the schwartz center
FOR COMPASSIONATE HEALTHCARE

HEALING HEALTHCARE INITIATIVE

Healing Healthcare Initiative Pilot
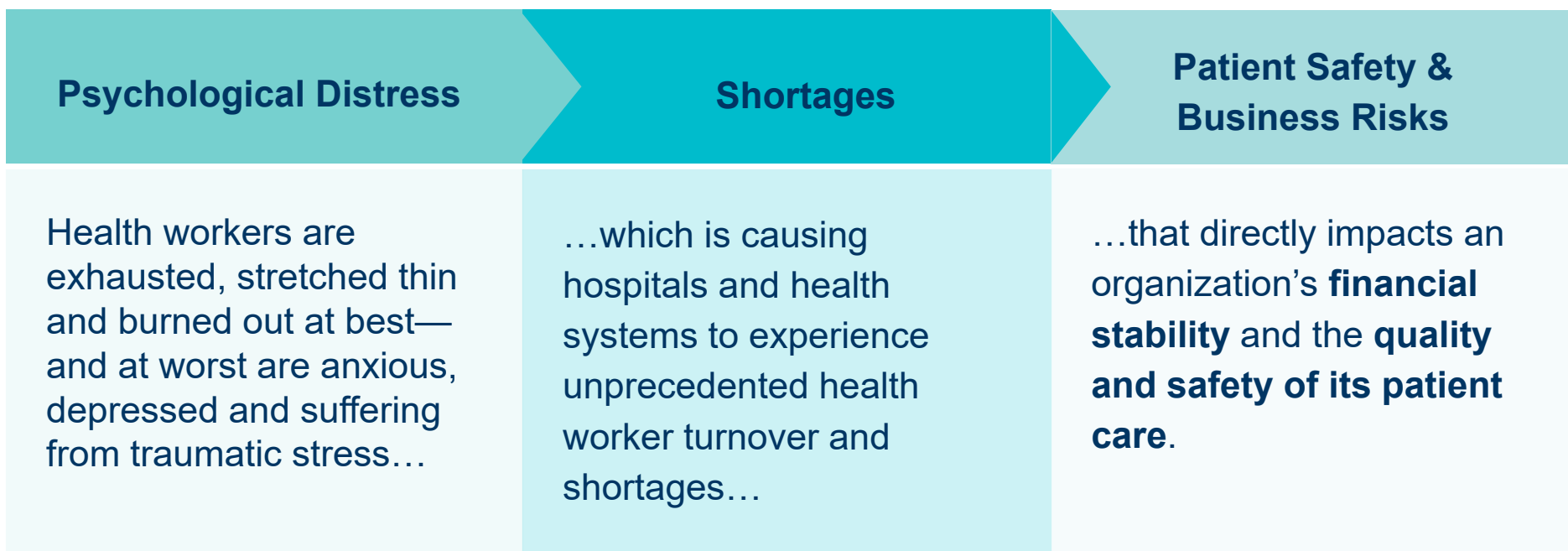
NASEM Roundtable April 18, 2023

About the Schwartz Center for Compassionate Healthcare

- We are a national organization whose mission is to **put compassion at the heart of healthcare.**

- Through programs, education and advocacy, the **we support the mental health and well-being of the healthcare workforce** so they can provide compassionate care to patients and families.

- With more than **600 healthcare member organizations** across 44 states in the U.S., Canada, Australia and New Zealand, our evidence-based programs and resources have proven to be versatile, sustainable and effective across diverse settings.

- To learn more, visit **theschwartzcenter.org**

The Need For Healing Is Critical Now

It's time we heal our healthcare systems, so health workers can heal their patients.

Psychological Distress	Shortages	Patient Safety & Business Risks
Health workers are exhausted, stretched thin and burned out at best— and at worst are anxious, depressed and suffering from traumatic stress…	…which is causing hospitals and health systems to experience unprecedented health worker turnover and shortages…	…that directly impacts an organization's **financial stability** and the **quality and safety of its patient care**.

Why The Healing Healthcare Initiative?

"It is difficult to expect compassionate care from health workers who are subjected to regular psychological, physical and sexual harassment as well as violence and occupational burnout."

World Health Organization; 2021 (Human Resources for Health Observer Series No. 26)

About the Healing Healthcare Initiative

The Healing Healthcare Initiative guides **healthcare leaders** to reimagine their organization's **operations**, so their health workers can find **strength and safety** in prioritizing their **well-being** and deliver **equitable, safe & compassionate patient care**.

HHI has two **primary goals:**

1. Provide resources, information, and guidance

2. Provide support & safe space for reflection, team-building, and honest dialogue

Our HHI Framework
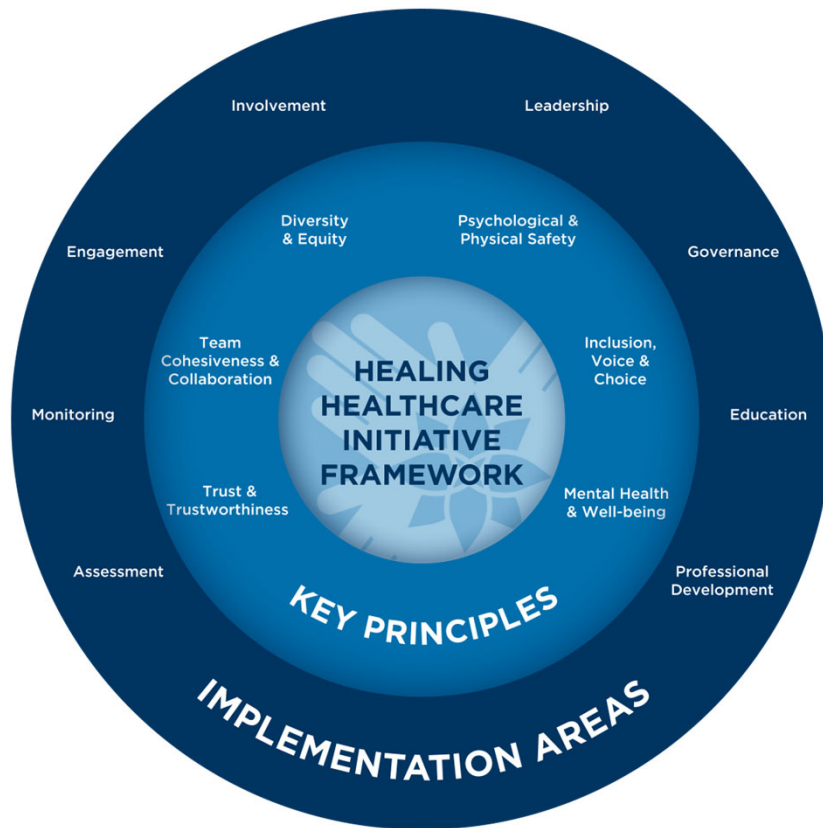
- Psychological & Physical Safety
- Inclusion, Voice & Choice
- Diversity & Equity
- Team Cohesiveness & Collaboration
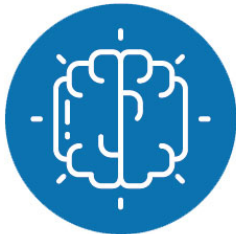- Trust & Trustworthiness
- Mental Health & Well-being

HHI Program Components

COMMUNITY

Through **cohort meetings, Schwartz Rounds®, and expert-led sessions,** we create a community among healthcare leaders to share promising practices and learn from each other.

LEARNING

Through **online resources and education, learning collaboratives, leadership learning sessions, and mentorship**, we support healthcare leaders' work, breaking down siloes within their organizations, and facilitating peer learning across organizations in the HHI community.

ACTION

Through **team-building sessions and implementation planning**, we supply health leaders with the tools they need to identify and implement the right solutions for their workforce to enhance the experience for all who provide and receive care.

HHI Guest Experts

- **Karthik Sivashankar, MD**, Vice President of Equitable Health Systems & Innovation, The Center for Health Equity at the American Medical Association

- **Amy C. Edmondson**, Novartis Professor of Leadership and Management, The Harvard Business School

- **Ron Carucci**, Co-Founder, Managing Partner of Navalent

HHI Consultants

- **Ken Epstein, PhD, LCSW**, P.R.E.P for Change Consulting

- **Oliver Wyman Health and Life Sciences Advisors**
    - Deirdre Baggot, PhD, Partner
    - Scott Ransom, DO, Partner
    - Bruce Hamory, MD, Partner and Chief Medical Officer

OLIVER WYMAN

Our HHI Pilot Cohort

- **Children's Minnesota**, Minneapolis, MN
- **Cincinnati Children's Hospital Medical Center,** Cincinnati, OH
- **Denver Health,** Denver, CO
- **NYC Health + Hospitals/Elmhurst,** New York City, NY
- **TIRR Memorial Hermann Hospital,** Houston, TX
- **University of Arkansas for Medical Sciences (UAMS) Medical Center,** Little Rock, AS

Data Collection

- **Organizational Practices Survey**
  - **Programs, policies, and practices** currently in place at each organization to support each Key Principle
  - **Measurements or metrics** currently being used to assess each Key Principle
  - **Performance goals** and **Key Performance Indicators** for each Key Principle

- **Leader Survey – Extent to which leaders confirm that**
  - **Strategic decision** making demonstrates that the organization highly values each Key Principle
  - They have the **practical tools and support** to implement the Key Principles
  - Are aware of **what health workers in my organization need** to support each Key Principle
  - **Alignment** within the Leadership Team and among executive and frontline leaders

- **Survey of Health Workers**

- **Creation of Compassion Dashboard**
  - **Key Performance Indicators** that reflect the Key Principles and aligned goals

Leader Survey Displays

- **Organizational Values:** Strategic decision-making in my organization demonstrates that the organization highly values the HHI principle.
- **Tools & Support:** As a senior leader in my organization, I have the practical tools & support to help enact the HHI principle.
- **Worker Needs:** I am aware of what health workers in my organization need to support their experience of the HHI principle.
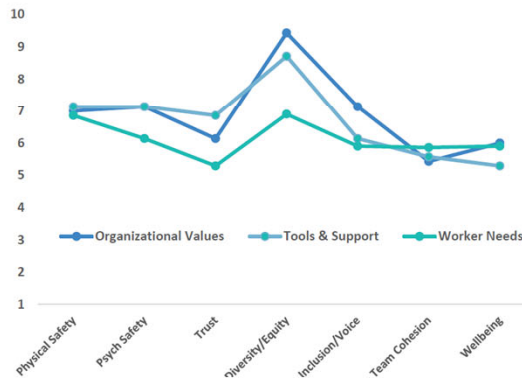
	Values	Tools	Needs	All Organizations	Values	Tools	Needs
Physical Safety	7.0	7.1	6.9	Physical Safety	8.2	7.9	7.8
Psychological Safety	7.1	7.1	6.1	Psychological Safety	7.9	7.9	7.4
Trust/Trustworthiness	6.1	6.9	5.3	Trust/Trustworthiness	7.7	8.1	7.4
Diversity/Equity	9.4	8.7	6.9	Diversity/Equity	8.9	8.5	7.7
Inclusion/Voice/Choice	7.1	6.1	5.9	Inclusion/Voice/Choice	7.8	7.7	7.4
Team Cohesiveness	5.4	5.6	5.9	Team Cohesiveness	7.3	7.6	7.6
Mental Health/Wellbeing	6.0	5.3	5.9	Mental Health/Wellbeing	7.9	7.7	7.4

Key takeaways follow on the next page.

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[1] Charts and highlights are based on responses to the specific survey items shown in the Appendix.

Policy Levers and Changes Needed To Achieve HHI Objectives

1. Invest in meeting the mental and behavioral health needs of the nation

2. Ensure adequate health workers and time to address patients' needs

Reform payment models to increase time with patients;

Provide support to meet patients' medical & social needs

3. Educate and deploy a diverse workforce in proportion to population needs

Adopt national strategies for health worker education and accreditation that will address anticipated shortages

Provide incentives to select health workers *from*, and train them *in* rural and underserved areas

4. Strengthen accreditation requirements to include demonstration of positive work and learning environments

Free of racism and discrimination based on gender, race, ethnicity, sexual identification, ability

5. Invest in research on interventions that promote the HHI Key Principles

Beth A. Lown, M.D.
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SESSION 8
The Serious Illness Care Workforce:
A Call for Radical Transformation

MODERATOR
James Tulsky, Harvard Medical School

PANELISTS

Ashley Leak Bryant, UNC-Chapel Hill School of Nursing

Sachin Jain, Scan Health Plan

Tammie E. Quest, Emory Palliative Care Center

R. Sean Morrison, National Palliative Care Research Center

NATIONAL ACADEMIES *Sciences Engineering Medicine*