauty and excellence
Self-compassion
One voice and a community of passionate supporters can spread powerful ideas.

“Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has.”

-- Margaret Mead
What I have learned so far

“...Be ignited, or be gone.”

-- Mary Oliver
COMPASSION IN PRACTICE:
Achieving Better Outcomes by Maximizing Communication, Relationships and Resilience

October 29-30, 2017 in Boston