Schwartz Rounds - Fostering Compassion and Connection

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www.staffengagement.ie #SchwartzRounds
Engage, Listen, Inspire, Act, Share: People Caring with People
What are Schwartz Rounds?

- 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.
To learn more
follow us on twitter
#SchwartzRounds
or see our website
www.staffengagement.ie
Schwartz Rounds

Engage, Listen, Inspire, Act, Share: People Caring with People

Thursday 16th February
"Back To Work"

1 pm - 2 pm
Lunch available from 12:30
Room 2010 (formerly 303), top floor, CSI

Come and share your experiences
All HSE staff are invited (clinical and non-clinical)
Please note: All staff must have their ID badges

www.staffengagement.ie
#SchwartzRounds
An introduction to Schwartz Rounds and context of this work
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

You can't pour from an empty cup. Take care of yourself first.
Disconnect from team

Disconnect from self

Disconnect from organisation

Why is this important?

“I don’t know if it’s burnout, but I set off the smoke alarm six times today!”

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Key Staff Survey Results

- 29% of staff are dissatisfied
- 1/3 intend to leave the organisation in the next two years
- Only 29% believe the organisation is interested in their wellbeing
Where staff engagement is higher or services are seen to be supporting 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 and
- improved staff retention.

(Dixon-Woods et al., 2014; Lowe, 2012; Lown & Manning, 2010; Macleod & Clarke, 2009; West & Dawson, 2012)
“... Provider empathy has been correlated with control of diabetes and cholesterol. Effective communication between provider and patient has been shown to improve such important clinical outcomes as diabetes control, pain control, and physical and mental quality of life in cancer, primary care, and geriatric patients. Effective communication builds trust and is associated with a decline in the number of malpractice claims.”

Lown et al 2011
“...job satisfaction, organisational commitment, turnover intentions, and physical and mental wellbeing of employees are predictors of key organisational outcomes such as effectiveness, productivity and innovation means there are multiple reasons to encourage such positive employee attitudes.

‘It’s the experiences of healthcare staff that shape patients’ experiences of care, for good or ill, not the other way round...

Working in healthcare ought to rank among the best jobs in the world, but far too many healthcare professionals feel overworked, disempowered and unappreciated. Healthcare professionals generally suffer higher rates of stress, depression and burnout than their counterparts in other areas of the public sector...

But high-quality, patient-centred care depends also on managing staff well, allowing staff to exercise control over their work, listening to what they have to say, involving them in decisions, training and developing them and paying attention to the physical and emotional consequences of caring for patients.

Extracts from Staff Care - How to engage staff in the NHS and why it matters 2014
Point of Care Foundation, 2014
Burnout has been linked with a variety of negative consequences for both individuals and organisations including:

- Poor physical health (Leiter and Maslach 2000),
- Depression (Greenglass and Burke 1990),
- Absenteeism and turnover (Firth and Britton 1989; Parker and Kulik 1995),
- Negative consequences for family and marital satisfaction (Burke and Greenglass 2001).

“Within health care specifically, studies have shown that burnout among nurses is related to patient perceptions of poor care (Leiter et al 1998; Vahey et al 2004).”

Health Service Staff Engagement
Overarching Policy Direction

Framework for Improving Quality in our Health Service 2016

An engaged workforce is one where staff are valued, listened to and provided with the tools, resources and skills to do meaningful work. The culture of an engaged organisation will facilitate and encourage participation and front line ownership by staff in the creative design, delivery and improvement of services and says thank you for a job well done.

People Strategy 2015–2018

Priority Two: Staff have strong sense of connection to the service, take personal responsibility for achieving better outcomes and support team colleagues to deliver results.

National Service Plan 2017

...implement staff engagement and staff health and wellbeing programmes in response to what staff have told us.

HSE Corporate Plan 2015–2018

Goal Four: Engage, develop and value our workforce to deliver the best possible care and services to the people who depend on them.

National Standards for Safer Better Healthcare

Theme 5: Leadership, Governance and Management

Healthy Ireland in the Health Services National Implementation Plan 2015 - 2017

Theme 6: Workforce

Improving staff health wellbeing - our greatest asset

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Building a Better Health Service

CARE COMPASSION TRUST LEARNING

Framework for Improving Quality in our Health Service

Our Values

Care Compassion Trust Learning

The Point of Care Foundation
Staff are engaged when they feel valued, are emotionally connected, fully involved, enthusiastic and committed to providing a good service... when each person knows that what they do matters and makes a difference.

National Staff Engagement Forum
Definition for Staff Engagement 2017
Key Components for Staff Engagement in Quality

Prompt Questions

Listening
• What are we doing to value staff ideas (asking, listening to and hearing what’s important to staff)?

Action using creative problem solving
• How do we encourage staff to act on their ideas (create space for creativity and innovation)?

Health and wellbeing
• How do we help staff manage the emotional impact of care?
• How are we looking after ourselves?

Teamwork in a culture of respect and integrity
• How do we encourage teamwork and say thank you to build trust?

Continuous learning and development
• What training do we personally need to engage staff for quality improvement?

Coaching and mentoring
• How do you prepare yourself to encourage staff to act on their ideas and share decision making? How do you share ownership?
What are Schwartz Rounds?

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.
“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
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”
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’
Our Journey to date…
Why Schwartz Rounds?

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
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
Establishing Schwartz Rounds in Ireland

• Collaboration with Point of Care Foundation to establish Schwartz Rounds in 30 sites in Ireland

• 2 information days supported by Galway University Hospital and Blackrock Hospice test sites

• Training in Ireland for 11 sites, 9 mentors, 8 administrative staff

• Programme highly commended in 2017 HSE Excellence Awards
Schwartz Rounds - What’s happened to date?

2 test of concept sites
- Galway University Hospital
- Our Lady’s Hospice and Care Services, Blackrock Hospice

Sites trained in Ireland
- Connolly Hospital
- Temple Street Children’s Hospital
- National Children’s Hospital
- Cork University Hospital
- Portiuncula Hospital
- Mayo University Hospital
- Our Lady of Lourdes Hospital, Drogheda
- Royal Hospital Donnybrook
- Beaumont Hospital
- Adult Mental Health Service, HSE CHO 5
- National Ambulance Service
- Our Lady’s Hospice and Care Services, Harold Cross
- University Hospital Limerick
- CHO2, Roscommon
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Schwartz Rounds % that completely agree...

83% gained an insight into how others care for patients

73% said Schwartz Rounds would help them work better with their colleagues

75% said they felt more engaged in their work after the Schwartz Round

90% of staff recommend Schwartz Rounds to colleagues.

95% plan to attend Schwartz Rounds again.

69% rated the Schwartz Rounds as excellent or exceptional

Preliminary feedback from University Hospital Galway Based on 8 Schwartz Rounds
Service Level Agreement

**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 Quality Improvement Division to support the introduction of Schwartz Rounds

**Cost:** Cost for a two year service level agreement
- sites with over 1,000 staff = £9,700
- Sites with less than 1,000 staff = £7,200

Other considerations

- Costs of travel for training and release of staff to participate in rounds
- The provision of lunch (or breakfast as appropriate) for all attendees at the rounds.
- The Quality Improvement Division is sponsoring the cost of the licencing agreement and the Schwartz Rounds Conference.
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
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
## Time Commitment

<table>
<thead>
<tr>
<th>Person specification and responsibilities</th>
<th>Time commitment</th>
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<tbody>
<tr>
<td>The facilitator</td>
<td>Minimum of one - one and a half days a month</td>
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<tr>
<td>The clinical lead</td>
<td>Minimum of half day / month</td>
</tr>
<tr>
<td>The administrator</td>
<td>Minimum of one and a half days per month</td>
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<tr>
<td>The steering committee</td>
<td>Half day a month</td>
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What do staff say about Schwartz Rounds?

Positive feeling

“Feel-good factor - positive effect overall”

“Incredibly moving and human”

“Stunning - made me very proud to work with such compassionate, sincere and expert people”

“Well worth taking the time to attend despite a very busy schedule”
What do staff say about Schwartz Rounds?

Encourages insight

“Amazing insight into other professional’s experiences”

“Felt glad that multidisciplinary from cleaner to consultant was emphasised”

“These rounds help break down barriers between all the different members of the hospital staff ...”

“Takes time out to my day to see the patients on my waiting list but is a good way to focus on caring for ourselves”
What do staff say about Schwartz Rounds?

Reaffirms values

“Brings caring and kindness back into the workforce”
“Helps us remember why we are in a caring profession”
What do staff say about Schwartz Rounds?

Highlighting important issues

“Highlighted other issues like open disclosure”

“Very positive and potent reinforcement of how an individual can impact on patient care through non-clinical means - smiles, compassion, greetings”

“Very thought-provoking about what we do well and when things go wrong”
What do staff say about Schwartz Rounds?

“A wonderful, thoughtful guided discussion & reflection. Thank you”

“Profound, insightful, supportive”

“Very special to speak and feel the warmth in response from the audience”

“I get a real sense of team and people being aware of the real value of the human connection”
To learn more about Schwartz Rounds in Ireland follow us on twitter #SchwartzRounds or see our website www.staffengagement.ie

If you would like to speak with us about Schwartz Rounds, please contact:
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