



Creating Resilient Teams with Compassionate Leadership

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AMA
CMA
BMA

Objectives

- Recognize the connection between compassion, resilience, suffering and burnout
- Describe four key cornerstones of compassion:
 - Gratitude ~ Mindful Pause
 - Finding Meaning ~ Self-Compassion
- Experience the practice of two cornerstones (Gratitude and Finding Meaning)





Providence St. Joseph Health



51
HOSPITALS



829
CLINICS



5m
UNIQUE
PATIENTS
SERVED



16
SUPPORTIVE
HOUSING
FACILITIES



119k
CAREGIVERS



38k
NURSES



25k
PHYSICIANS



2.1m
COVERED
LIVES



1.2m
HOME HEALTH
VISITS



HIGH SCHOOL
NURSING
SCHOOLS &
UNIVERSITY



2
HEALTH
PLANS



\$1.6b
COMMUNITY
BENEFIT

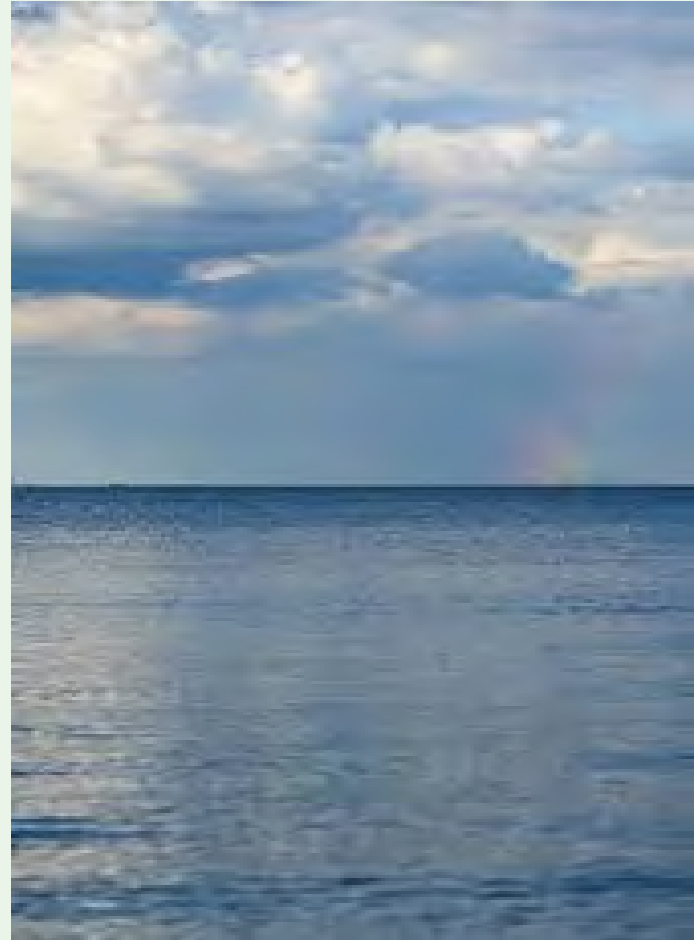
Shared Trauma



Suffering in Healthcare

“The expectation that we can be immersed in suffering and loss daily and not be touched by it, is as unrealistic as expecting to be able to walk through water without getting wet.”

Naomi Rachel Remen MD

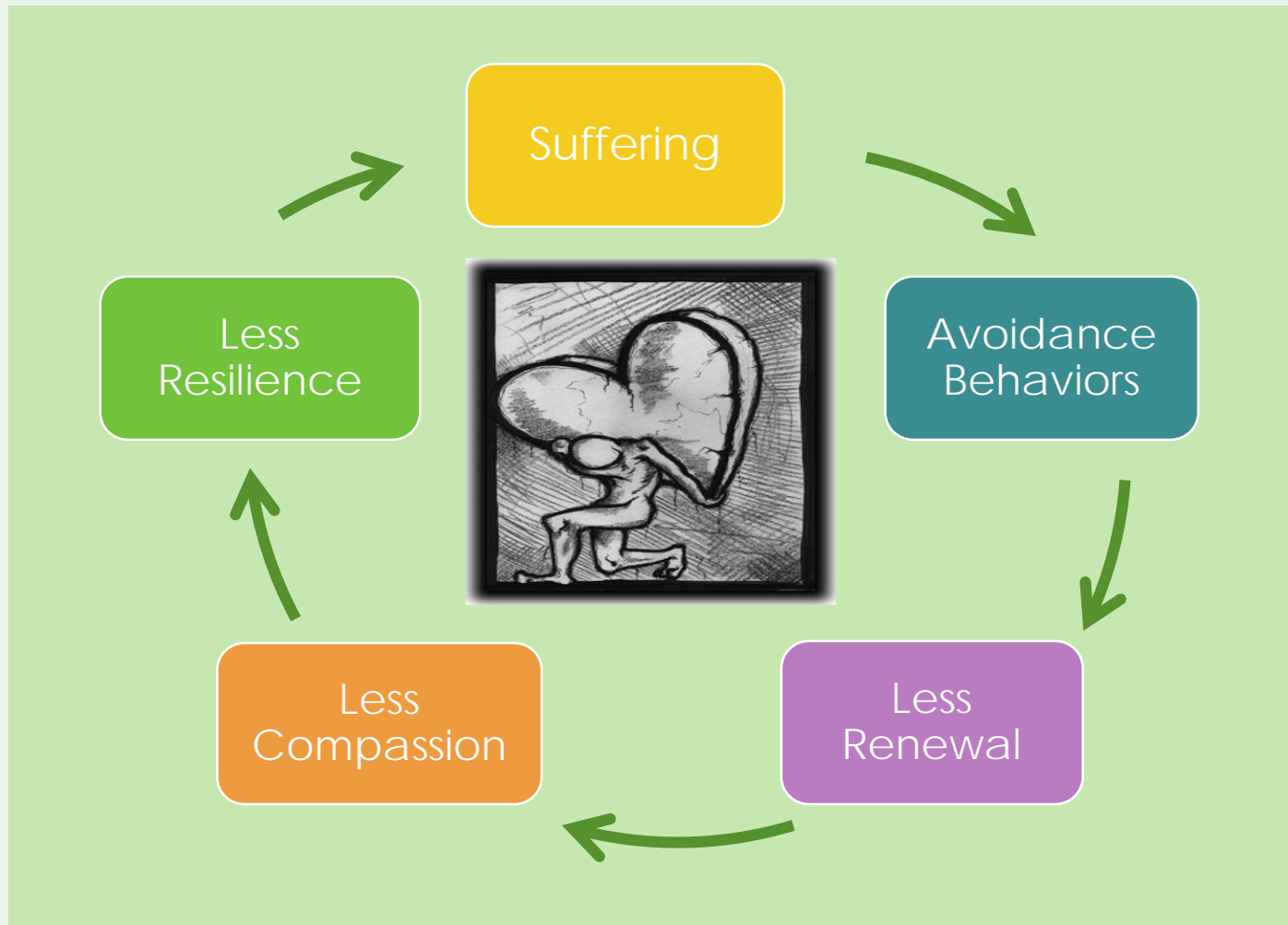


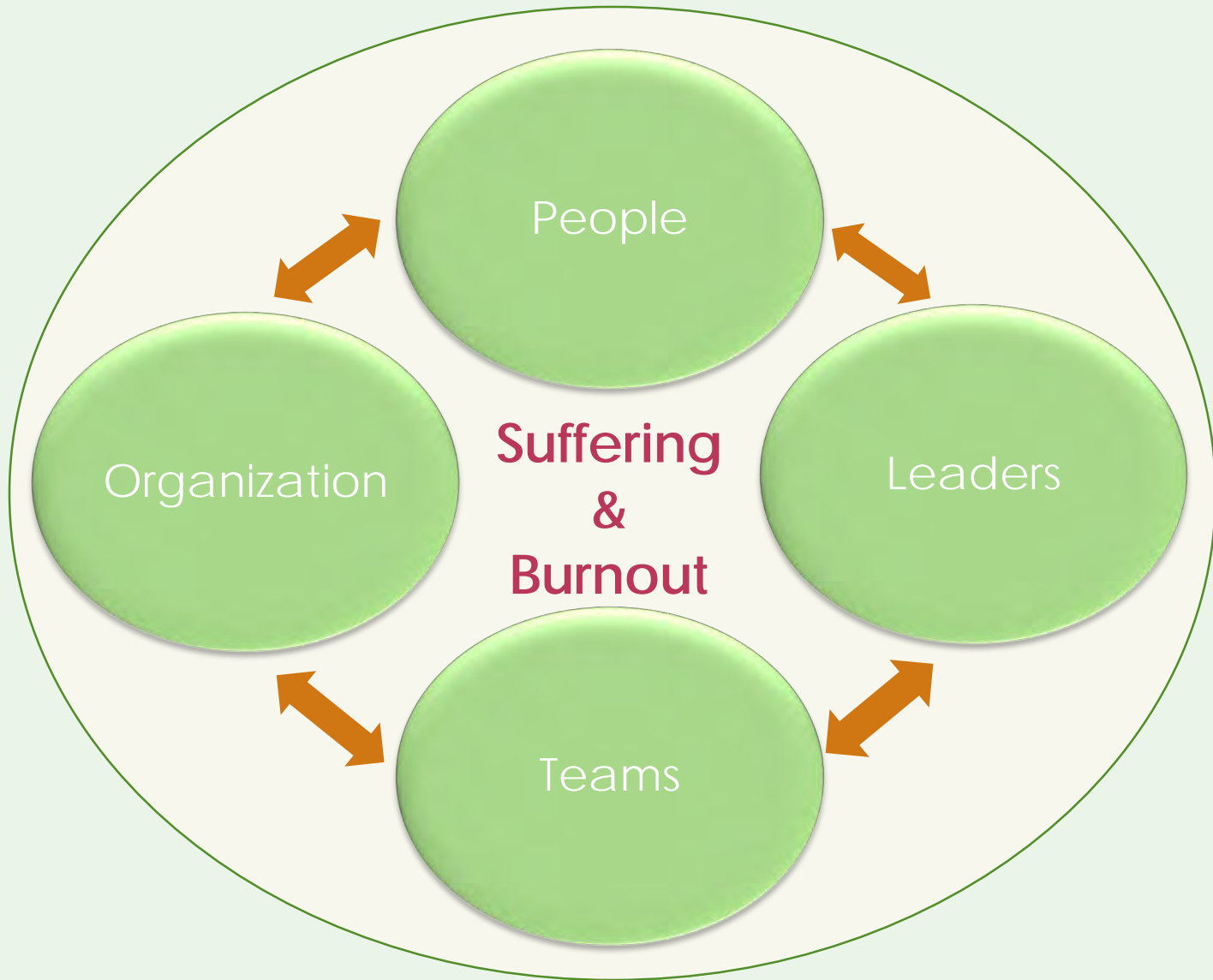
Our Premise:



- Caregiver suffering in healthcare is inevitable
- Suffering leads to burnout
- Resilience is possible through compassion
- Compassionate leaders support compassionate teams

Compassion-Suffering Paradigm





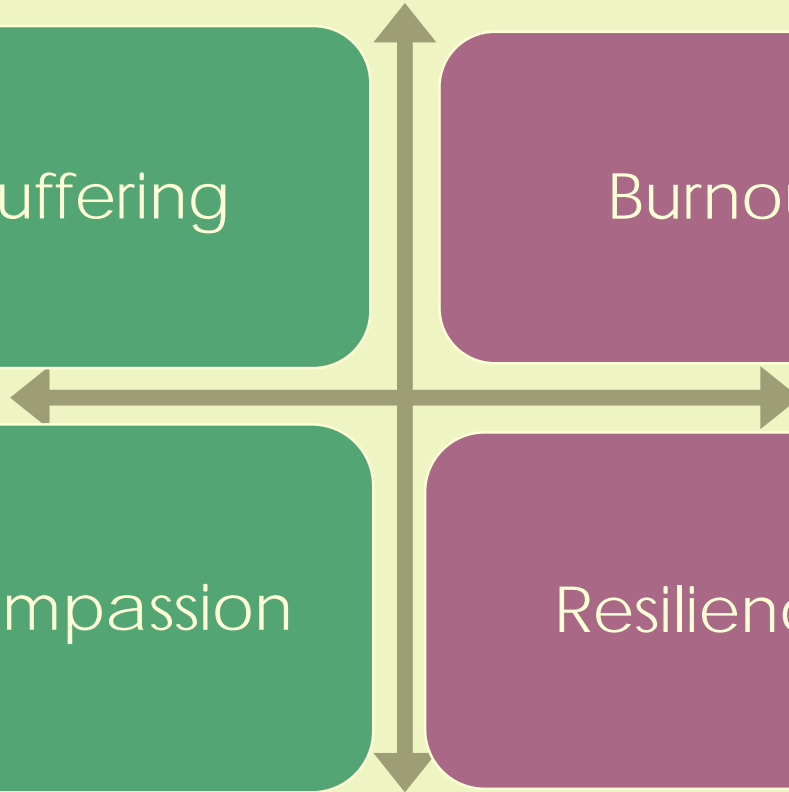
Organizational Wellbeing

Suffering

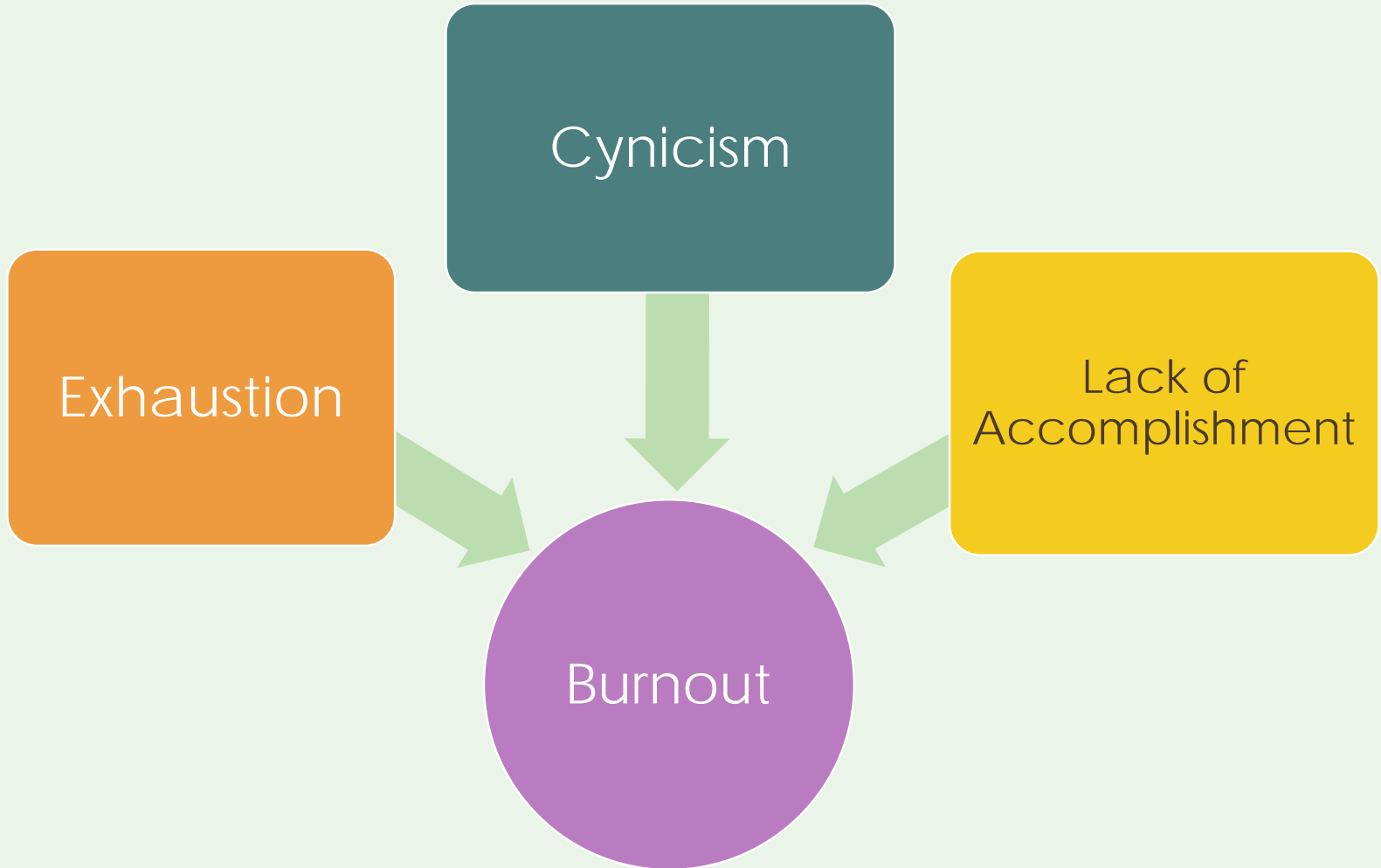
Burnout

Compassion

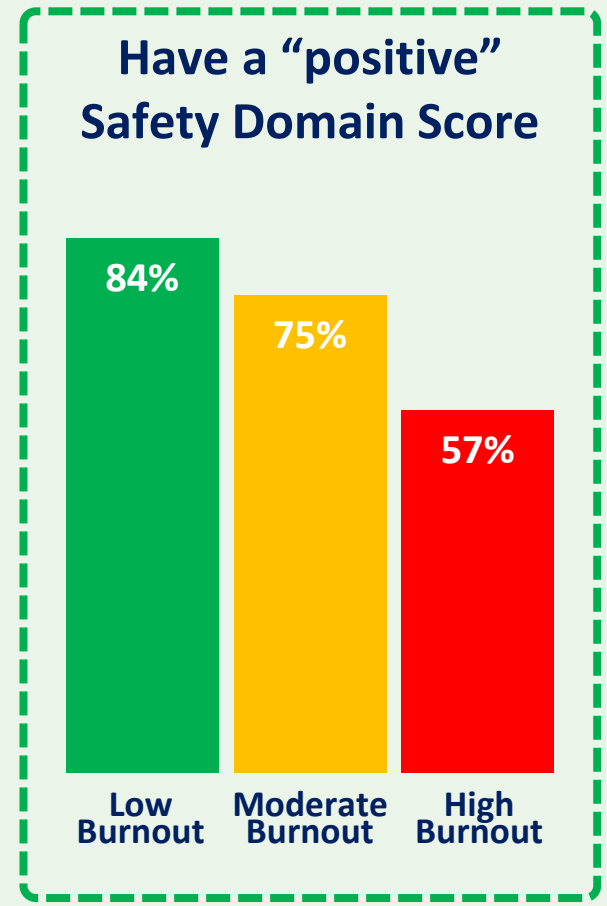
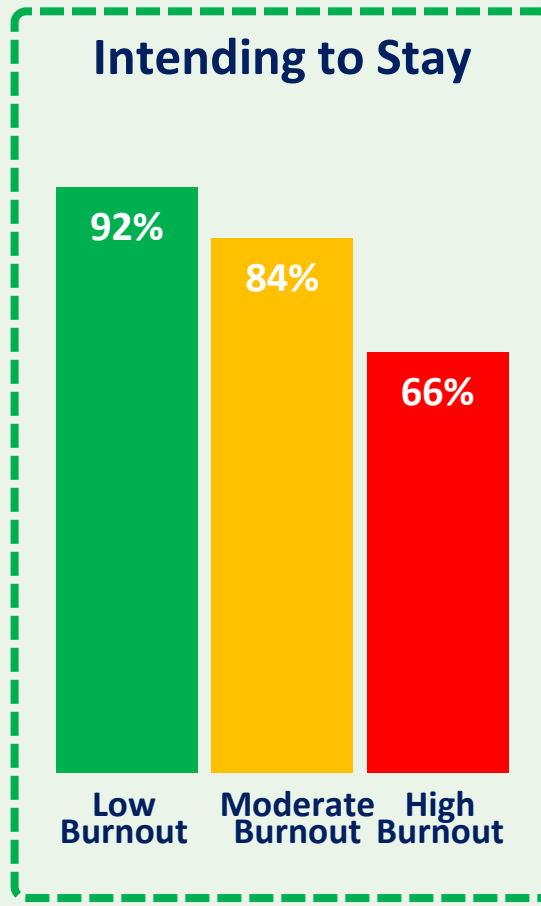
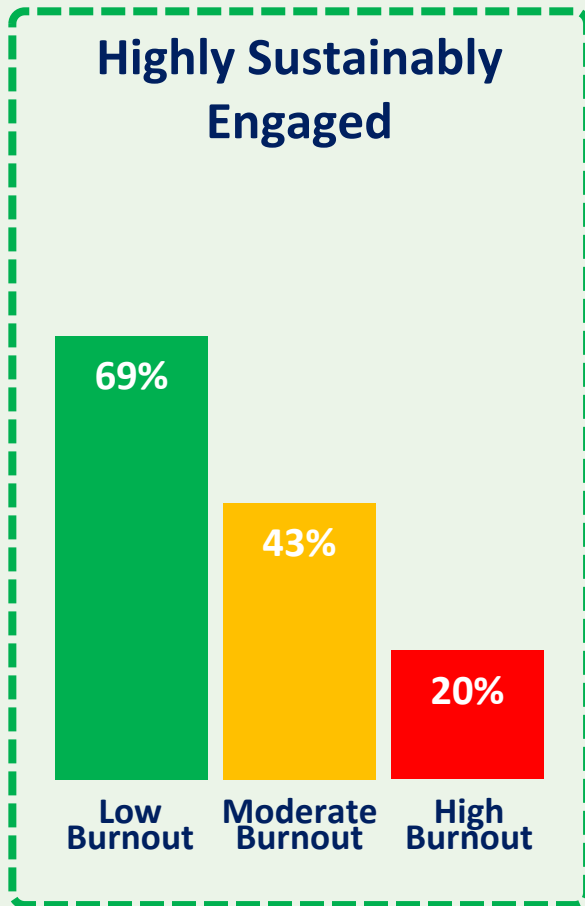
Resilience



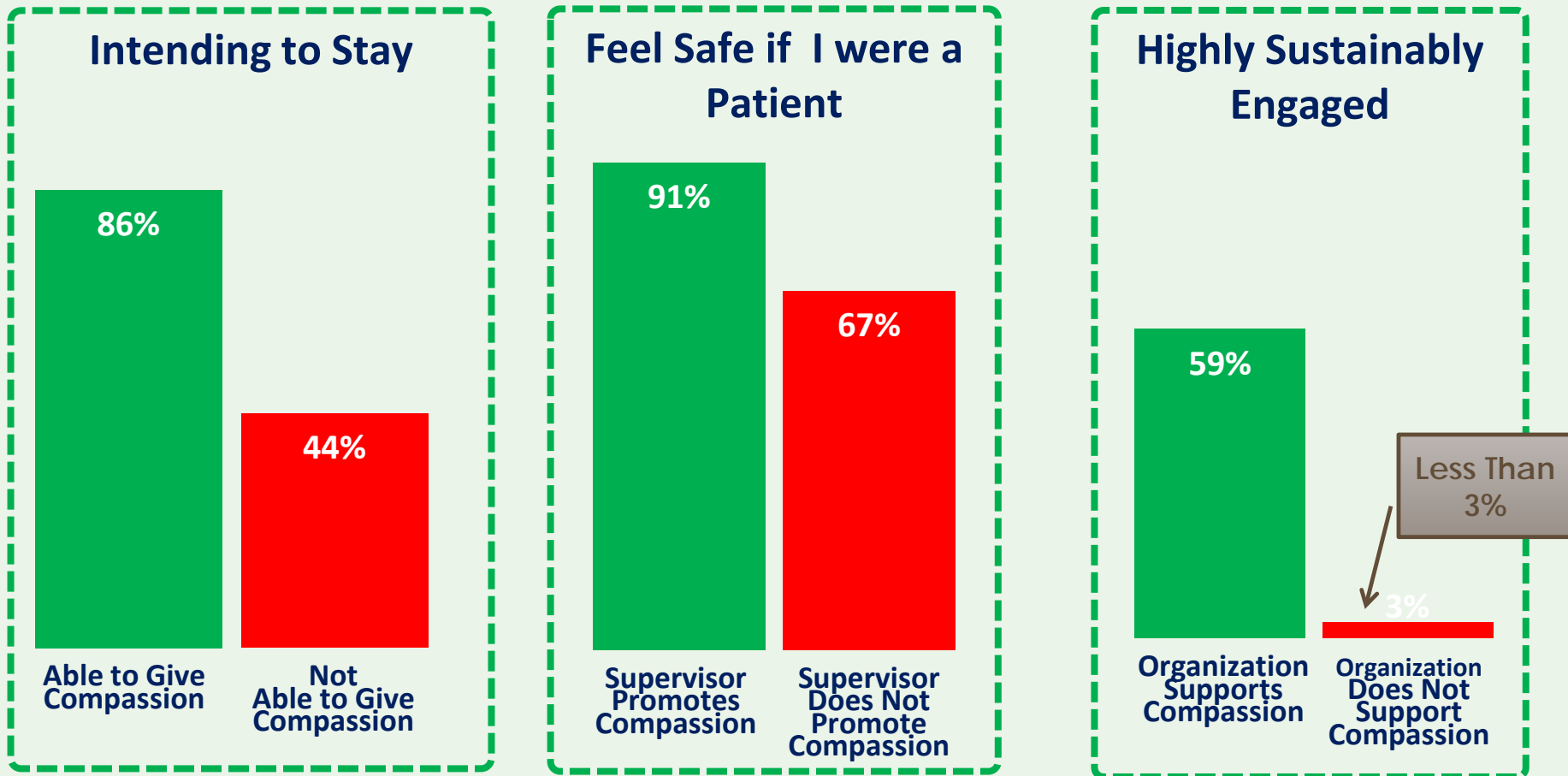
Burnout Symptoms



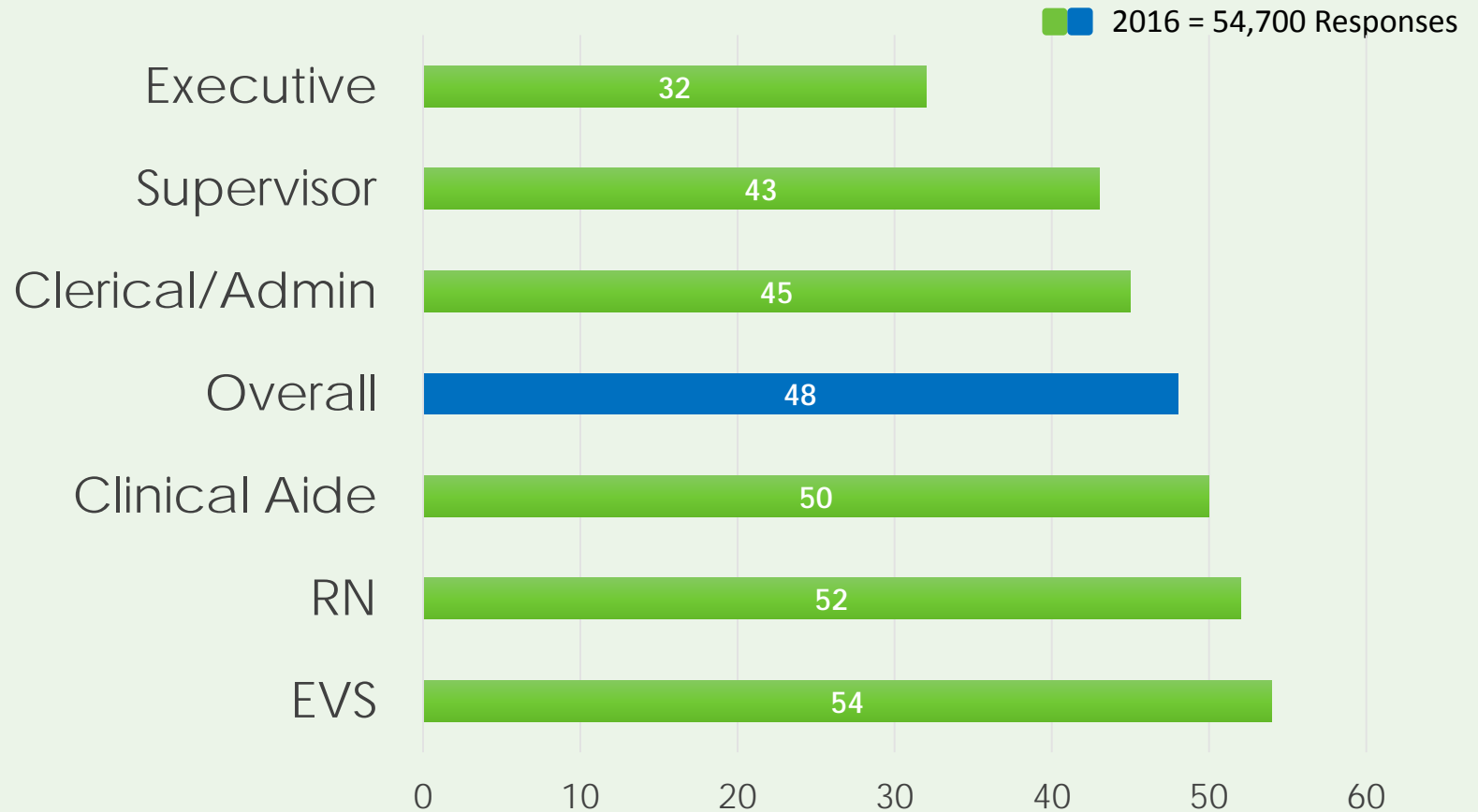
Impact of Burnout



Compassion in Healthcare: It Really Matters

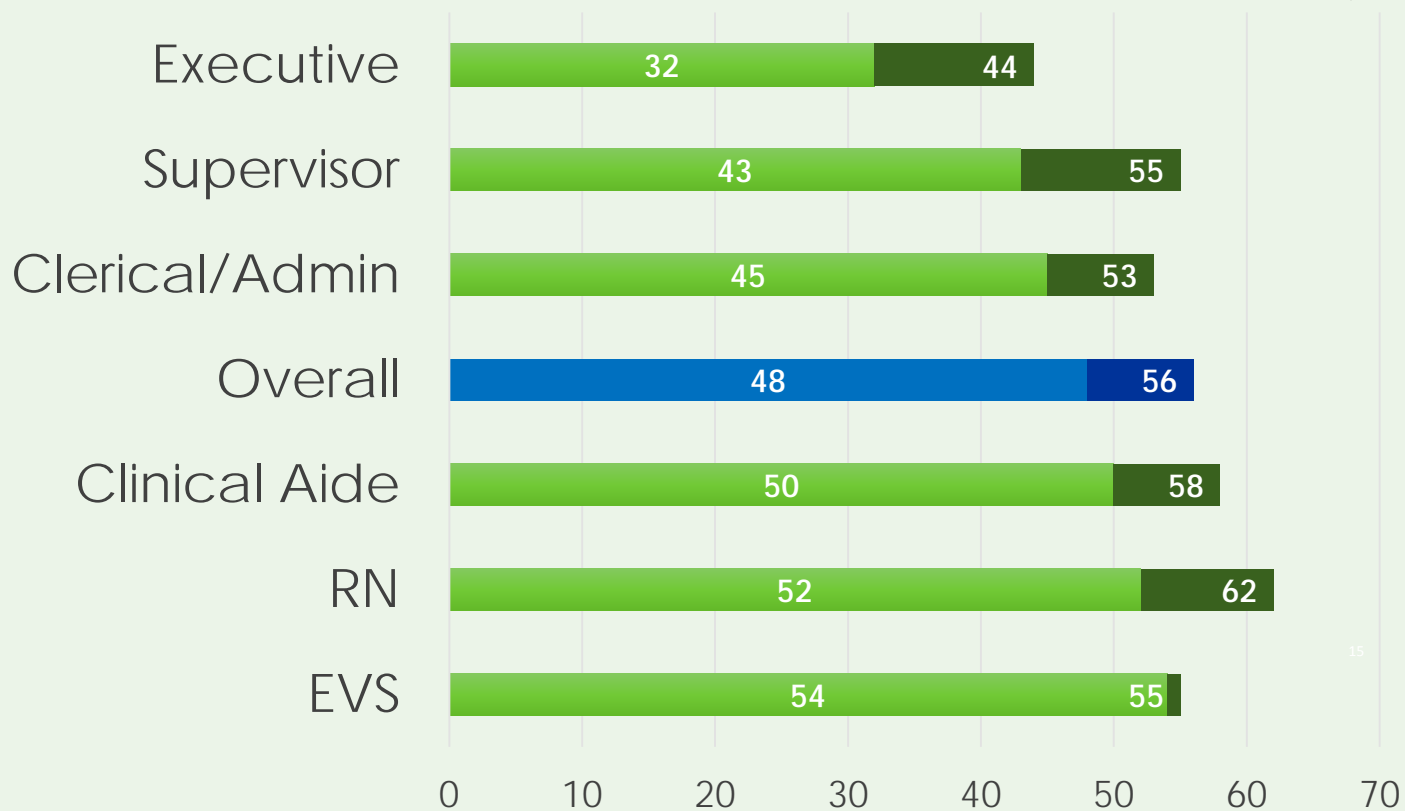


Providence Caregiver Burnout Rate



Providence Caregiver Burnout Rate

2016 = 54,700 Responses
2017 = 80,000 Responses





Compassionate Leadership

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graph TD; A[Compassionate Leadership] --> B[Leading with Compassion]; A --> C[Leading for Compassion];
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Leading **with**
Compassion

Leading **for**
Compassion

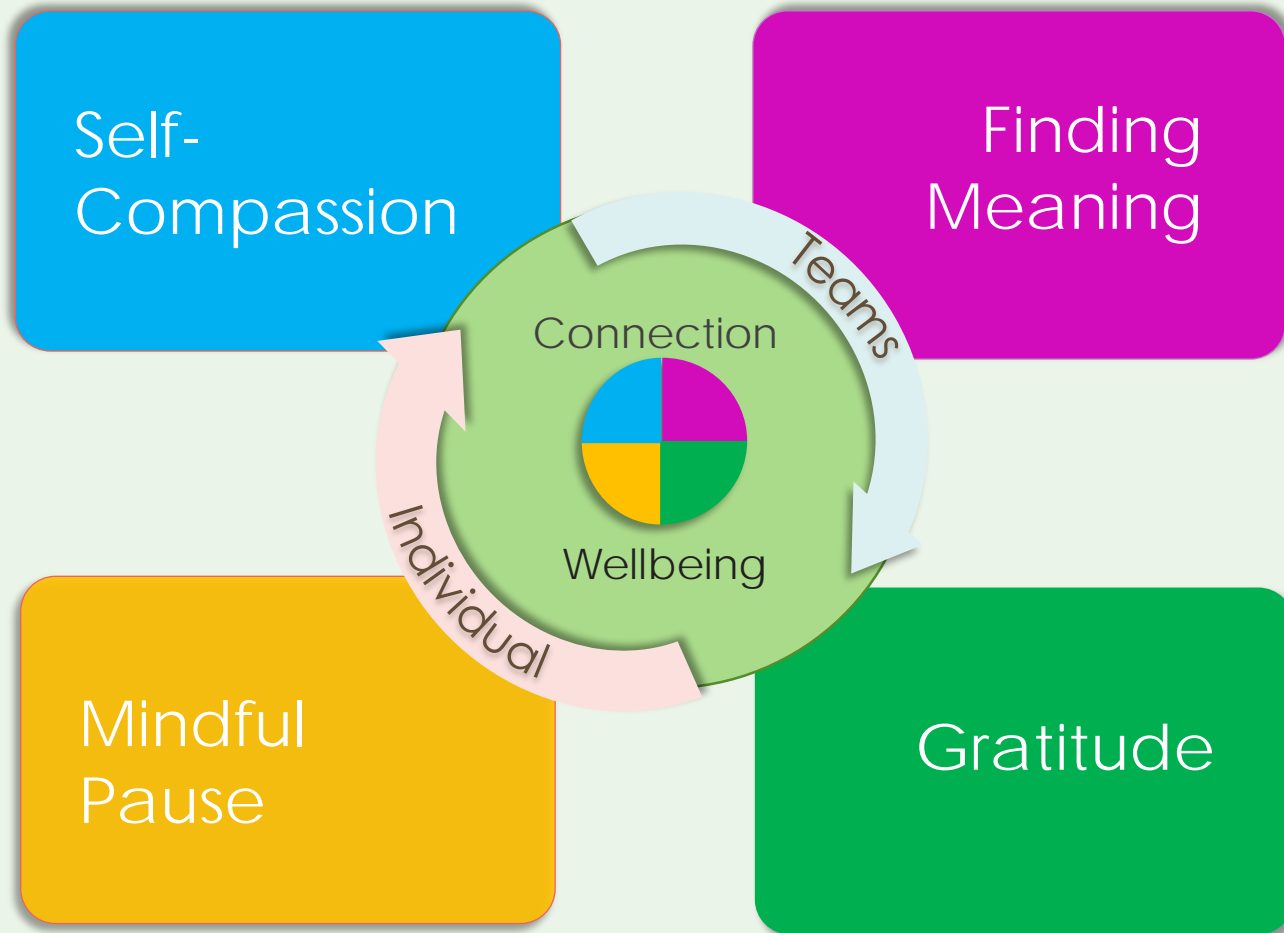
Seven Traits of Compassionate Leadership

1. Focused on Connection and Collaboration
2. Adaptable and Flexible
3. Self-Caring and Balanced
4. Empowering, Enabling and Inclusive
5. Transparent and Open
6. Genuine and Authentic
7. Courageous and Committed

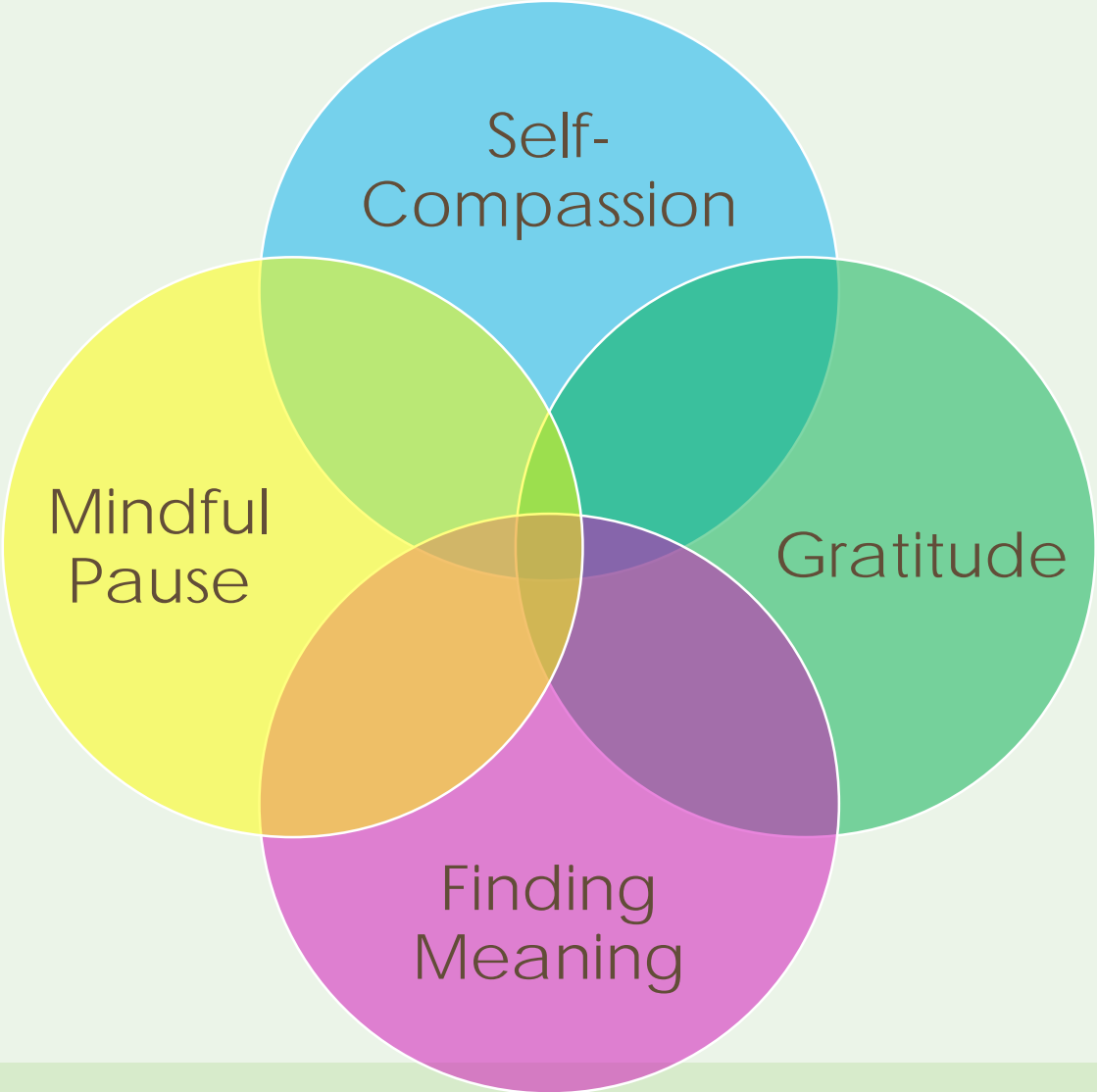
Compassionate Leadership Impact

- Increased Connection to Co-workers
(De-Lara 2016, Frost 2000)
- Better Relational Coordination
(Gittel 2014)
- More Support Given to Others
(Goetz 2010, Eisenberger 2006)
- Increased Emotional Reserves
(Lilius 2011, Figley 1995)
- Increased Emotional Connection to Organization
(Lilius 2008)
- Increased Reported of Errors and Near Misses
(Cameron 2014)

Compassion Cornerstones



Compassion Cornerstones In Practice

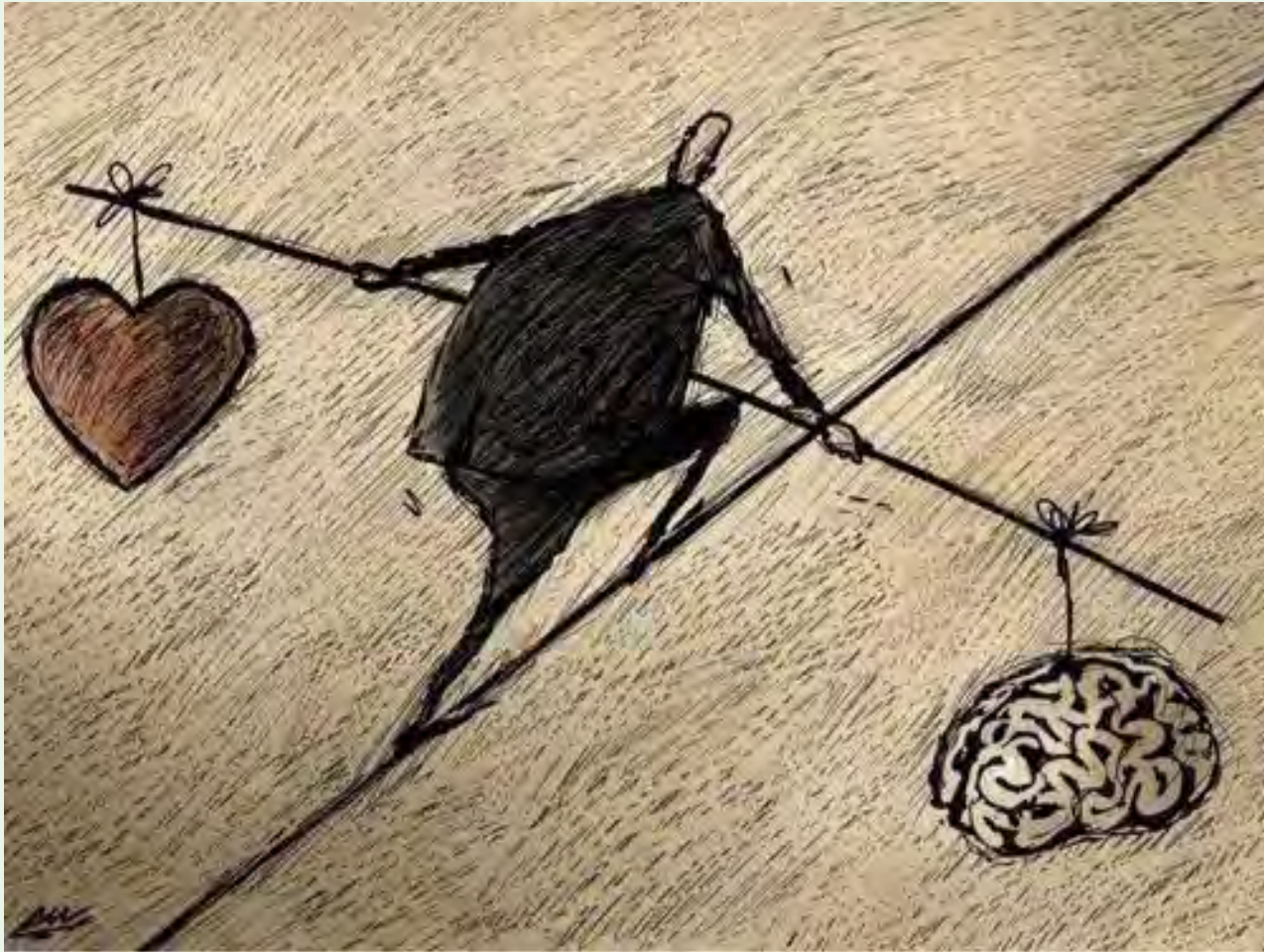


Cornerstones for Leaders

- Help leaders find strength and resilience
- Develop authenticity, as a person and leader
- Practices that can be applied to personal and professional life
- Create messages and practices to bring to your team



Easy To Do?





Gratitude

Benefits of Gratitude

- Rewires the brain toward positivity
(Aloge, Fredrickson & Gable, 2013)
- Improves our relationships
(Amin, 2014)
- Increases sense of wellbeing
(Chih-Che, 2017) (Cheng, Tsui & Lam, 2015)
- Increases optimism
(Lashani, Shaeiri, et al. 2012)

Gratitude In Unlikely Moments





Real Time: Gratitude

When	What	Why
Starting Your Day	Write 3 things you are grateful for	Trigger the brain to look for positive
Safety Huddles	Express gratitude for work that has gone well	Remind ourselves all of the goodness we do daily
Team Meetings	Create space for people to express gratitude for each other	Improve team unity and appreciation



*Mindful
Pause*

Why Pause?

Helps us regain our inner strength

Allows us to defuse stress and tension

Helps us transition from one situation to the next

Helps us respond rather than react

May reduce feelings of burnout

■ *Renewal* ■ *Caring* ■ *Calmness* ■ *Presence*

A Mindful Pause





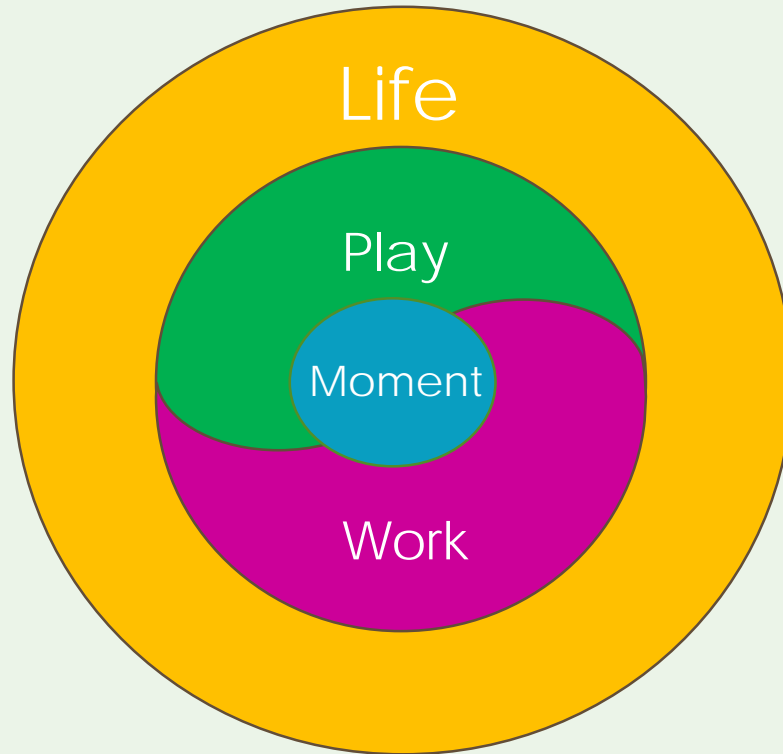
Real Time: Mindful Pause

When	What	Why
Washing Hands	3 deep breaths	Letting go of what came before
Logging into Computer	Notice rhythm of typing the log-in and password	Strengthening calm before EPIC
Leaving for the Day	Standing in doorway	Express gratitude for three things that went well today



*Finding
Meaning:*

Finding Meaning In.....



Finding Meaning

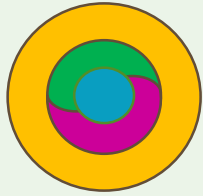
How it Feels	How it is Lived	Having Lost "Meaning"
<ul style="list-style-type: none">• Time feels infinite• Deep sense of gratitude and grounding	<ul style="list-style-type: none">• Aligned in values and actions• Balanced in heart and mind• Motivated by connection and sense of service	<ul style="list-style-type: none">• Think and do without feeling• Feel too busy and overextended• Protect and defend• Look for direction and validation



Reflective Exercise



Recall a moment at work that filled you with a sense of meaning and purpose



Real Time: Finding Meaning

When	What	Why
In Conversation	Remember something that is important to the other person	Noticing the outward connections that create meaning
In Work & Play	Before an activity, reflect on "why" you are spending time doing it	Connecting inwardly to our purpose and heart
Every Day	Search out a moment of "awe" each day	Recognize, with humility, our place in the universe



*Self -
Compassion*

Self-Compassion

Self-compassion is extending compassion to one's self in instances of perceived inadequacy, failure, or general suffering



Components of Self-Compassion

“We must achieve and combine these three essential elements in order to be truly self-compassionate”



Self-Kindness



Common Humanity



Mindfulness



Strengthening Self-Compassion

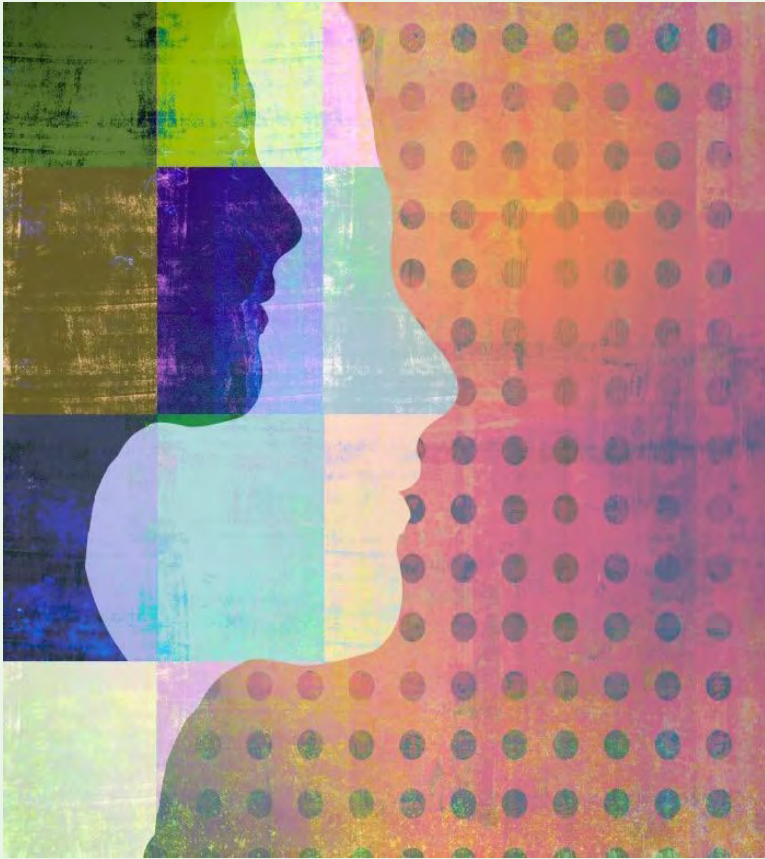
- *Recognize what is going on;*
- *Allow the experience to be there, just as it is;*
- *Investigate with interest and care;*
- *Nourish with self-compassion*



Real Time: Self-Compassion

When	What	Why
You gained weight	<ul style="list-style-type: none">• Stop the negative talk in your head• Actively comfort yourself	To practice Self Kindness, and stop the self critic
Made a mistake	<ul style="list-style-type: none">• Remind yourself that you are human• Practice in recognizing your humanity	Recognize our humanity, which means we are imperfect
Had an argument with a loved one	<ul style="list-style-type: none">• Notice your feelings of anger• Feel your anger as an emotion and not who you are	Practice mindfulness so that you don't react

Cornerstones for Self and Team



- Increased Team Cohesiveness
- Improved Individual Coping and Resilience
- Life Practices for Work and Home
- Facilitating Authentic Connection

Implementation Strategy

- Motivate Leaders
- Identify Team Champions
- Provide Training for Champions
 - Personal Skill Development
 - Unique Implementation Plan
 - Cornerstone Kits

Cornerstone Kits

Content
Powerpoint
Reflections
Team Activities
Individual Activities
Inspiration Cards
Bulletin Board Ideas
U-Tube Video
Calendar of Ideas
Assessment (Pre and Post)
Resource List (books, articles, etc.)



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