Compassion Celebration Event

14th February 2017
A Day to Celebrate Compassion
Housekeeping
Compassion

“Compassion is a sensitivity to the distress of self and others with a commitment to do something about it”

Paul Gilbert and Alys King-Cole (2011)
Compassion

“Compassion is not just about kindness or ‘softness’ and it is certainly not a weakness - it is one of the most important declarations of strength and courage known to humanity.”

Paul Gilbert (2015)
Compassion
How did we start?

The healthcare community across Shropshire and Staffordshire, supported by Health Education England across the West Midlands has a shared vision to embed and recognize compassionate leadership across the region.

- Funded a project to embed this across the West Midlands
- LETC held a leadership sharing event “Leading with Compassion” in September 2015 to disseminate good practice across the region.
What we said ....
What we did ....

- Created a Shropshire and Staffordshire Community of Practice
- Created a dedicated Compassion recognition scheme
- 11 NHS Organisations have adopted this and are sharing learning
- Shared innovation and started to create a good practice toolkit, with some case studies from which we are sharing today
Compassion

Why does it matter?

https://vimeo.com/hyperfinemedia/review/147453858/a8d9629c44
Community of Practice
Social movement of personalised recognition

- Central point where staff, patients and carers can nominate someone who they feel and believe has demonstrated leading with compassion.

- Every individual nominated has received a **personalised bespoke badge** and card individualised to their particular organisation.

- Nominations have been themed into the different ways in which compassion was enacted.
Benefits of Scheme To Date

✓ We now have a dedicated recognition of Compassion scheme within 11 organisations

✓ 1500 compassionate acts shared

✓ A unique definition of compassion derived only from the staff and patients in our system with 7 clear action and 7 impact themes

✓ Enhanced staff engagement

✓ Patient involvement and confidence

✓ ‘Best Practice’ in compassion case studies sourced for every organisation for use locally in induction, communication and education

✓ National attention for scope and scale of ambition in this field

✓ 8251 number of hits – www.nhscompassion.org
Our Action Themes

1. Supporting through distress
2. Role Modelling
3. Recognition of staff
4. Kindness
5. Listening and Assurance
6. Discretionary effort
7. Maintaining morale through change
The impacts
Our Impact Themes

- Feeling Secure
- Feeling Valued
- Feeling proud
- Feeling empowered
- Direct Improvement in Patient Care
- Creating or maintaining a positive culture
- Improved emotional resilience

✓ Limited correlation of the act and the impact
✓ The difference is our individual interpretation
Our Findings
To Date

https://vimeo.com/hyperfinemedia/review/203803743/8d3259ccb9
Thank You

NHS

Health Education England
Sharing the themes of Compassion
Learning with Love

Red Dot
Recognition & Maintaining Moral through Change

Green Dot
Kindness, Role Modelling

Blue Dot
Discretionary effort, Listening and assurance & Supporting through distress

PASSPORT
To the World
Coffee
Reflections
What was your reflection from this exercise?
Your Feedback on the West Midlands model and the themes of Compassion
Lunch
The Psychology of Compassion

Its importance in Leadership

Dr Sarah Lehmann

University Hospitals of North Midlands (UHNK)

14th February 2017
Our Context

- Patient Flow
- Major Incident
- 4 hours
- Operational pressures
- Level 4
- MFFD
- 12 hours
- Beds crisis
- Unmet need
- Never Events
- Harm
- Deficit
- High caseloads
- Insufficient staffing/resources
- Command & Control
- Breaches
- Multiple diagnoses
- Regulators
- Targets
- High complexity
- Trolley waits
- Litigation

Operational pressures

2025Vision

SAFETY IS OUR PRIORITY

REPECT AND DIGNITY
Threat detection – initiating fight, flight, freeze

- **Apple Tree Yard**
- 30:35 – 31:50
Instinctively…..

- All of our attention selectively focussed on threat (biologically driven) – to try to keep us safe/defend ourselves
- Cognitive functioning deteriorates
- Change in Behaviour?
- Leadership approach?
University Hospitals of North Midlands
NHS Trust

**Psychological Danger**
- Fear of admitting mistakes
- Blaming others
- Less likely to share different views

«Common Knowledge Effect»

**Psychological Safety**
- Comfort admitting mistakes
- Better innovation & decision-making
- Learning from failure
- Everyone openly shares ideas

**2025Vision**
Living a place our families would choose

**People & Organisational Development**

**Learn From Experience**

**Safety Is Our Priority**

**Respect And Dignity**
“Speaking up at work can be difficult. People worry that their boss or colleagues won’t like what they have to say. As a result, people hold back on everything from good ideas to great questions. But by fostering psychological safety, all employees can feel safe to speak up.”

Amy Edmondson (2016)
Leadership is RELATIONAL

• Coercive, threat-based styles of leadership may move people in the short term but breed negative emotions such as anger, anxiety, distress or resistance

• Emotions matter
Emotion Regulation — Gilbert (2005)

- DRIVE
  (Pursuing, achieving, vitality)

- CALMING/
  Soothing
  (Safe, content connected)

- THREAT
  (Seeking safety/
  protection, anger, anxiety)
Compassion as Motivation
‘Compassion is....

**Sensitivity** to the suffering of self and others with a **commitment** to relieve and prevent it’

Gilbert

Compassion is linked to two different psychologies which we aim to develop:

- The ability to **engage** with suffering and distress
- The desire and motivation to **alleviate** suffering, and seek to **prevent** suffering in the future
Why develop compassion?

Self-compassion/reassurance is linked with:

**Lower** levels of:
- Rumination (*Neff* 2003)
- Worry (*Raes* 2010)

**Higher** levels of:
- Cognitive flexibility (*Martin et al.* 2011)
- Self-reflection (*Samaiea* & *Farahani* 2011)
- Creativity (in people who self-criticise) (*Zabelina* & *Robinson* 2010)
The Case for Compassion

“...clear relationship between the wellbeing of staff and patients’ wellbeing”  Kings Fund 2015

Real teams deliver higher quality, safer care. For every 5% increase in a hospital’s staff saying they work in a ‘real team’, there is a 3.3% reduction in mortality rates.

Equivalent to 40 people per year in the average hospital

Rudeness between hospital staff has a detrimental effect on patient safety, as it impacts the cognitive function of people on the receiving end & witnessing this behaviour.

High performing teams experience 5 times as much appreciation as criticism.

Companies on the top quartile on engagement:

- 37% less absenteeism and employee turnover (on average)
- 48% fewer safety incidents
- 41% fewer product defects
- 21% higher productivity
- 22% higher profitability

Employees who strongly agree that their manager focuses on strengths are more than TWICE as likely to be engaged (67%), as those whose manager focuses on weaknesses (31%)

70% of the variation in levels of engagement between staff is driven by employees’ direct line manager.

70%
DEVELOPING A CULTURE OF COMPASSION AT UHNM
OD Strategy: Defining our Culture

- Strategic projects
- ‘Leading with Compassion’ philosophy and focus for development
- Compassion Recognition
- New PDR process
- Onboarding
- Wellbeing and resilience
- Anti-bullying: Leading with Compassion
We’re IN it Together

Warmth  
We treat each other with kindness and compassion.

Involvement  
We all have ideas and opportunities to contribute.

Needs  
We care for each other physically and emotionally.

Together  
We are all important and in this together.

Empathy  
We try to understand each other’s feelings.

Recognise  
We take time to show appreciation.
Leading with Compassion Recognition Scheme
Leading effectively with compassion should…. 

• Promote better connected relationships 

• Counter stress/negative emotional responses 

• Open up positive feelings such as hope and empowerment 

• Help build resilience 

• Be authentic 

HOW we speak/behave matters
Themes from recognition awards:

<table>
<thead>
<tr>
<th>Action themes</th>
<th>Impact themes</th>
</tr>
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<tbody>
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<td>1. Supporting through distress</td>
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• Threat triggers threat

• Compassion begets compassion

• Be mindful - what switches it off:
  – Power dynamics – managers have a pressure to appear ‘in control’ and ‘solving problems’
  – ‘Competing’
  – Threatened leaders
  – Little time for ‘relating’ with others - not valued
Compassion

“If we want patients to experience kindness and compassionate care in their treatment, then the staff who deliver that care must experience the same kindness and compassion in the way they are managed and led”.

(Mandip Kaur, Kings Fund)
Impact and Evaluation
An Evaluation of the Recognition of Compassion Scheme: A Report for Health Education England
Alistair Hewison & Yvonne Sawbridge
Compassion Celebration Event, George Eliot Hospital, 14th February 2017
Background

- Why might good people deliver bad care?  
  [https://www.youtube.com/watch?v=VC4FajTFpRU](https://www.youtube.com/watch?v=VC4FajTFpRU)
Background


[https://www.hsj.co.uk/topics/workforce/yellow-hats-are-not-just-for-builders/7012852.article](https://www.hsj.co.uk/topics/workforce/yellow-hats-are-not-just-for-builders/7012852.article).


The Project

The healthcare community across Shropshire and Staffordshire has a shared vision and collective purpose to embed and recognise compassionate leadership across the region

(http://www.nhscompassion.org/compassion/purpose/)

Purpose of the evaluation:

- What helped and/or hindered the roll out of the programme?
- How might a good practice guide support the spread and sustainability of this initiative?
Methodology

- Retrospective review of the scheme
- Semi Structured Interviews (8)
- Focus Group (3)
- Purposive Sample (Nominations)
- Brief Evidence Review
- Thematic Analysis
Findings

Five Main themes:

- Purpose
- Communications
- Progress
- Tensions
- Next Steps
Outline

☐ Positive examples
☐ Compassion framework in context
☐ Impact and next steps
...a simple scheme

It’s been really positive. Easy to complete, put a few words down, get these cards and badges—a real value to it, really positive for us, it’s motivational. It’s worked for us. It’s low maintenance in terms of administrative support, it’s been great. It’s motivational and that’s what it’s designed to do.
...a simple scheme

I have both nominated and received a nomination for the Care and Compassion Award. I think it’s a great idea and was really easy to do...

There is no need for big glitzy events - the informality and the human touch element of the recognition is important.
leading with compassion...

I was really pleased to be able to do something to recognise the hard work she does for me. It was a great way to show my appreciation for all the help she does for me, without thinking, and I know she was shocked and surprised when she received it.
leading with compassion...

The idea was using the award winners as positive role models and promotion across the patch to say look at these acts of compassion to act as a catalyst for inspiration for more compassion.
...embed and recognise

...the take up has been very high, higher than we anticipated and the feedback we get from those workshops is hugely positive..

It has exceeded my expectations. I thought it might go flat- but it hasn’t Staff say they get a lovely warm feeling when nominated
...sharing best practice

It’s the little things people remember - they don’t remember the policies and strategies, but how they were treated.

It’s a motivational scheme in our organisation so it’s about having that recognition process without it being too formal to say thank you, which we’re not always great at in terms of making sure people are recognised for something that might seem quite trivial, it can have a big impact on others.
...sharing best practice

People are definitely talking about it so it has had an impact and is good for morale at a difficult time. It is a bit of a tonic to all the mess that is going on.

The Housekeeper was amazed and this seems to have really boosted her confidence—a noticeable change in behaviour
A Framework for Compassion?

- 1400 nominations
- Inductive analysis conducted by Compassion recognition scheme team and the Community of Practice
- Ninth iteration
- 7 Action Themes
- 7 Impact Themes
Compassion Recognition Scheme

Themes

**Action themes**
1. Supporting through distress
2. Role Modelling
3. Recognition of staff
4. Kindness
5. Listening and Assurance
6. Discretionary Effort
7. Maintaining morale through change

**Impact themes**
1. Feeling Secure
2. Feeling Valued
3. Feeling proud
4. Feeling empowered
5. Direct Improvement in Patient Care
6. Creating or maintaining a positive culture
7. Improved emotional resilience
Theoretical Context
1. Meaningful connection
2. Patient expectations
3. Caring attributes
4. Capable practitioner

Burnell (2013)
Theoretical Context

1. Being empathetic,
2. Recognising and ending suffering,
3. Being caring,
4. Communicating with patients,
5. Connecting to and relating with patients,
6. Being competent,
7. Attending to patients needs/going the extra mile,
8. Involving the patient.

Theoretical Context

1. Recognition of suffering;
2. Understanding its universality;
3. Feeling sympathy, empathy, or concern for those who are suffering (emotional resonance);
4. Tolerating the distress associated with the witnessing of suffering;
5. Motivation to act or acting to alleviate the suffering.

(Strauss et al 2016)
Impact

- ‘Feel good factor’
- Leadership and role modelling
- Motivational
- Small actions, large impact

"tells everyone that this is what the organisation is really like."
Potential

☐ Best Practice Guide
☐ Wider sharing of the work
☐ Harness potential in different ways according to organisational needs/situation
☐ Embed/refine the scheme further
☐ Analysis of nominations/themes
Conclusion

...a formal recognition scheme will only be effective if it is part of an overall approach to people management and staff engagement (NHS Employers 2015)
References


Pulling it all Together
- So what?
What’s Next?

How can we progress this model of recognition?
What’s Next?

How can we progress this model of recognition?

More Cards 2017
More Love

Analyse Evaluation Q1 2017
Optimise Themes

Q2 2017
Not for Profit offer

Q2 2017
Scheme Best Practice

Q3 2017
Trust Best Practice

Q3 2017
Education Materials

How can we progress this model of recognition?
Summary and Reflections

Bev Ingram

Regional Clinical Lead Workforce Transformation & Innovation
Thank You
& Safe Journey