

# Guidance on Starting Schwartz Rounds



Jean Kelly and Maureen Flynn

Had you heard of Schwartz Rounds before this  
role?

Have you ever been to a Schwartz Round?

Do you think staff in your organisation are  
engaged?

Do you think staff feel the organisation cares for  
them?

# Impromptu Network

- You are invited to finish this sentence
- What I would like to know about Schwartz Rounds is....?



- Pairs - find strangers or colleagues in groups/functions different from their own
- In each round, 1 minute per person to answer the question
- Three rounds 2, 2, 2



# Introduction to Schwartz Rounds and overview of programme

[www.staffengagement.ie](http://www.staffengagement.ie)

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# What are Schwartz Rounds?

**Facilitated  
conversations  
about the  
emotional  
impact of our  
work**

Schwartz Rounds provide a framework which helps to improve staff wellbeing, resilience and support which ultimately has an impact on improved patient centred care.

- An opportunity for staff to reflect on the emotional aspects of their work.
- Tightly structured, monthly meetings for all staff working in health care environments focusing on the human dimension of care



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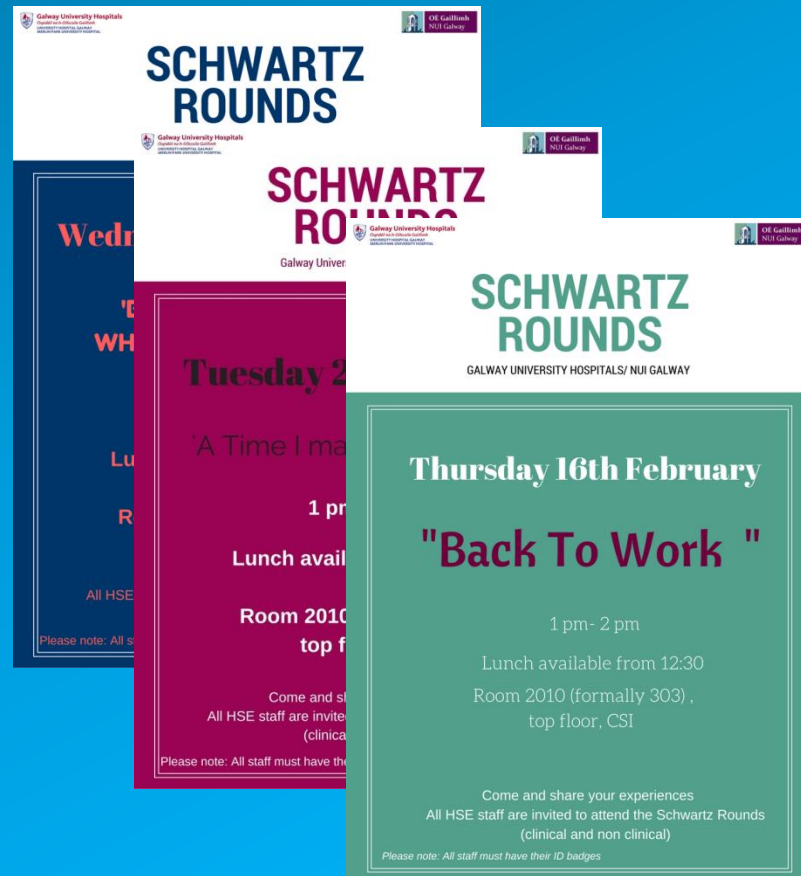
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# Sample Themes for Schwartz Rounds

- “Thank-You Letters”
- “What a Patient Taught Me”
- “Isolation”
- “A Patient I did not Like”
- “New Beginnings”
- “A Place of Refuge”
- “A Bad day at Work”
- “Making Sense of Chaos”
- “Impact of Loss: Holding On Letting Go”
- “Happy Endings”
- ‘Behind Closed Doors’
- ‘A Patient I’ll Never Forget’
- ‘Snapshots from the 5th floor’
- ‘Part of the Family’
- ‘Tales from the Townhall’
- ‘Giving Thanks’
- ‘Back to Reality’





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“At age 40, I was diagnosed with advanced lung cancer. In the months that followed, I was subjected to chemotherapy, radiation, surgery and news of all kind, most of it bad. It has been a harrowing experience for me and for my family. And yet, the ordeal has been punctuated by moments of exquisite compassion. I have been the recipient of an extraordinary array of human and humane responses to my plight. These acts of kindness - the simple human touch from my caregivers - have made the unbearable bearable.”

From “A Patient’s Story” by Ken Schwartz

<http://www.theschwartzcenter.org/media/Building-Compassion-into-the-Bottom-Line.pdf>

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# Legacy of Kenneth Schwartz

- Kenneth B Schwartz Centre established
- Mission:

*“to promote compassionate care so that patients and their caregivers relate to one another in a way that provides hope to the patient, support to caregivers and sustenance to the healing process”*

# Why Schwartz Rounds?

**Top Tweet** earned 4,554 impressions

**#SchwartzRounds** help us normalise the emotional impact of our work by sharing our stories. As staff we see & hold so much. Self care is key. [pic.twitter.com/oyoM45p5Y3](https://pic.twitter.com/oyoM45p5Y3)



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# What does the evidence base tell



Staff Engagement is the greatest indicator of organisational performance  
As well as being the ethos we want to create for our staff... where staff engagement is higher or services support staff wellbeing the results are:

**lower patient mortality**

**reductions in the number of incidents**

**improved clinical care**

**improved patient experience**

**improved staff wellbeing**

**lower absenteeism rates**

**improved staff retention**

**reductions in financial waste**

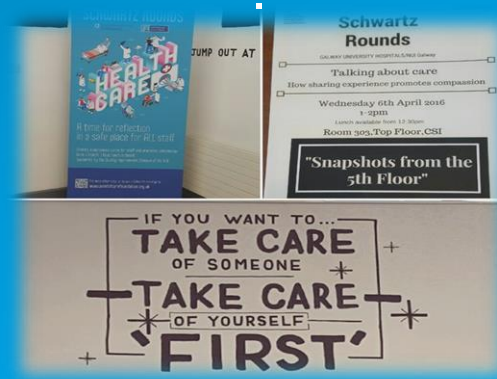
(Dixon-Woods et al., 2014; Lowe, 2012; Lown & Manning, 2010; Macleod & Clarke, 2009; West & Dawson, 2012)

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# Our Journey to date...



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# Why Schwartz Rounds?

The Schwartz Center Rounds:  
Evaluation of an Interdisciplinary  
Approach to Enhancing Patient-  
Centered Communication, Teamwork,  
and Provider Support Beth A. Lown, MD,  
and Colleen F. Manning, MA

Provide staff with an opportunity to reflect on the emotional aspects of care

Improve staff wellbeing

Improve resilience

Improve teamwork

Improve person centred care

Help staff gain knowledge and insight

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# The team from Blackrock Hospice, Our Lady's Hospice and Care Services and Galway University Hospital with staff from the Quality Improvement Division and Nicki Power, Schwartz Round Mentor



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# Establishing Schwartz Rounds in Ireland



- Collaboration with Point of Care Foundation to establish Schwartz Rounds in 30 sites in Ireland
- Inaugural Schwartz Rounds Conference Fostering Compassion and Connection 2018
- Information days supported by Galway University Hospital and Blackrock Hospice test sites
- Training in Ireland for 25 sites, 9 mentors
- Programme highly commended in 2017 HSE Excellence Awards
- Report of External Evaluation of Schwartz Rounds, 2019



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## Benefits

- Schwartz Rounds are relevant to daily work, help staff work better with colleagues and gain insight into how others care for patients
- Schwartz Rounds generated a sense of community and team spirit by breaking down of barriers, creation of safe space for staff to share experiences, recognition of roles played by others & others contribution to the patient and family journey
- The sharing of stories helpful is helpful, for junior staff particularly, to normalise feelings of inadequacy with the knowledge that there were others, who, even after years of practice, continue to find the emotional aspects of caring challenging



Final Report of the Evaluation of the  
Introduction of Schwartz Rounds in Ireland  
Executive Summary | May 2019





# Teamwork



Final Report of the Evaluation of the  
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Executive Summary | May 2019



- Schwartz Rounds is one way of bringing two vital components characteristic of teamwork to an organisation shared purpose and effective communication
- Staff interaction and teamwork improved through:
  - greater insight into self and others,
  - the breaking down of barriers and
  - levelling hierarchical structures.
- Schwartz Rounds helped staff to acknowledge a shared purpose with clinical and non-clinical staff across the organisation.
- For some #SchwartzRounds impacted positively on personal practice



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Coláiste na Tríonóide, Baile Átha Cliath  
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a Forbairt  
National Quality Improvement Team

## Burnout

Schwartz Rounds have the potential to contribute to the management of workplace burnout through creation of

- sense of community,
- connectedness,
- respect for others and
- awareness of emotional & support needs of self and others

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Framework for  
Improving Quality  
in our Health Service



Our values  
Care Compassion Trust Learning

The  
Point of Care  
Foundation

## Learning

- The motivation, drive & willingness of stakeholders to give of their time and effort, voluntarily in some cases, was instrumental to successful organisational adoption & implementation.
- For sustained success, organisational commitment to supporting the time needed by staff to do this work is essential.
- The purpose of Schwartz Rounds is to reflect on the experience of working in healthcare, rather than to solve problems or look for outcomes. It's important for staff to know about existing forums where they can raise organisational issues that need action.



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# Schwartz Rounds - What's happened to date?

- Adult Mental Health Service, HSE CHO 5
  - Carlow Kilkenny
  - Waterford Wexford
- Adult Mental Health Services, HSE CHO 7
- Beaumont Hospital
- Cavan and Monaghan Hospital
- Community HealthCare West - Roscommon CHO2
- Connolly Hospital, Ireland
- Cork University Hospital
- Laura Lynn Ireland's Children's Hospice, Ireland
- Mayo University Hospital, Ireland
- Midland Regional Hospital, Tullamore
- National Ambulance Service (South Operational Area)
- Portiuncula University Hospital
- Our Lady's Hospice & Care Services, Harold's Cross and Blackrock Hospice
- Our Lady of Lourdes Hospital, Drogheda
- Temple Street Children's Hospital
- The National Children's Hospital, Tallaght
- The National Maternity Hospital, Holles Street
- The Mater Misericordiae University Hospital Dublin
- The Royal Hospital, Donnybrook, Ireland
- UL Hospitals Group
- University Hospital Galway / Saolta University Health Care Group
- Resilience care
- St. Michael's House



# Overview of the roles involved

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# Time Commitment

Person specification and responsibilities	Time commitment
The facilitator	Minimum of one - one and a half days a month
The clinical lead	Minimum of half day / month
The administrator	Minimum of one and a half days per month
The steering committee	Half day a month

# Selection of facilitators

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# Key skills for facilitators

- Facilitation skills
- Group-work skills
- Managing processes
- Understanding of organisational culture and staff and patient experience issues
- Focus on results
- Emotional intelligence



## Considerations for establishing Rounds

- Local interest
- Clinical Lead, Facilitators - interviewing
- Steering group
- Lunch
- Release of staff to attend
- Release of Clinical lead and Facilitators to prep panelists
- Attendance of volunteers
- Positive impact

# Memorandum of Understanding

- **Training:** two days training in Ireland for up to three staff (one clinical lead and two facilitators) with access to e-learning materials and webinars on line
- **Mentorship:** three days onsite mentoring over the two year period and bi-monthly teleconference calls with mentors
- **Membership of the Schwartz Community:** tickets to the annual Schwartz Rounds Conference in Ireland and access to the Point of Care Foundation and National QI Team to support the introduction of Schwartz Rounds
- **Cost:** Currently under review. National QI Team funding licensing arrangements with POC/SC Boston, Schwartz Round conference, co-ordination/mentors in Ireland.

## Other considerations

- Cost of training for facilitators (x 2) and clinical lead (x1)
- Costs of travel for training
- Release of staff to participate in rounds
- The provision of lunch (or breakfast as appropriate) for all attendees at the rounds.



# Triz ...

- How can we ensure that we have the worst ever introduction of Schwartz Rounds in our service ....?
  - “Make a list of all you can do to make sure that you achieve the worst result imaginable.”
  - “Go down this list item by item and ask yourselves, ‘Is there anything that we are currently doing that in any way, shape, or form resembles this item?’ Be brutally honest to make a second list of all your counterproductive activities / programs / procedures.”
  - “Go through the items on your second list and decide what first steps will help you stop what you know creates undesirable results?”



To learn more about Schwartz Rounds in Ireland follow us  
on twitter **#SchwartzRounds** or see our website  
**[www.staffengagement.ie](http://www.staffengagement.ie)**

If you would like to speak with us about Schwartz Rounds, please contact:  
Juanita Guidera, QI Facilitator Staff Engagement for Quality  
National Quality Improvement Team  
| 087 064 23 08 [juanita.guidera@hse.ie](mailto:juanita.guidera@hse.ie)

Noemi Palacios, National Quality Improvement Team | 01 8131808  
[noemi.palacios@hse.ie](mailto:noemi.palacios@hse.ie)

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