‘Developing Compassionate Organisations and Systems – Schwartz rounds in C&M ’

Facilitator: Lisa Gresty C&M ICS
A system level programme for the implementation of Schwartz Rounds

- As part of the **restorative** work to support the health and wellbeing of the people who have worked across our partnership organisations during the pandemic, the Cheshire and Merseyside ICS (or HCP) is working with The Point of Care Foundation to set up a programme of Schwartz Rounds.

- This programme also supports delivery of the actions in the NHS C&M People Plan (the development of compassionate cultures and supporting the reduction of sickness/absence)

- Through funding allocated to C&M ICS by NHSE/I for Health and Wellbeing we are training and providing organisational Schwartz round licences for our 9 Places/Boroughs/ICPs.
Background to Schwartz rounds and Team Time

In 1994 an American health attorney called Ken Schwartz was diagnosed with terminal lung cancer. During his treatment, he found that what mattered to him most as a patient were the simple acts of kindness from his caregivers, which he said made “the unbearable bearable.”

Before his death, he left a legacy for the establishment of the Schwartz Centre in Boston, to help to foster compassion in healthcare. In the UK the Point of Care Foundation is the not for profit organisation that trains and supports Schwartz Round and Team Time Facilitators.
How Schwartz rounds work

- Schwartz Rounds are typically one hour structured forums that discuss the emotional and social aspects of working in health and care.

- The purpose of Rounds is **not** to solve problems but to help staff feel more supported in their jobs, allowing them the time and space to reflect on their roles.

- The underlying premise for Rounds is that the compassion shown by staff can make all the difference to a patient’s/service users experience, but that in order to provide compassionate care staff must, in turn, feel supported in their work.
Team Time

● Team Time is a model of team support, run by trained Schwartz Rounds facilitators. Team Time shares many of the features of a Schwartz Rounds, providing a safe facilitated forum to help staff feel connected and supported.

● Team Time differs from Schwartz Rounds in that they are shorter, lasting between 30 - 45 minutes, they are centred on teams, rather than whole organisations or systems, and the number of participants is smaller, they can also be virtual or run in face to face settings.
• A safe protected space to reflect helps to foster a mutually supportive empathetic environment.

• Stories shared in Schwartz Rounds have the ability to empower staff and their organisations. Staff can reconnect with their values and reaffirm their motivation to work in health and care (or any organisation that supports people).
Michael West and Regina Eckert

- Describe compassion as “the core NHS value” and itemise four components – *attending; understanding; empathising and helping* (Atkins and Parker 2012) – which they describe as integral not only to patient care and staff engagement but also to the capacity for change and innovation.

- **Attending** – paying attention to accounts of challenges and problems experienced by staff. West and Eckert describe how “active listening establishes the caring and compassionate connection necessary for strong and lasting bonds among leaders and employees.”
The Drivers for Schwartz Rounds At Place level?

- The impact of the NHS White Paper and the Long term plan for integration of health, social care and partners and stakeholders at ‘Place level’ working together for the good of a common population.

- There is a growing evidence-base that compassionate actions within an organisation may reduce employee burnout, increase staff retention, foster innovative collaborations and a sense of belonging.
Why Introduce Schwartz Rounds At Place level?
The Kings Fund 2017

- Compassion creates psychological safety, such that staff feel confident in speaking out about errors, problems and uncertainties and feel empowered and supported to develop and implement ideas for new and improved ways of delivering services.

- Compassionate leadership is seen as an enabling condition for innovation across sectors (Worline and Dutton 2017; Amabile and Khaire 2008)

- People also work more co-operatively and collaboratively in a compassionate culture, in a climate characterised by cohesion, optimism and efficacy.

- Networks, Connectivity, Trust, Psychological Safety, HWB, Absenteeism, Presenteeism, Engagement, Retention, Productivity and Finance
Why Introduce Schwartz Rounds At Place level?

- A commitment from the C&M ICS to support compassionate leadership (Systems leadership behaviours)
- To teach compassion
- To value and reward compassionate care/behaviours
- To support clinical caregivers
Quotes from attendees at Schwartz rounds in C&M in 2020 and 2021

“It was amazing and incredibly powerful – and all anyone has talked about today including the Chair and Chief Executive, and more importantly staff on the front line”. HRD

“Thank you. I feel extremely privileged to have been part of it. I didn't for one minute anticipate the impact it would have. The response has been overwhelming with several people reaching out to me this afternoon, to share their experience and feelings and how they could relate”. Schwartz Round Speaker

“Wow – so emotional today! Thank you, these sessions are so beneficial and powerful for people. I always find them super humbling and it really grounds me hearing from people in the hospital setting.” OD practitioner

"This Schwartz Round was my first and found it exceptional and inspiring. I also found it moving and very emotional, to the point it brought me to tears! It awoke something inside of me! Thank-you” – Staff Nurse

“Understanding and support like this is valuable. We may not recognise our experience in others within our immediate team, but a forum which allows for broader engagement and understanding like this can prove really beneficial in 'normalising' our experience with that of others” EDI Lead
The Plan...

- Each of the nine Places/Boroughs/ICPs across CMHCP to set up their own Schwartz round **steering group** and assign someone to do the admin

- Each Place/Boroughs/ICP will be allocated up to ten funded training places for Schwartz Round **facilitators** – these facilitators will ideally come from a range of the partners within that Place

- Organisations that already have a licence to run Schwartz rounds and have already trained facilitators are also eligible to train further people under this arrangement.
The Plan....

- The trained facilitators will work together as a partnership to deliver rounds with colleagues from all organisations in their Place/Borough/ICP e.g. NHS, Care, LA, PCNs, CVS etc.

- In addition, for larger organisations it may be possible to individual licences funded in order that they can run rounds internally for just their own organisation as well as at Place level, though the preference is for all Schwartz rounds to be open to all members of the organisations within the partnership within each Place/ICP

- After Schwartz round facilitators are established it may also be possible, funding dependant, to dual train facilitators to also deliver ‘Team Time’ sessions.
● What is your own experience of Schwartz rounds?

● How could you/your organisation support the implementation of rounds within C&M?

● What else would help to build bonds of respect and compassion between partners organisation colleagues in C&M?

● Watch a Schwartz round at: https://www.pointofcarefoundation.org.uk/our-work/schwartz-rounds/watch-schwartz-round/
‘If you want others to be happy, practice compassion. If you want to be happy, practice compassion.’

Dalai Lama
Questions?
Thank You

Lisa.gresty2@nhs.net
# Compassion at Organisational and System Level

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<tr>
<th>Level</th>
<th>Leadership Activity</th>
<th>Cognitive/Emotional Processes</th>
<th>Other Processes</th>
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| Organisational | Having a realistic vision  
Creating a culture of Belonging  
Personalising purpose  
Using strategy as practice/a learning process | High levels of inclusion  
Secure attachment/high organisational identification | Organisational agility and Responsiveness  
Organisational resilience  
Faster adoption of innovation |
| System      | Showcasing compassionate leadership practice  
Using strategy as a reflective learning process | Embracing failure as human and an opportunity for Improvement  
System resilience  
Adopting a learning perspective | System-wide learning  
Robustness/resilience  
Faster diffusion of innovation |