

Compassion Celebration Event



14th February 2017



A Day to Celebrate Compassion





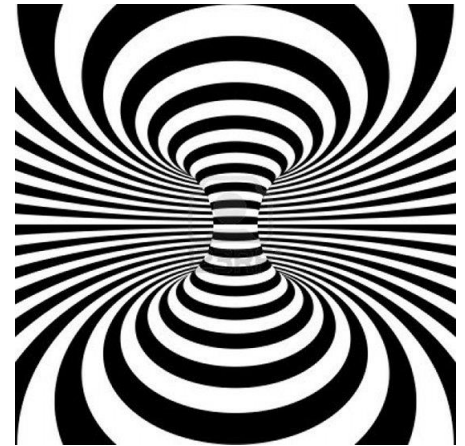
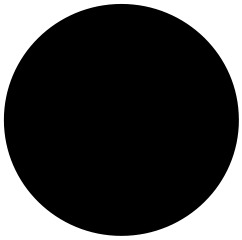


Housekeeping





Today





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

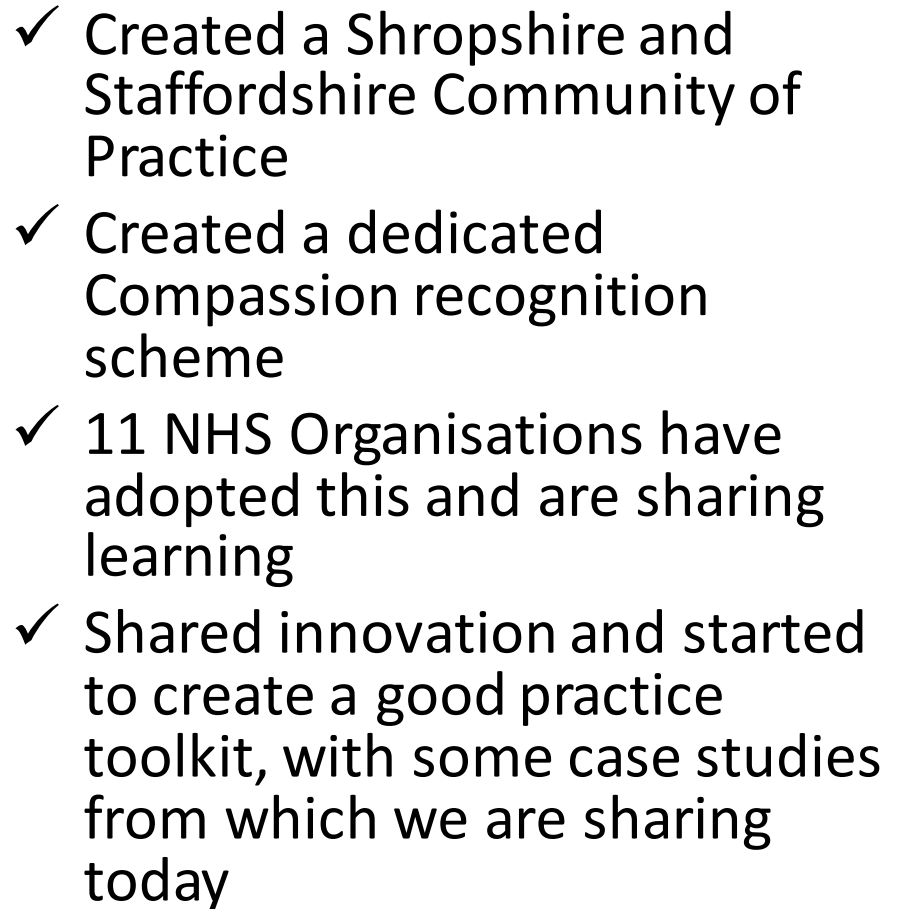




How did we start?

- ✓ 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.







Compassion

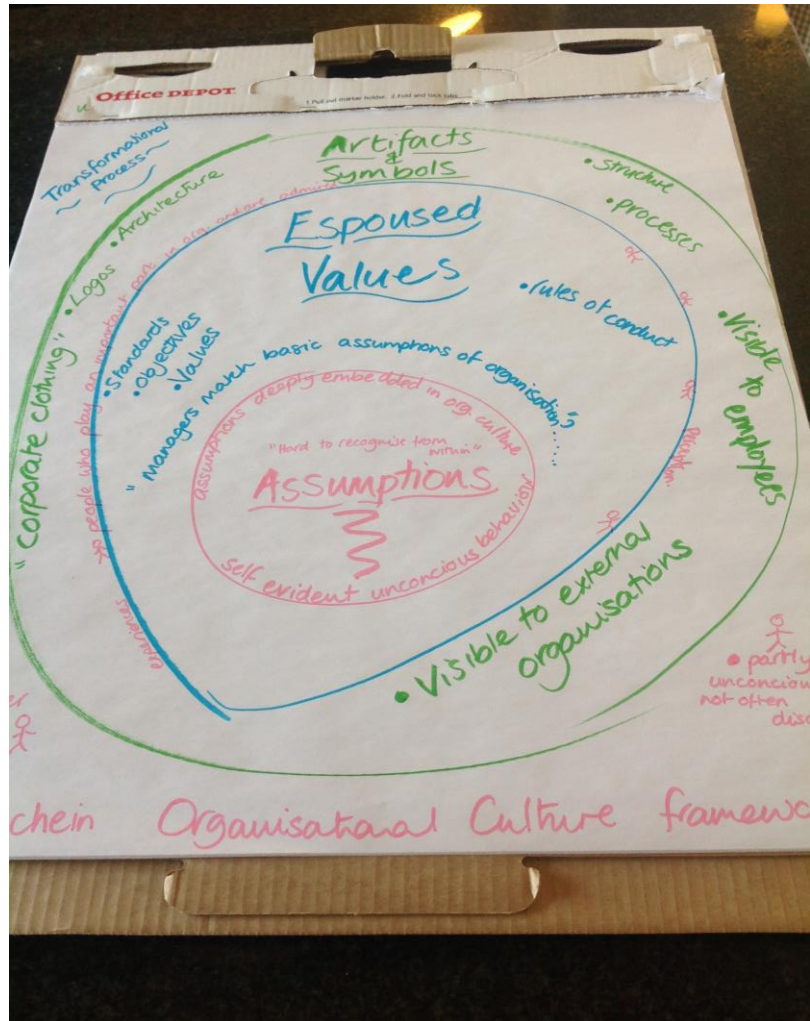
Why does it matter?



<https://vimeo.com/hyperfinemedia/review/147453858/a8d9629c44>



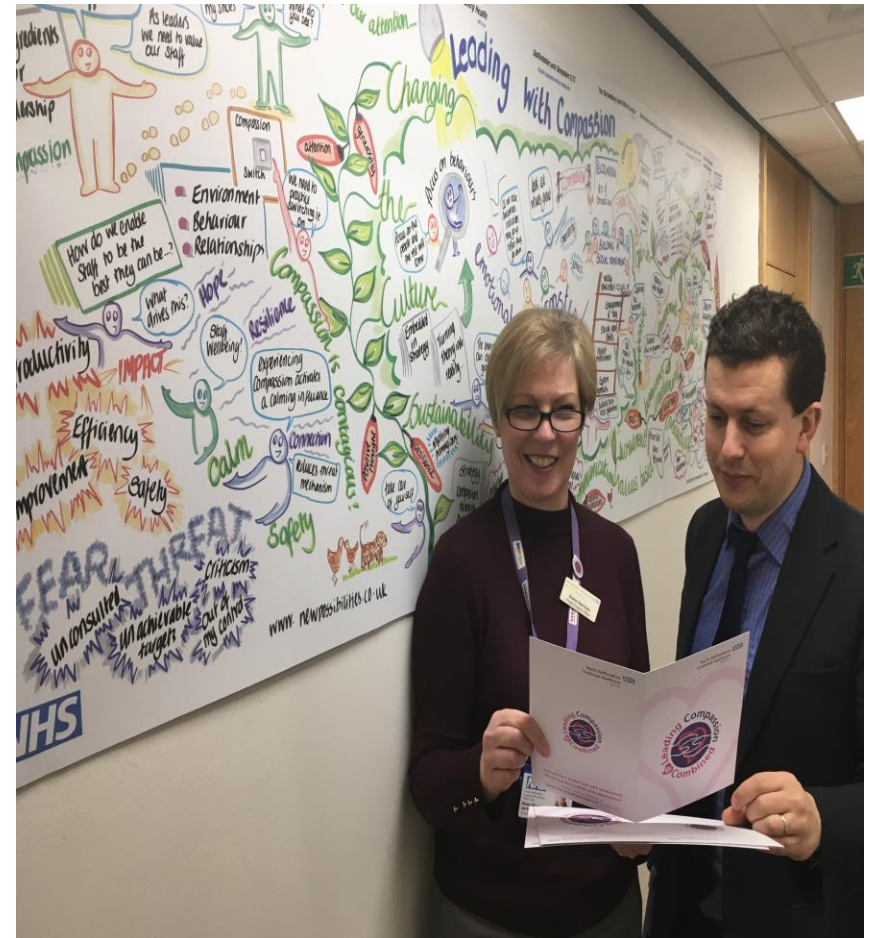
Community of Practice





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







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

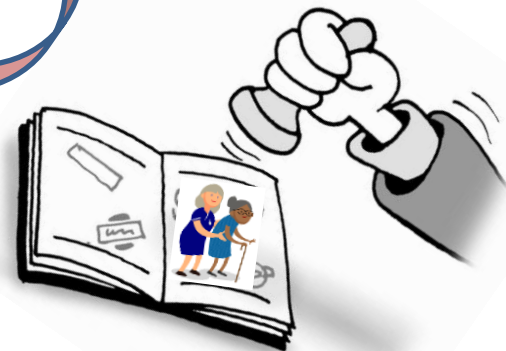
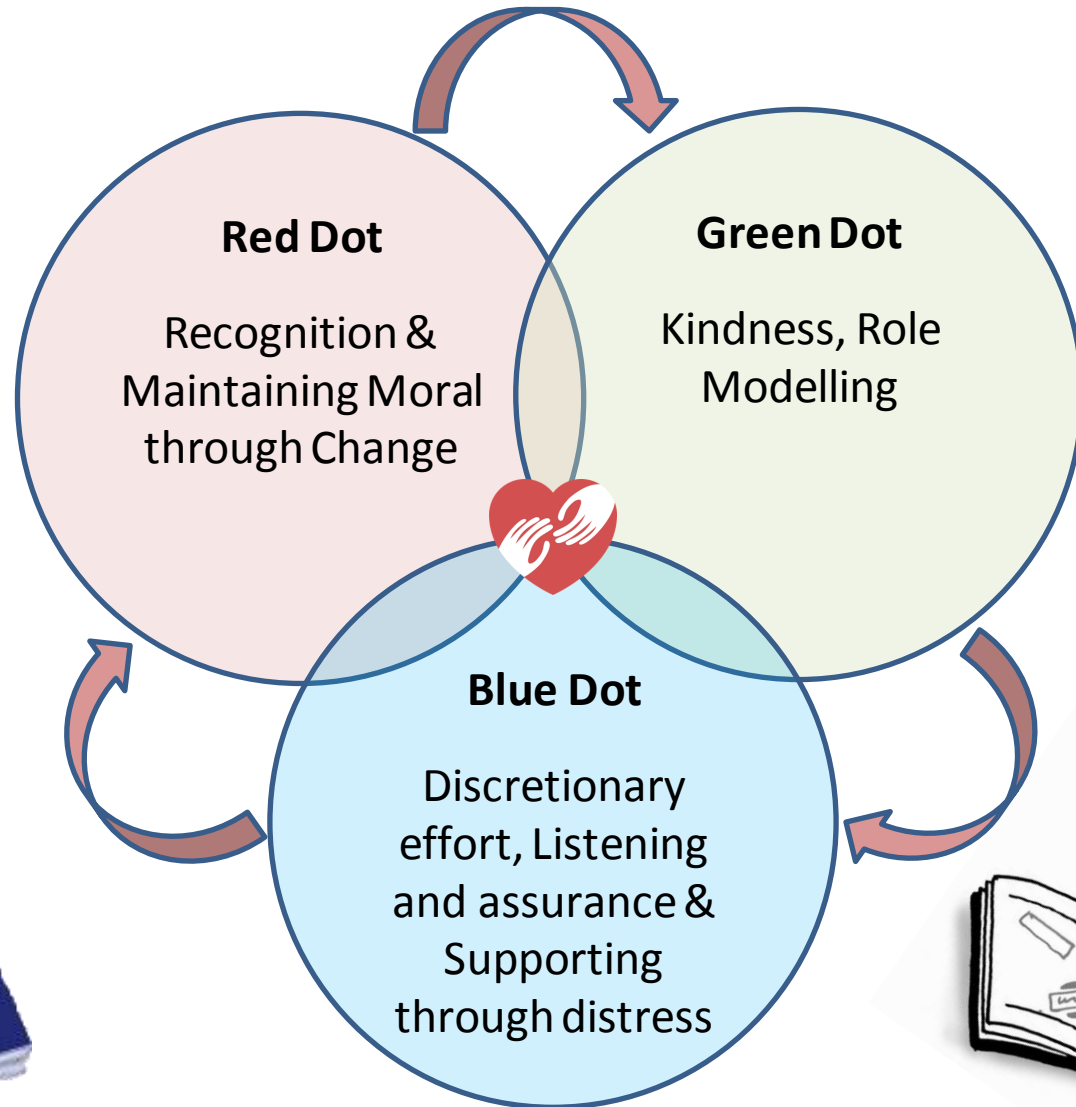


Sharing the themes of Compassion





Learning with Love



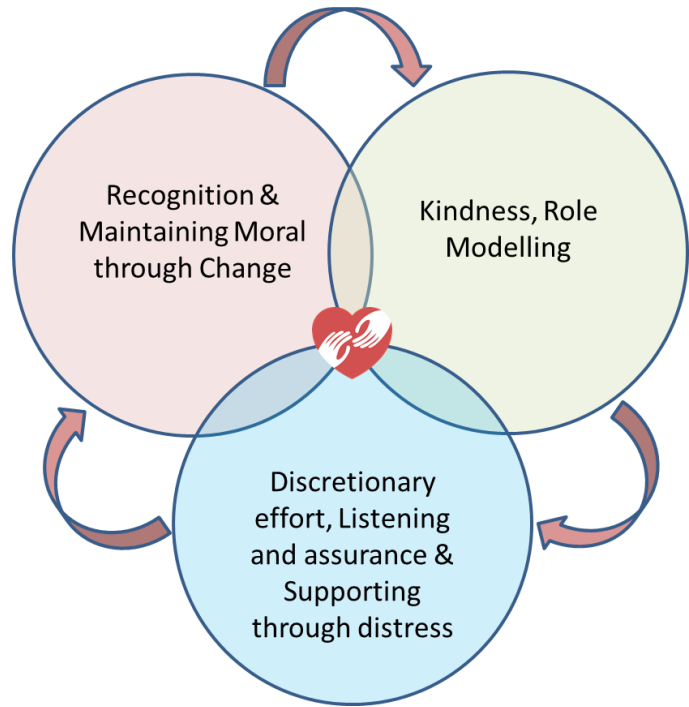


Coffee



Reflections

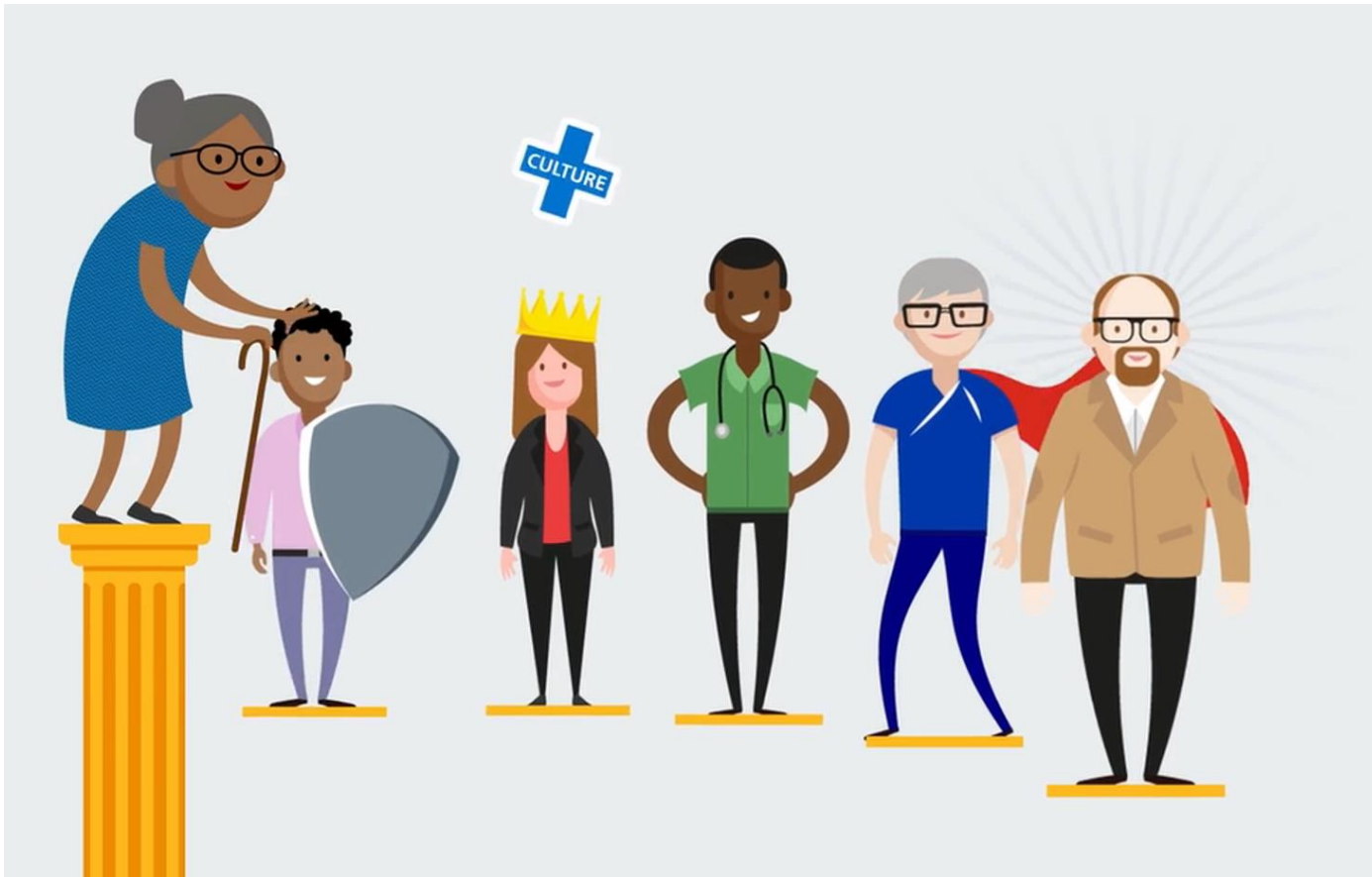




**What was
your reflection
from this
exercise?**

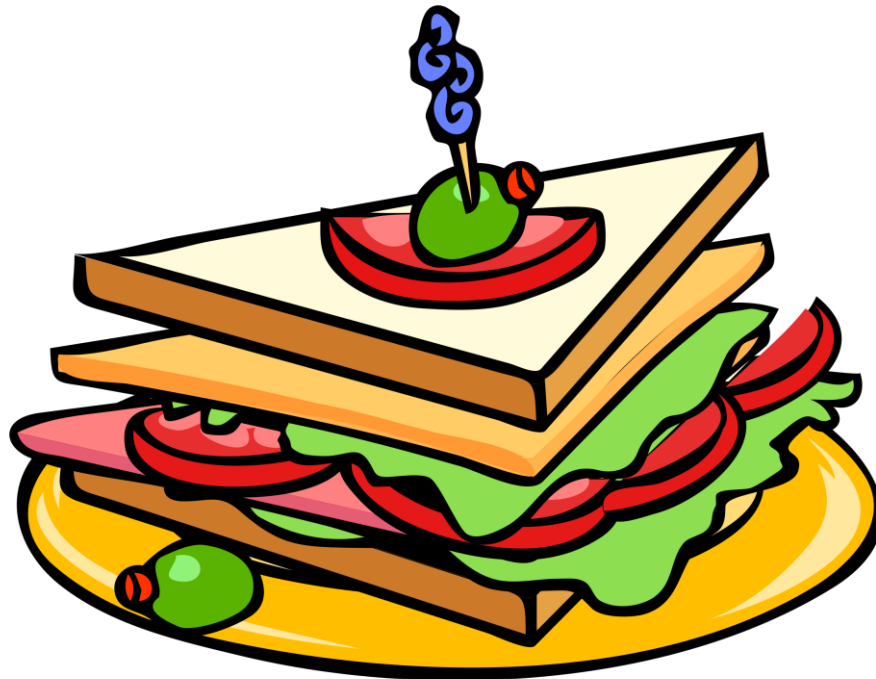


Your Feedback on the West Midlands model and the themes of Compassion





Lunch





The Psychology of Compassion

Its importance in Leadership

Dr Sarah Lehmann

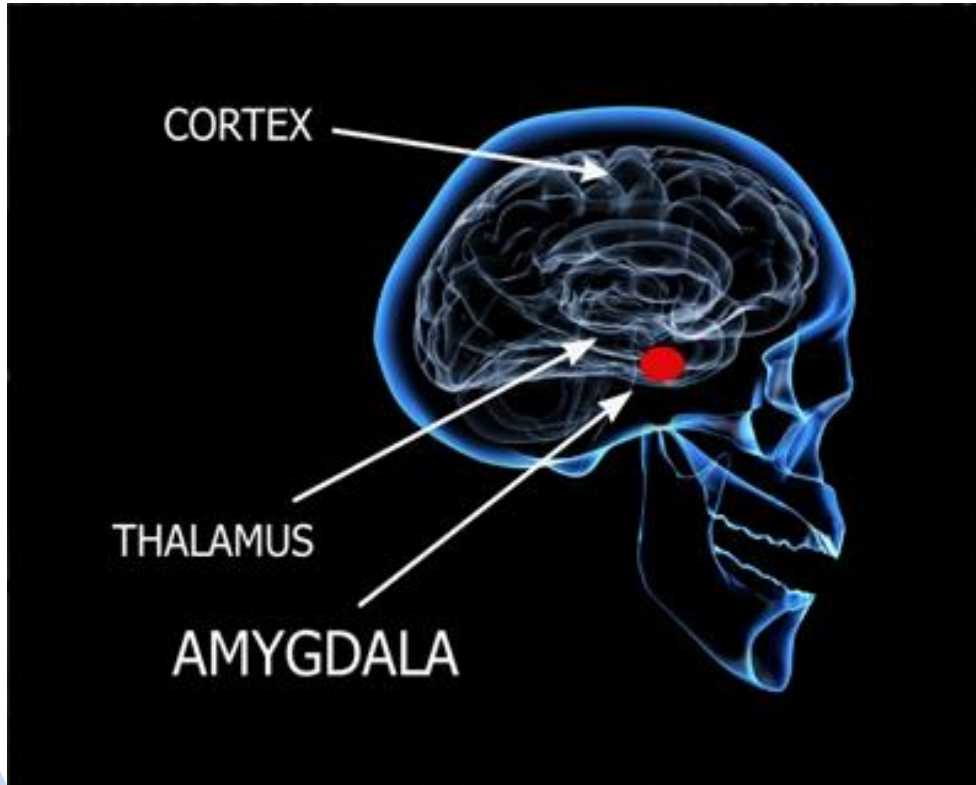
University Hospitals of North Midlands (UHNM)

14th February 2017

Our Context



Threat detection – initiating fight, flight, freeze



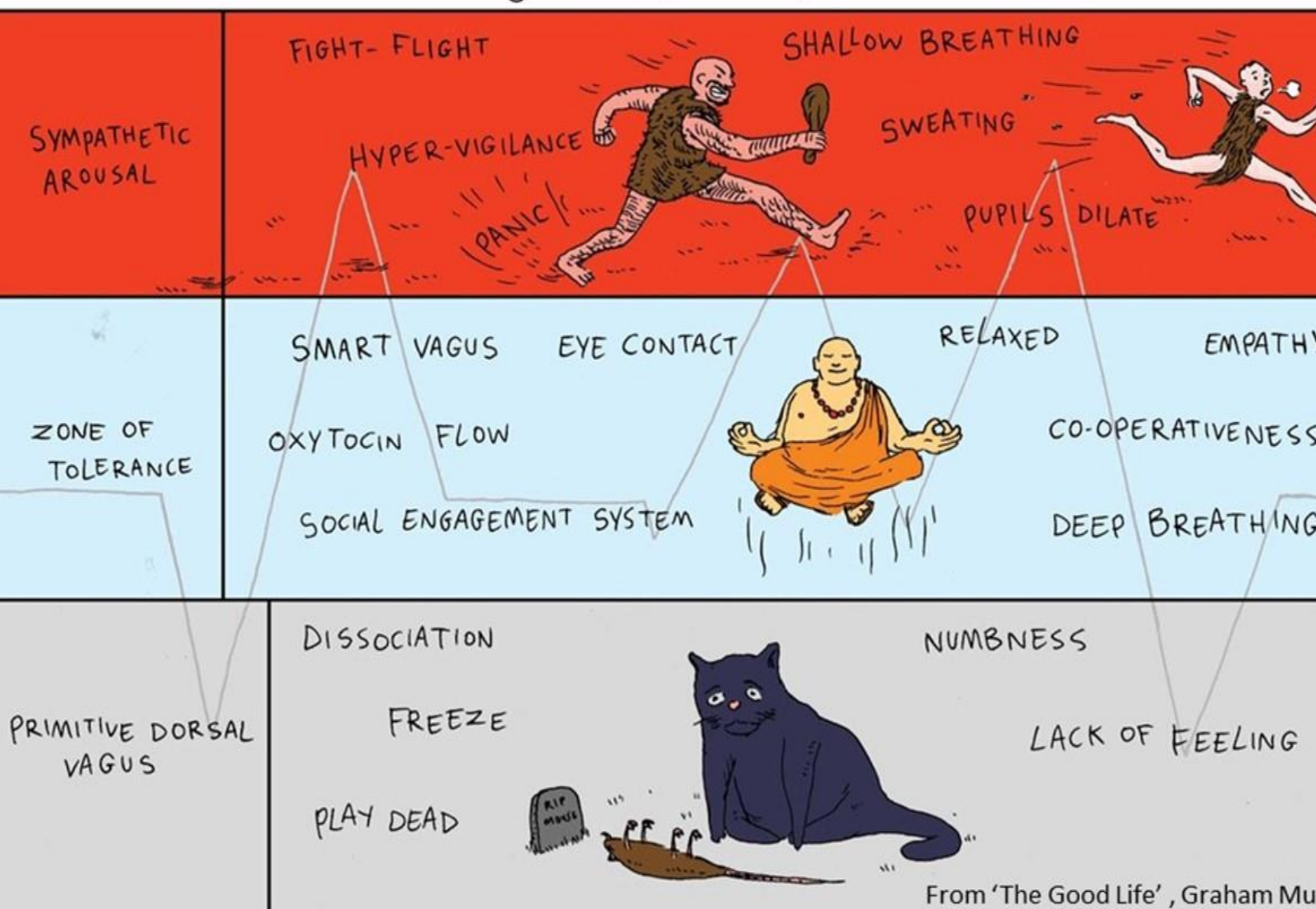
- [Apple Tree Yard](#)
- 30:35 – 31:50

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?**



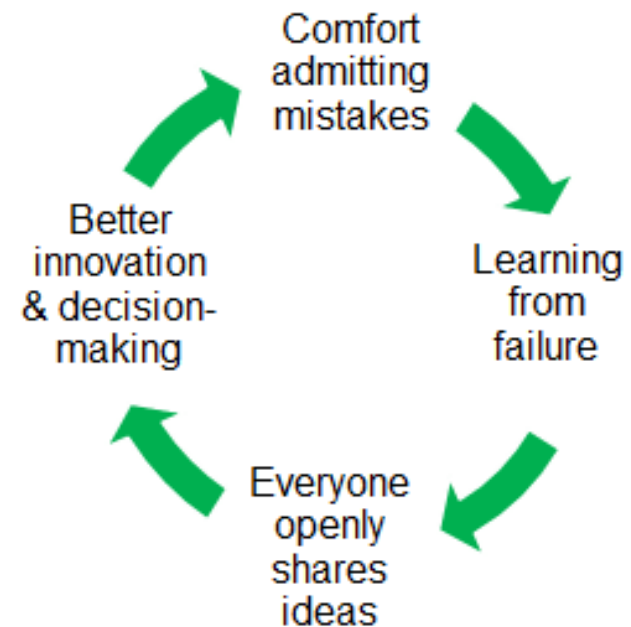
Autonomic Nervous Systems (after Porges (2011) and Ogden (2006))



Psychological Danger



Psychological Safety



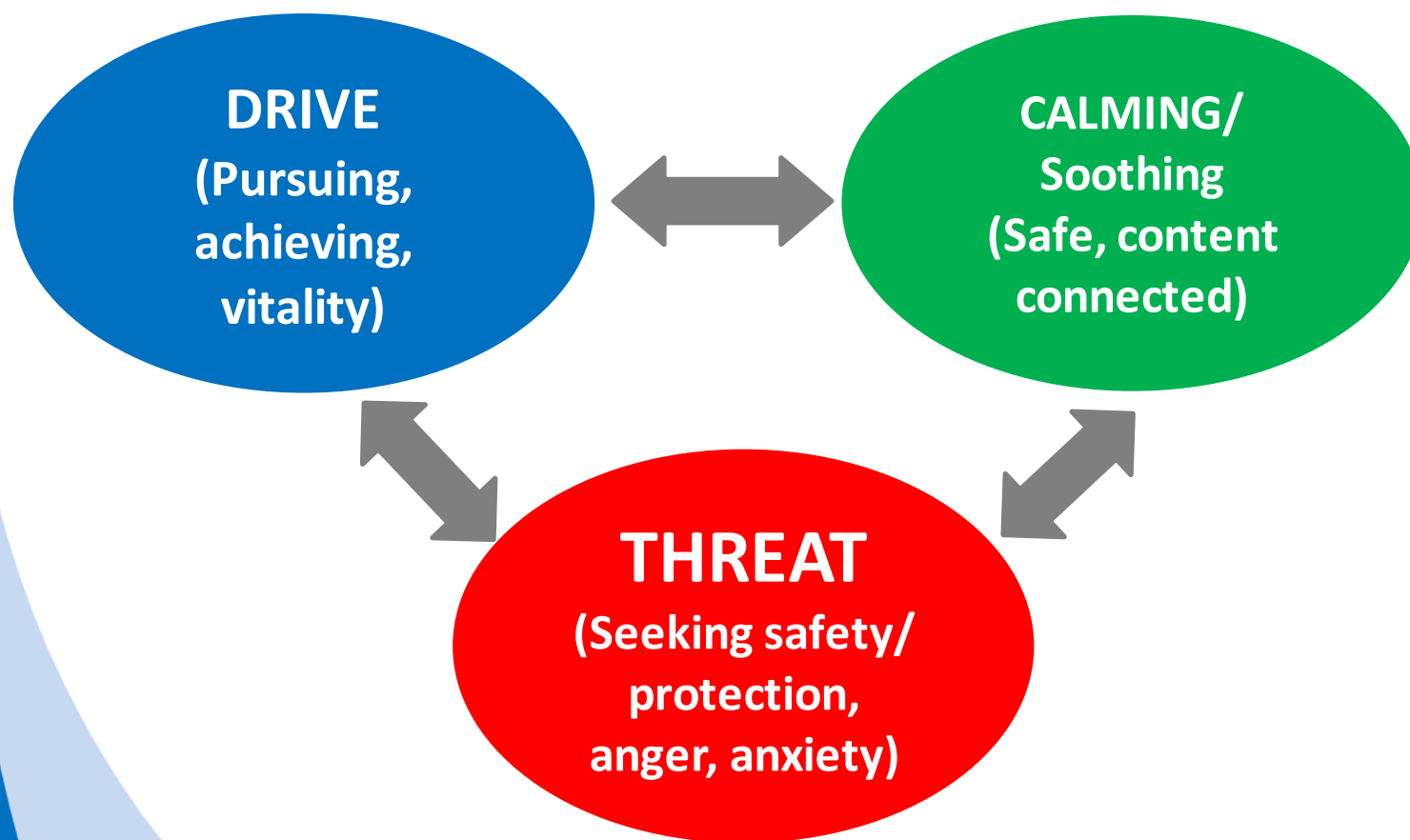
“Speaking up at work can be difficult. People worry that their boss or colleagues won’t like what they have to say. As a result, people hold back on everything from good ideas to great questions. But by fostering psychological safety, all employees can feel safe to speak up.”

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)



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:

- -Self-criticism(Gilbert *et al.* 2004)
- -Rumination(Neff 2003)
- -Worry(Raes2010)

Higher levels of:

- -Cognitive flexibility (Martin *et al.* 2011)
- -Self-reflection (Samaiea& Farahani2011)
- -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

Companies on the top quartile on engagement



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%)

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



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



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





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:

Action themes

1. Supporting through distress
2. Listening and Assurance
3. Recognition of staff
4. Kindness
5. Role Modelling
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

- **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





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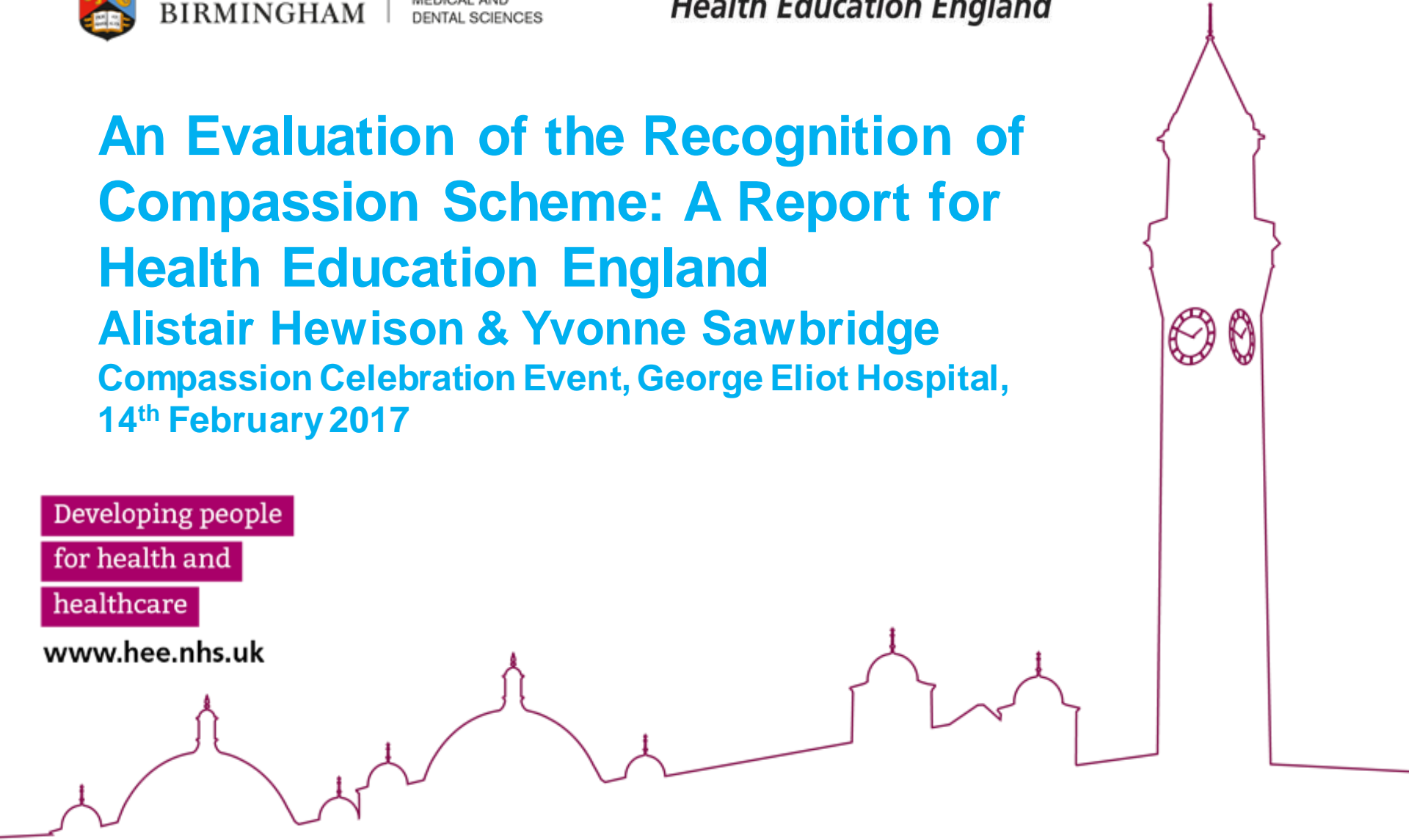
An Evaluation of the Recognition of Compassion Scheme: A Report for Health Education England

Alistair Hewison & Yvonne Sawbridge

Compassion Celebration Event, George Eliot Hospital,
14th February 2017

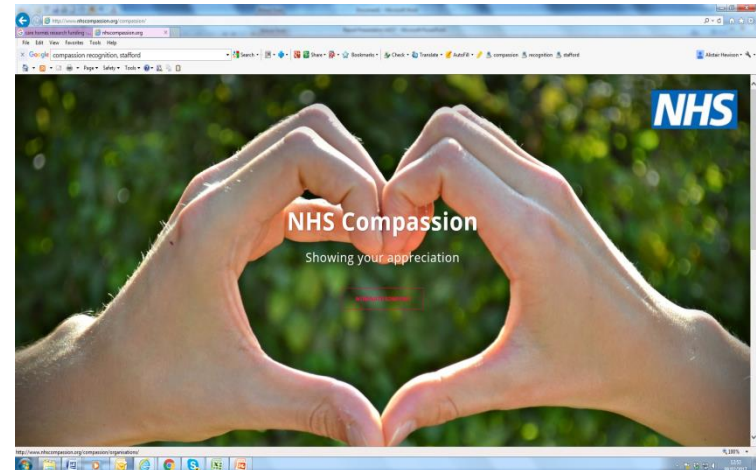
Developing people
for health and
healthcare

www.hee.nhs.uk



Background

- Why might good people deliver bad care? <https://www.youtube.com/watch?v=VC4FajTFpRU>



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Background

Hewison A & Sawbridge Y (2015) Organisational support for nurses in acute care settings: a rapid evidence review. *International Journal of Healthcare* 1 (1), 48-60.

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Sawbridge Y & Hewison A (2013) Thinking about the emotional labour of nursing-supporting nurses to care. *Journal of Health Organization and Management* 27 (1), 127-133.

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<https://www.hsj.co.uk/topics/workforce/yellow-hats-are-not-just-for-builders/7012852.article>.

Sawbridge Y & Hewison A (2015) 'Compassion costs nothing'-the elephant in the room? *Practice Nursing* 26 (4), 42-45.

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Health Services Management Centre

Research that makes a real difference

Time to care? Responding to
concerns about poor nursing
care

Policy Paper 12 - December 2011

Yvonne Sawbridge
Alistair Hewison

COMPASSION IN NURSING

THEORY, EVIDENCE AND PRACTICE

Edited by ALISTAIR HEWISON
YVONNE SAWBRIDGE

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?



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Methodology

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



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Findings

Five Main themes:

- Purpose
- Communications
- Progress
- Tensions
- Next Steps



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Outline

- Positive examples
- Compassion framework in context
- Impact and next steps



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...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. Its low maintenance in terms of administrative support, it's been great. It's motivational and that's what it's designed to do.



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...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.



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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.



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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



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...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



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...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



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...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



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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



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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



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Theoretical Context

1. Meaningful connection
2. Patient expectations
3. Caring attributes
4. Capable practitioner

Burnell (2013)



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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.

Papadopolous & Ali (2015)



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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)



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Impact

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

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



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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



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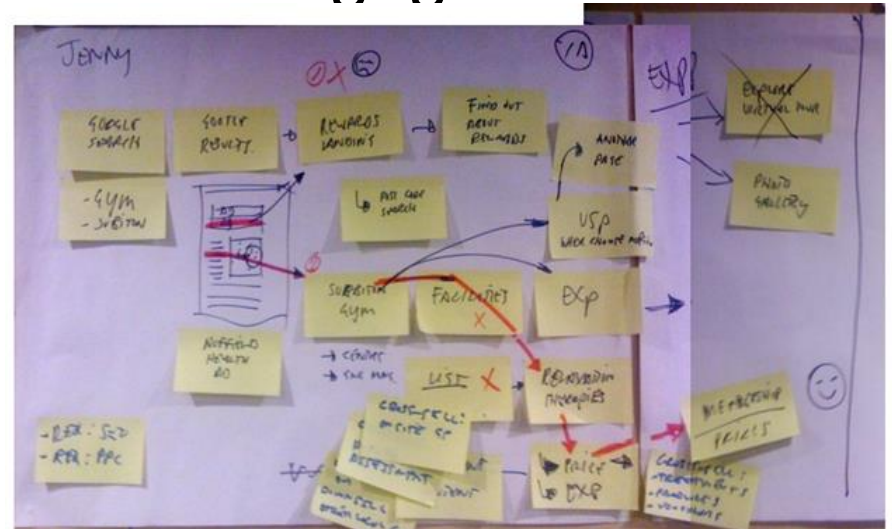


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Conclusion

...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)



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<http://dx.doi.org/10.1016/j.nepr.2015.08.001>

Strauss, C., Taylor, B.L., Gu, J., Kuyken, W., Baer, R., Jones, F. and Cavanagh, K. (2016) What is compassion and how can we measure it? A review of definitions and measures. *Clinical Psychology Review*, 47, 15-27.



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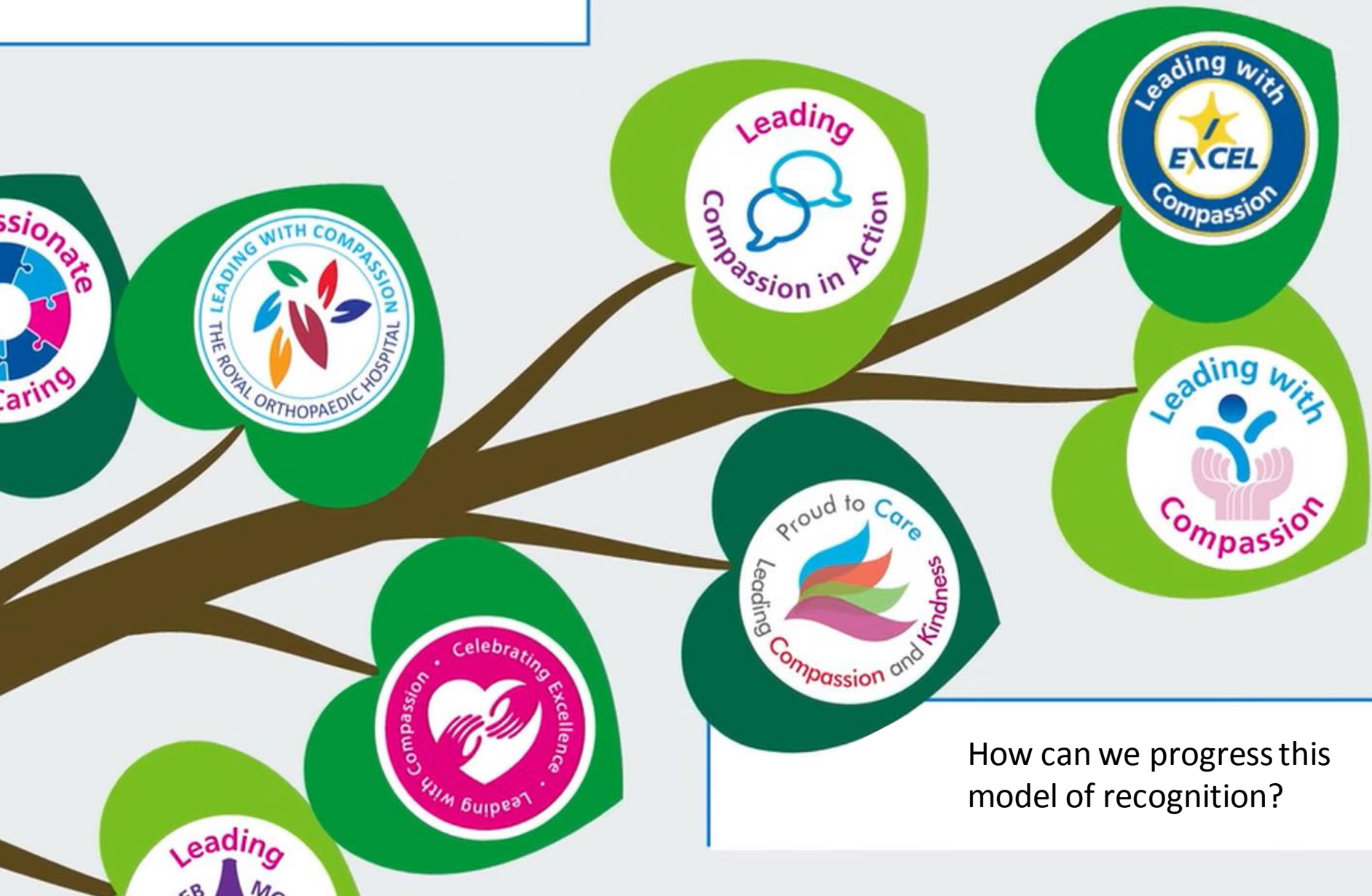


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Pulling it all Together - So what?

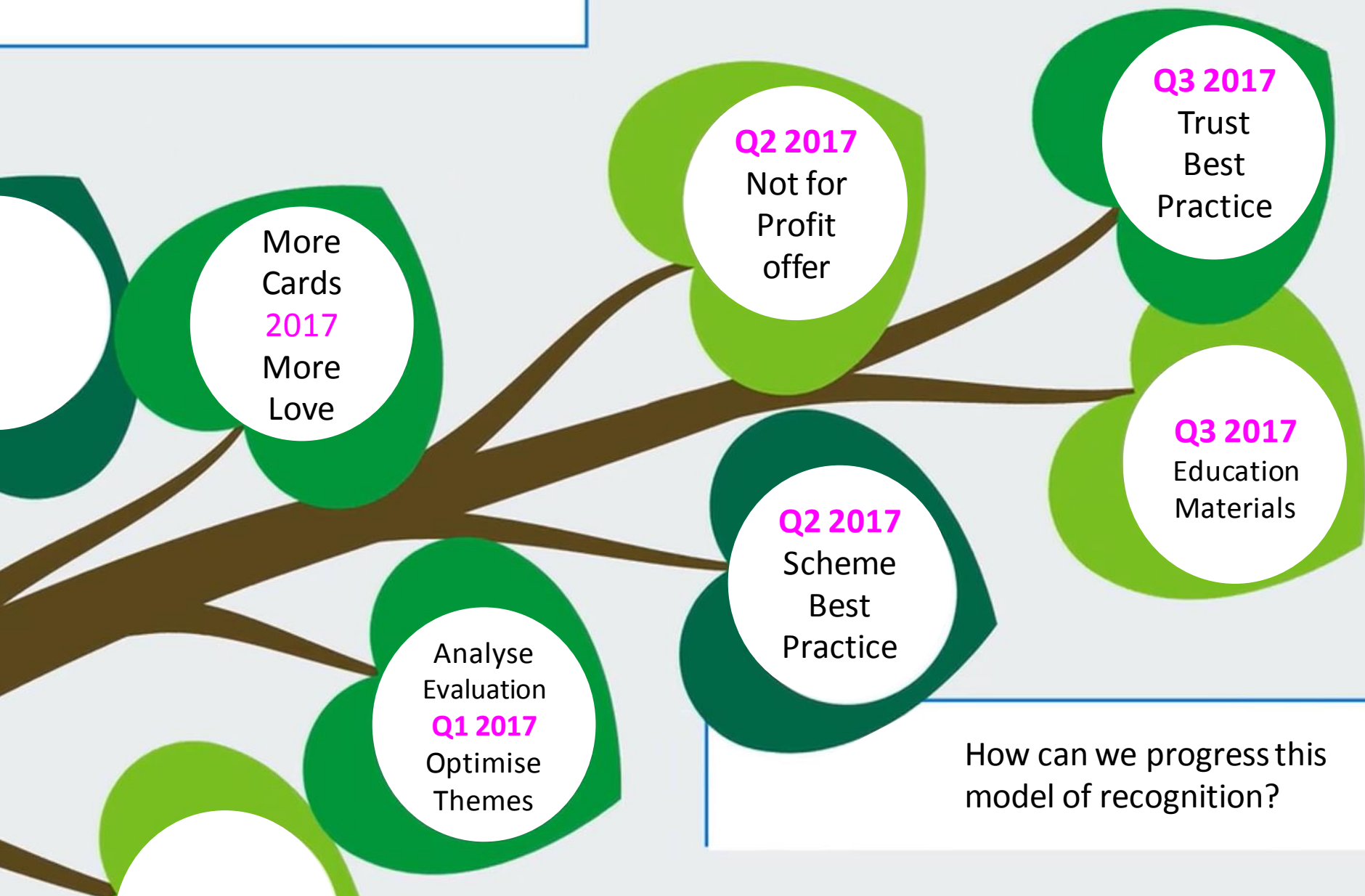


What's Next ?



How can we progress this model of recognition?

What's Next ?



Summary and Reflections

Bev Ingram

Regional Clinical Lead Workforce
Transformation & Innovation



Thank You & Safe Journey

