Session Learning Objectives

1. Define the value of compassion in healthcare
2. Outline five moments of truth that impact a customer perception of quality
3. Describe at least two strategies to ensure compassion is a platform for all interactions

2007 Bus Crash Outside Uppsala, Sweden

Five years later, researchers asked survivors what they remembered most:
- Expected: physical pain
- Surprised: lack of compassion
Empathy is the capacity to share and understand a person's emotions and feelings. It is often characterized as the ability to “put oneself into another’s shoes.”

Empathy
- You can sense people's emotions.
- You can feel what they are feeling.
- You do not have to agree with how one feels.
- But you can understand the need to show empathy.

What is Compassion?
Compassion is defined as the emotional response to another's pain or suffering, involving an authentic desire to help.

Empathy is FEELING.
Compassion is ACTION.
Brain Pathways Light Up Differently

- When people feel Empathy, it lights up the PAIN Centers in the brain
- When people focus on action/Compassion, it lights up the REWARD Centers in the brain

Take Two Minutes To Sketch A Scenario Of Compassion... OR NOT

When has someone shown you compassion or a definite LACK of Compassion?
- What were their words?
- What was their action?
- What was their body language?

Half of Americans believe we do not provide compassionate care...

Does the U.S. healthcare system provide compassionate care?
- Physicians: 58%
- Patients: 53%

Do U.S. healthcare professionals provide compassionate care?
- Physicians: 78%
- Patients: 54%
Lack of compassion is pervasive...

<table>
<thead>
<tr>
<th>Context</th>
<th>Percent</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patients report meaningful lack of compassion in healthcare experiences</td>
<td>64%</td>
<td>Source: Fredrickson, 2013</td>
</tr>
<tr>
<td>Hospitalists miss opportunities to respond with compassion when talking to acutely ill patients</td>
<td>68%</td>
<td>Source: ACSF</td>
</tr>
<tr>
<td>Intensive care clinicians did not demonstrate compassion when interacting with patients</td>
<td>74%</td>
<td>Source: Johns Hopkins</td>
</tr>
<tr>
<td>Oncologists miss the chance to respond with compassion during office visits</td>
<td>79%</td>
<td>Source: Journal of Clinical Oncology, 2007</td>
</tr>
<tr>
<td>Primary care doctors miss emotional cues to respond with compassion</td>
<td>70-90%</td>
<td>Source: Pollak, Duke University, 2007</td>
</tr>
<tr>
<td>End-of-life family meetings had zero statements of compassion</td>
<td>33%</td>
<td>Source: University of Washington</td>
</tr>
</tbody>
</table>

Percent of time that...

What are barriers to compassionate communication?

What prevents us from delivering compassionate care?

56% of physicians reported they lack the time to be compassionate to patients.

40 seconds
Subjective Sense of Time Affluence

A solution to the problem of “not enough time” is to give it away

1. Spending time on other people
2. Spending time on oneself
3. Wasting time
4. Gaining a windfall of time

The impact of giving time on feelings of time affluence is driven by a boosted sense of self-efficacy

But Does Compassion REALLY Matter?

- The findings in our book are based on a review of 1000+ scientific abstracts and 280+ research manuscripts
- They represent not just what we think or believe but rather what the scientific community knows to be true about compassion
- Compassionate care is EVIDENCE-BASED Medicine

Patients Desperately Want Compassionate Care

- 93% say lack of compassion lowers quality of care
- 54% say lack of compassion impairs disclosure
- 72% Say they would pay more for compassion
Compassion In Physical Therapy Improves Outcomes

Nonverbal communication predicts geriatric PT outcomes

'Distancing' = not smiling and looking away from the client

Associated with:
- Physical function
- Cognitive function
- Psychological function

Enhanced “therapeutic alliance” improves chronic back pain

- Reduction in pain intensity
- Reduction in experimental tenderness

Compassion Impacts The Cellular Level

For patients with the “common cold”, high physician compassion is associated with:

- Doubling of interleukin-8 levels (p=0.015)
- 1 day decrease in cold duration (p=0.017)
- 15% decrease in symptom severity (p=0.037)

Compassionate Care Reduces Healthcare Spending

Delivering patient-centered primary care is associated with:
- Fewer diagnostic tests
- Reduced specialist referrals
- Lower hospital admissions
- Decreased medical charges

Failure to provide patient-centered care is associated with:
- 11% higher spending on diagnostic tests
- 3.5% higher total healthcare spending

In this study, the median charges were 51% lower with patient-centered care.
ED Patients Treated With Compassion Have Fewer Repeat Visits

133 homeless patients; average annual ED visit rate of 7 times annually

Assigned to standard medical care or standard care + compassionate contact from trained volunteers

Compassionate care group had 33% fewer emergency visits and were twice as likely to rate their hospital experience highly

Lack of Compassion = Patient Safety Risk

The rate of major errors 2-3x was higher among surgeons showing the most symptoms of burnout vs. those showing the least (e.g. emotional exhaustion).

Hospitals That Promote Compassion Perform Better On HCAHPS

Survey of top-level hospital executives about hospital programs for recognizing:
  • Compassionate care from employees toward patients
  • Compassionate support of employees in need

Hospitals compared using a standardizing rating system on how internally they supported compassionate care.

"When hospital explicitly rewards compassionate acts by its staff...it is associated with patients more highly rating the care experience and being more likely to recommend the hospital."

Compassion Has An Inverse Relationship To Burnout

Classical teaching: Highly compassionate providers risk burnout – i.e., “caring too much”

Systematic review of the literature found the opposite: 90% of studies in health care providers found an inverse association between compassion and burnout.

Causality unclear: Does lack of compassion fuel burnout or does burnout make it harder to demonstrate compassion?

Inverse relationship holds across many different contexts

<table>
<thead>
<tr>
<th>Medical students</th>
<th>Primary care</th>
<th>Nurses</th>
<th>Senior executives</th>
</tr>
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<tbody>
<tr>
<td>Medical students who received compassion training had a rise in compassion and drop in depression symptoms.</td>
<td>Physicians with higher empathy and ability to take their patients’ perspective were 62% less likely to show signs of burnout.</td>
<td>Nurses with increased activity in compassion centers of the brain predicted lower burnout.</td>
<td>91% of CMOs felt that showing compassion for others reduced their stress levels and risk of burnout.</td>
</tr>
</tbody>
</table>

Compassion does not lead to burnout – it may, in fact, be the antidote and lead to resilience.
Think of those employees you would consider to be “happy, happy, happy”…

How can we measure an amorphous state like happiness?

One way is to use fMRI to compare the relative activation of the left vs. right prefrontal cortex.

By this measure, Matthieu Ricard is among the happiest men ever measured by science.

What was he thinking about while being scanned?
He was meditating on compassion.

Partner Up: Share your “picture”

A young man with newly diagnosed cancer, quickly became terminal. He had wedding plans for a few months ahead but it was apparent that he would not survive a few months. His dying wish was to marry his fiancé. The hospital made a wedding happen for the patient, complete with decorations, food a cake and music. They found a room for the bride, her bridesmaids and flower girl to get ready in and the bride’s father walked her down the hospital “aisle” into the patient’s room. The staff even made a video of the wedding. The patient and his bride were so happy. The patient died 2 days after the wedding.

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Moments of Truth are events, observations, and interactions that create impressions.

Moments of Truth create impressions in five areas.

Humans Remember Those Moments That Form Impressions – Both Positive and Negative

Memorable Moments #1: TANGIBLES

Memorable Moments #2: RELIABILITY
Memorable Moments #3: RESPONSIVE

- Authentic Hourly Visitation
- Nurse Knowledge Exchange
- Individualized Patient Care
- Post Visit Phone Calls

Key Words Are The Glue That Connects The Dots
Memorable Moments #4: ASSURANCE

Key words reflect a communication style that improves the quality of information provided by every person in every interaction to:

- Build confidence and relieve anxiety
- Show courtesy and respect
- Demonstrate commitment to excellence

Key times are touchpoints in the experience journey where customers form impressions:

- Greetings/Closings
- Hand-overs
- Vulnerable Moments

AIDET + the Promise℠

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<th>A</th>
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<th>D</th>
<th>E</th>
<th>T</th>
<th>The Promise</th>
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</thead>
<tbody>
<tr>
<td>Acknowledge</td>
<td>Introduce</td>
<td>Duration</td>
<td>Explanation</td>
<td>Thank you</td>
<td>Make a commitment to excellent care or service, etc.</td>
</tr>
<tr>
<td>• Knock</td>
<td>• Introduce self, skill set, experience and certification, coworkers, other departments, and physicians.</td>
<td>• How long before the test, procedure, visit will start?</td>
<td>• Why are we doing this?</td>
<td>Thank them for choosing your organization, for waiting, for coming in today, for being a good patient.</td>
<td></td>
</tr>
<tr>
<td>• Make eye contact</td>
<td></td>
<td>• How long the test, procedure, visit/consultation will last?</td>
<td>• What will happen and what you should expect?</td>
<td>The Promise</td>
<td></td>
</tr>
<tr>
<td>• Welcome patient &amp; family.</td>
<td></td>
<td>• How long until the results?</td>
<td>• What questions do you have?</td>
<td>Make a commitment to excellent care or service, to follow through, etc.</td>
<td></td>
</tr>
</tbody>
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RELATE

HEART

HEAD + HEART

HEART

AIDET Plus the Promiset℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠℠straße

KEY WORDS: YOU WILL INSTILL CONFIDENCE

Hi Mrs. Jones, my name is Dwight. I am a registered Radiologic Technologist and I specialize in operating room procedures. I have worked here for four years and have done hundreds of these procedures. It will take me about 5 minutes to set up the machine so we can look at your hip from various angles during the operation. I promise you have one of the best teams working today. As soon as we are done, Dr. Rodriguez will be in to begin the procedure. He is an excellent physician and always keeps you informed. What questions may I answer before we get started?
Memorable Moments #5: EMPATHY AND COMPASSION

- Proactively addressing the “little things”
  - “Would you like me to close the door to keep your room quiet?”
  - “While we do all we can, we are a hospital and some noise is inevitable as we are caring for patients. I brought you some ear plugs…
  - “I brought your sister a pillow.”

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What Do Compassionate Cultures Do Differently?

1. EMBED COMPASSION INTO THE CORE VALUES AND STANDARDS
   - Leaders are role models
     - 5:10 Rule
     - Escort guests to location
     - Own your own zone (trash)
     - Listen carefully
     - Express gratitude
     - Show empathy
     - Use therapeutic touch as appropriate
     - Do service recovery if lapse in standards
     - Show compassion in actions and words
   - Notice key touchpoints that impact perception and ensure key words are customized and used by all staff
For Action: Recognize the HIGH performers and study what they do differently

What Do Compassionate Cultures Do Differently?

2. HIRE AND RECOGNIZE PEOPLE WHO LIVE THE CORE VALUES/STANDARDS

For Action: Make Sure There is NO “Disconnect” Between What We SAY And What They SEE.

“This bay has been cleaned and sanitized for your safety.”
What Do Compassionate Cultures Do Differently?

3. FOCUS ON EMPLOYEE ENGAGEMENT FIRST

- **Engaged** – work with passion and feel a profound connection to their company, drive innovation and move the company forward. Create value every day. "Give discretionary effort" even when nobody is watching.

- **Content** – Do their job and are usually happy putting in their time but not necessarily with high energy or passion.

- **Actively dis-engaged** – not only unhappy at work but actively acting out their unhappiness. Every day these workers undermine what their engaged co-workers accomplish.

Gallup

3. FOCUS ON EMPLOYEE ENGAGEMENT FIRST

Higher Engagement = Reduced Absenteeism, Defects and Incidents

**Absenteeism**
- 37%
- Top Quartile work groups compared to Bottom Quartile workgroups

**Quality Defects in Healthcare**
- 41%
- Top Quartile work groups compared to Bottom Quartile workgroups

**Safety Incidents**
- 49%
- Top Quartile work groups compared to Bottom Quartile workgroups

For Action: Round on your employees to ensure they “feel” the joy at work

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Download at Lucian Leape Foundation  www.npsf.org/lli
What Do Compassionate Cultures Do Differently?

4. ENSURE EVERY EMPLOYEE UNDERSTANDS THEY CAN IMPACT PERCEPTION

What Do Compassionate Cultures Do Differently?

- Hospital CAHPS
- Home Health Care CAHPS
- In-Center Hemodialysis CAHPS
- Clinician and Group CAHPS
- Hospice CAHPS
- ACO CAHPS
- HealthPlan CAHPS
- CAHPS Surgical Care Survey
- Outpatient/NonSurg (OAGCAHPS)
- DMI CAHPS (jaked)
- Nationwide Adult: Medicaid CAHPS

PATIENT PERSPECTIVE OF CLINICAL QUALITY... ALWAYS

COMPOSITES OF PATIENT EXPERIENCE SURVEY

1. Communication about care at home
2. Communication with nurses
3. Communication about pain
4. Communication with doctors
5. Communication about medicines
6. Responsiveness of hospital staff
7. Discharge information
8. Cleanliness of hospital environment
9. Quietness of hospital environment
10. Overall rating of hospital
11. Willingness to recommend

Think About This

X. Your Own Experience

23. Use a number from 0 to 10, where 0 is the worst facility possible and 10 is the best facility possible, what number would you use to rate this facility?

- 0
- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10

24. Would you recommend this facility to your friends and family?

- Definitely no
- Probably no
- Maybe yes
- Probably yes
- Definitely yes
What Do Compassionate Cultures Do Differently?

5. TRAIN ALL STAFF ON DEMONSTRATING COMPASSION

In a systematic review of interventions to cultivate physician empathy:

- **66%** of all interventions led to an increase in physicians’ compassion
- **80%** of interventions in the most rigorous studies increased physician compassion

"Results suggest that empathy can be enhanced through a variety of intervention types... and that increased empathy may persist."

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Skills

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Does Compassion Really Matter?

- Compassion has vast benefits for patients across a variety of conditions
- Missed opportunities for compassion can have devastating health affects
- Compassion can help reverse the cost crisis in healthcare
- Compassion can be the antidote among healthcare providers
- 40 seconds of compassion can save a life
- Compassionomics is the scientific evidence that caring makes a difference