Building a Compassionate Culture through Joy in Work and Compassion Resilience

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Aim

To build a compassionate culture, inclusive of Joy in Work, that motivates Rogers’ employees to be engaged and to act on our values of compassion, accountability, and excellence.

Intermediate Outcomes: Increase joy in work and compassion satisfaction; decrease burnout, and compassion fatigue

Long Term Outcomes: Increase employee engagement (Mayer-Salovey); decrease turnover and turnover due to burnout

Impact: Increase patient satisfaction (Press Ganey)

Approach to Compassionate Culture at Rogers Behavioral Health

Building the skills and supports for all staff to consistently act with compassion towards each other and those we serve. Holding ourselves accountable to our value of compassion.

Compassion Resilience Multi-level Toolkit

Content Outline

1. Putting Compassion into Action
2. Defining Wellness, Compassion Fatigue, Self-Compassion, Compassion Resilience
3. Delving into Compassion Fatigue, Connection to Trauma, and Assessments
4. Exploring Systemic Drivers of Compassion Fatigue and Our Loss of Control
5. Clarifying Expectations from Self and Others
6. Setting Compassionate Boundaries Based on Priorities
7. Creating Staff Culture Agreements

8-11. Wellness Strategies—Mind, Spirit, Strength and Heart

12. Making Compassionate Connections with the Second Tier (families, community supports, etc.)

Rogers’ Leadership Change

Senior Leadership

- 12 Hours Compassion Resilience Training
- Identification of Leadership Agreements
- Creation of Initiative Coherence Committees; including leaders from Quality Improvement, Human Resources, and Healthy Culture, charged with:
  - Identifying coherence across system initiatives
  - Creating common system-wide language to describe coherence
  - Creating leadership development model in alignment with initiatives and Rogers’ values focused on compassion

Site Management

- Identification in Compassion Resilience training
- Identification of Team Agreements
- Setting the tone through behavior, expectations, and coaching to practice

Formed “Culture of Care Action Plan” to engage site staff to identify internal “nudges” that together can be addressed

Transfer of Power to staff

“...that togetherness can be addressed and coaching to practice...”

Identification of Leadership Agreements

- Creating V.P. of Healthy Culture position
- Identified Compassion as an organizational value
- Prioritized implementing Compassion Resilience training across system
- Increased staff to support expansion of Compassion Resilience across system

Rogers Behavioral Health: the System’s Response

- Gave us a voice to define, start-and-strategy and implement, and I think it’s been quite helpful.
- “I’ve been so impressed by our leadership team and how they are committed to the experience as far as we’ve been in the unfortunate position of having to rely on a lot of it...”
- “...that there was a health culture, and it's been such a challenge to find a voice from that...”
- “...we feel the support from Rogers leadership and our organizational value is clear and concise.”
- “...we are able to share our stories...”

Looking forward, measures include...

Lessons Learned

1) Culture change works best when focusing on organizational values, 2) CI and Lean approach, 3) The impact of trauma and burnout can be found at all levels

Senior Leadership

- CI needs to be embraced by leadership; 2) Co-creation of behavioral agreements increases ownership

Site Management

- Self-care is an accountable to compassionate fatigue. CI requires team and organizational support

Site Staff

- CI is not fair to build people accountable to that for which we have not shared our expectations; 2) Engaging staff in solution-focused conversations allows staff to feel less alone and see potential

Comments from Site Management

- “...people are just like a mirror and they want to transform...”
- “...they feel heard and we have our work cut out for us...”
- “...there have been some quick wins and more transparency and mutual accountability on our end, and we can go a long way towards reestablishing trust...”

Current State

- Reforming into one another as a unified team and address conflicts with doing so
- Encourage proactive conflict and move forward with forgiveness when needed

Staff and Management

Partner to Change Culture

Culture of Care Action Plan

- Form a Site Care of Care Committee to oversee process
- Form 5 sub-committees, based on the main areas of feedback, inclusive of staff and full initiatives
- Pick 2 sub-committees to begin working on initiatives

Feedback from “What Matters to You” Conversations:

- Physical Environment
- Self Care and Supportive Culture
- Extenisve Experience
- Deboarding and Transition
- Leadership