



the schwartz center
FOR COMPASSIONATE HEALTHCARE

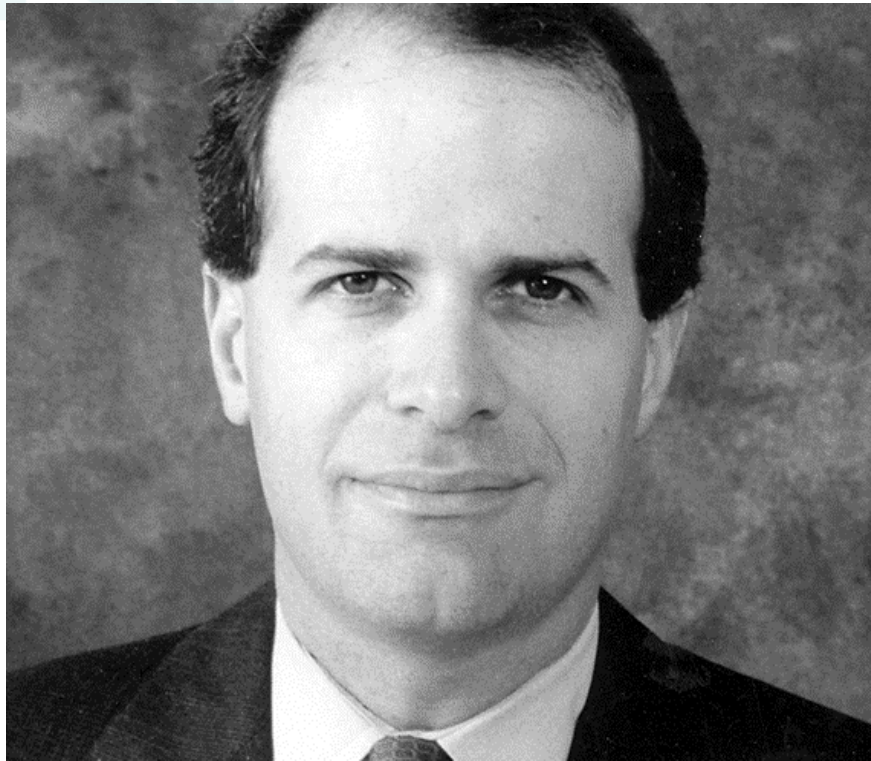
Healing Healthcare: The Impact of Schwartz Center Programs

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From A Patient's Story



Kenneth B. Schwartz (1954-1995)
Schwartz Center Founder

- We are a national organization whose mission is to sustain compassion at the heart of healthcare.
- Through programs, education and advocacy, we support the mental health and well-being of the healthcare workforce so they can provide compassionate care to patients and families.

Empathy and Compassion Benefit Both Patients and Clinicians

- Reduced pain intensity, related disability and HRQOL
- Less psychological, and physical symptoms in pts with cancer
- Less PTSD in pts with life-threatening emergencies
- Improved control of chronic conditions
- Positive patient experiences
- Improved adherence
- Positive emotions
- Experiencing a sense of reward
- Sense of affiliation and connection
- Prosocial behaviors for others
- Improved professional quality of life

JAMA Netw Open. 2024 Apr 1;7(4):e246026.
Psychooncology. 2023 Apr;32(4):506-515.
Health Serv Res. 2023 Apr;58(2):250-263.
Health Serv Res. 2023 Apr;58(2):250-263.
Intensive Care Med. 2019 Jun;45(6):815-822.
Med Educ. 2016 Mar;50(3):332-42.
Health Serv Res. 2014 Oct;49(5):1670-83.



The Healthcare Workforce Is Not Thriving

- Unprecedented rates of burnout
- Increased rates of disengagement
- Increased anxiety about workplace violence
- Mistrust of leaders
- Increased turnover/Intent to leave healthcare
- Escalating frequency of labor actions (unionization, strikes)



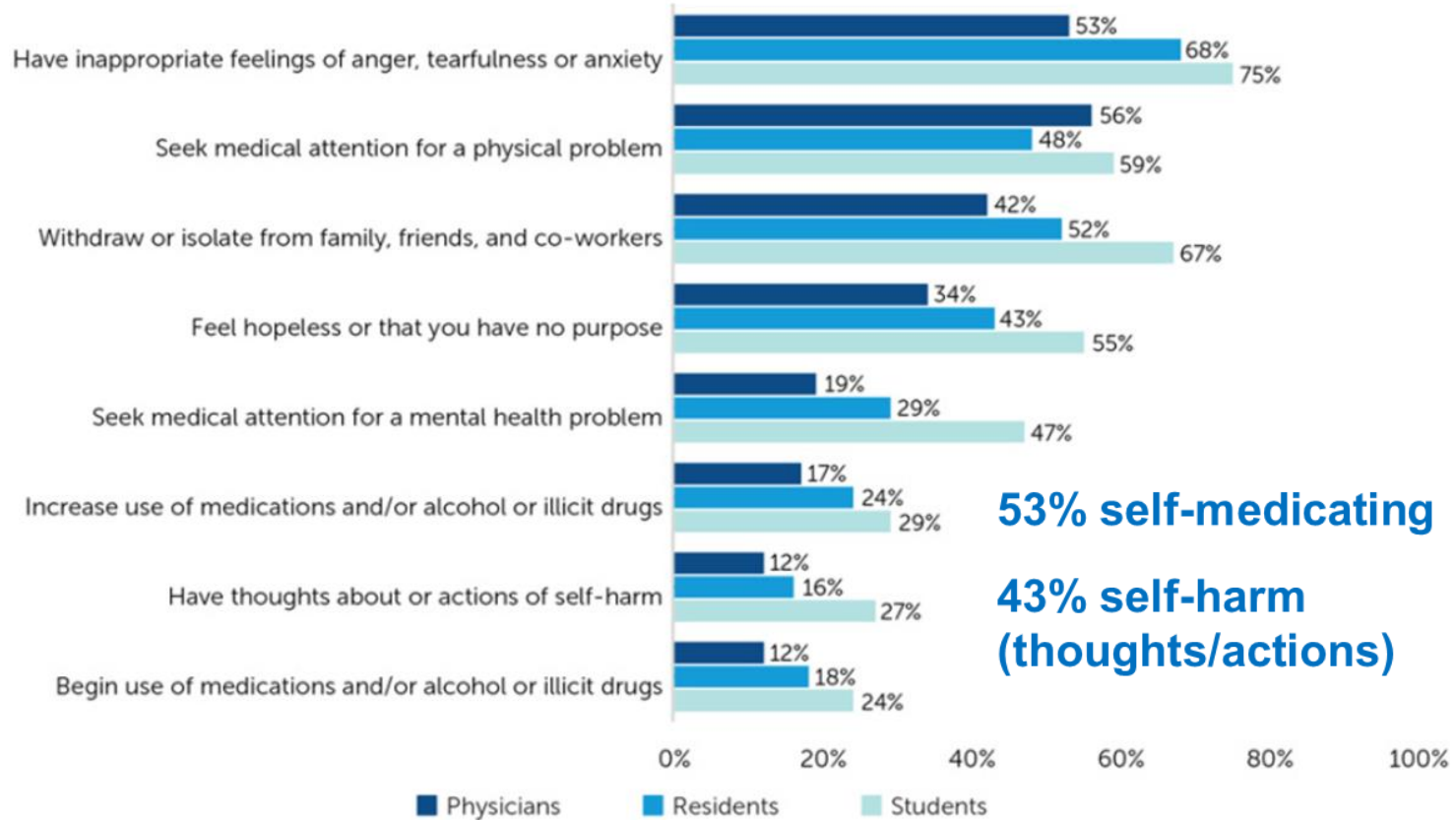
A Snapshot Of Current Data

- Burnout 47% (nurses), 56% (physicians)
- Great deal of job-related stress 43% (physicians), 53% (nurses)
- 145,213 practitioners left practice 2021 – 2022
- 40% of HCW screened positive for Post-Traumatic Stress
- 41% reporting Moral Injury

Aiken LH, et al. *JAMA Health Forum*. 2023;4(7):e231809.
Medscape Physician Burnout and Depression Report 2024
2023 Definitive Healthcare Report 2023.

Our Current and Future Clinicians Are **Suffering**

Percent Experiencing Ever in Past Year



When Healthcare Workers Are Burned Out Patients Suffer

- Higher turnover, less continuity of care
- Increased risk of patient safety incidents
- Increase in self-reported medical errors
- Increase in malpractice suits
- Reduced patient satisfaction
- Flawed diagnostic process

Aiken LH, et al. JAMA Health Forum. 2023 Jul 7;4(7):e231809.

Aiken LH, et al. BMJ Open. 2024 Feb 12;14(2):e079931.

Owoc J, et al. J Patient Saf. 2022 Jan 1;18(1):e180-e188.

Al-Ghunaim TA, et al. Am J Surg. 2022 Jul;224(1 Pt A):228-238.

Tawfik DS, et al. Ann Intern Med. 2019 Oct 15;171(8):555-567.

Sullivan EE, et al. Diagnosis (Berl).2023;10(3):309-312.

The Costs of Suffering Are Significant

- **Turnover and work-hour reductions**
 - Burnout is estimated to cost the healthcare system at least **\$4.6 billion annually**
 - Greatest burden attributable to **turnover and work-hour reductions** among PCPs
- **Medical error**
 - Burnout is significantly correlated with medical error which costs the U.S. **\$20 billion/year**
 - Medical liability premiums are rising yearly for healthcare employers
- **Costs of replacing professionals**
 - Average cost of replacing a staff nurse ~\$52,350.
 - Average cost of replacing a physician \$500,000 – \$1,000,000
 - Loss of physician-generated revenue ~ \$2.4 – \$3.4 million per year
- **Operating margins**
 - With lower hospital operating margins, **“Managing personnel costs is the single most meaningful differentiator between operational success and failure.”** (Fitch Ratings)

Li CJ, et al. Am J Med Qual.2023;38:196-202.

Burnout, Professionalism, and the Quality of US Health Care | Health Policy | JAMA Health Forum | JAMA Network

<https://www.beckershospitalreview.com/workforce/the-cost-of-nurse-turnover-in-24-numbers-2023.html>

<https://www.beckershospitalreview.com/finance/the-cost-of-physician-turnover.html>

<https://www.fitchratings.com/research/us-public-finance/operating-margins-reset>.

Limited Impact of Traditional Wellness Programs

Multi-level, repeated cross-sectional surveys of 46,336 employees about **impact of mental health promotion programs** (e.g., apps, stress management, sleep, workload/time management training, coaching, etc.)¹

- **No differences in mental well-being across multiple types of interventions except compassion-related activities (volunteering, charity-work)**

RCT of impact of wellness programs on ~32,000 employees (e.g., modules on stress reduction, nutrition, exercise)²

- Positive impact on weight management and exercise
- **No significant impact on absenteeism, job tenure, job performance, medical and medication expenditures, self-reported health, clinical markers of health**

RCT of impact of wellness programs on 4,834 employees including paid time off and financial incentives for annual screenings, ongoing wellness activities and assessments³

- **No significant effects on clinician-measured biometrics, medical diagnoses, or medical use**

Cumulative Emotional Burden

Burnout

Moral Injury

Traumatic Stress



Sources of Trauma in Healthcare





What Does Trauma Look Like in Organizations

- **Collective emotional dysregulation influences group behavior:**
 - Defensiveness
 - Mistrust
 - Resistance to change
 - Conflict avoidance or increased conflict
 - Erosion of cohesion
 - Emotional contagion
 - Tribalism (us/them)
 - Loss of hope

Creating the Social Architecture for Compassionate, Trauma-Informed Culture Change



Era of Pre-Awareness

- Lack of awareness or neglect of occupational stress
- Resilience expected
- Vulnerability discouraged
- Perfectionism
- Hierarchies of control

Well-Being 1.0

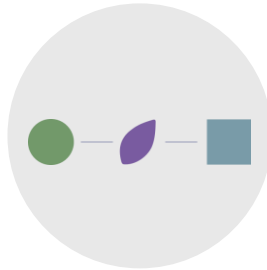
- Recognition of burnout
- Research on personal and systemic impacts, quality/safety
- Continued focus on personal resilience
- Individual solutions

Well-Being 2.0

- Focus shifts to systems, processes, teams, leaders
- Acknowledgement of vulnerability
- Recognition of need for self-compassion, need for meaning/purpose

Trauma Inducing

Trauma Reducing



Trauma-Organized

- Reactive
- Reliving / Retelling
- Avoiding / Numbing
- Inequity
- Authoritarian Leadership

Trauma-Informed

- Understanding of the Nature of the Impact of Trauma Recovery
- Shared Language
- Recognizing Socio-Cultural Trauma and Structural Oppression

Healing Organization

- Reflective
- Making Meaning Out of the Past
- Growth + Prevention-Oriented
- Collaborative, Equity, and Accountability
- Relational Leadership

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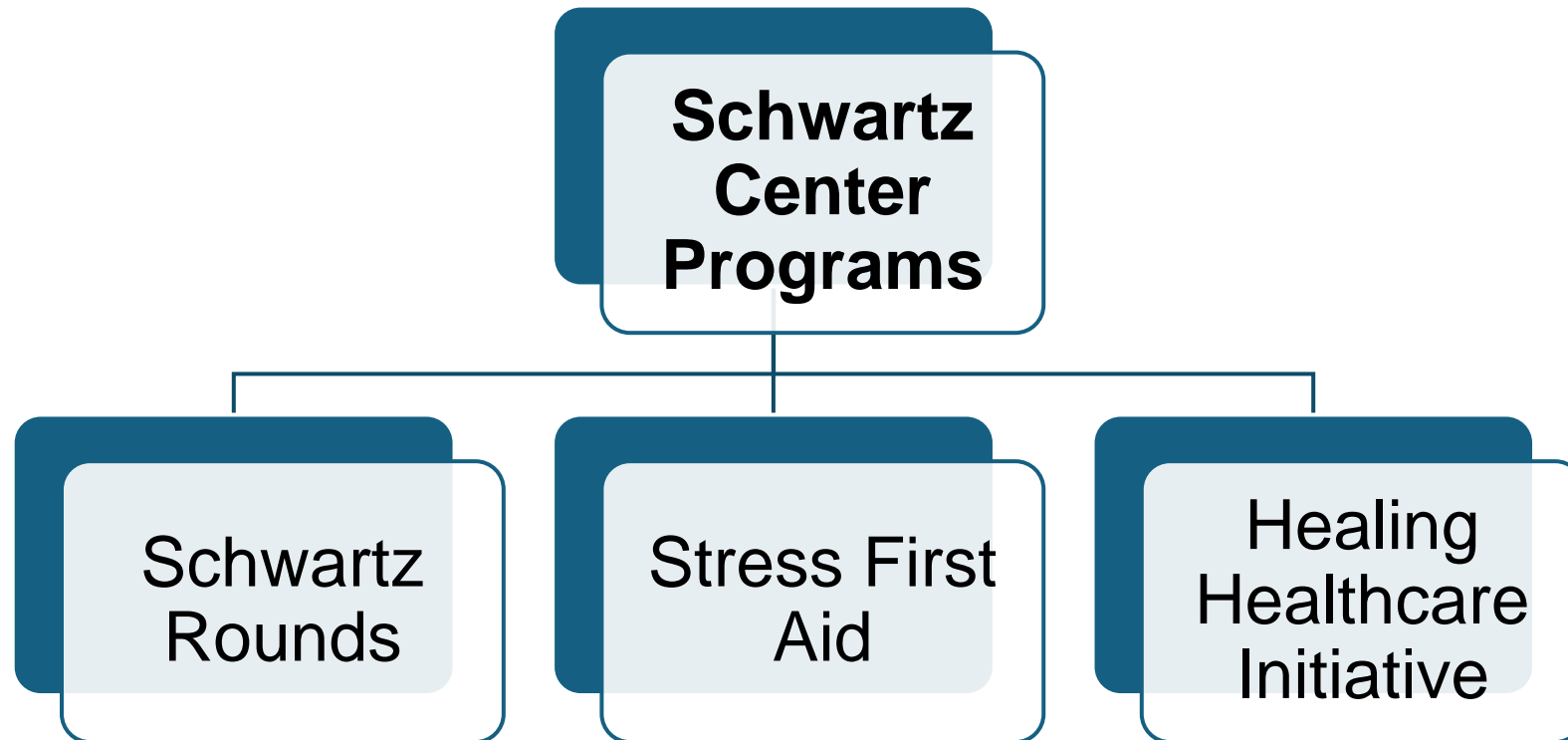


Reflection and Support Help Healing From Traumatic Stress

- Looking inward, reflect on and process emotions
- Validating experiences
- Connecting with others
- Making meaning of what happened



Healing Social Architecture in Organizations



Why Schwartz Center Programs?



World Health
Organization

“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.”



Schwartz Rounds® Offer Support and Sustain Compassion

- Schwartz Rounds provide staff with structured time and a protected, confidential, safe space to talk about and reflect on the emotional and psychological impacts of healthcare work
- Some themes focus on the impact of clinical care, while others are inclusive of impacts on both clinical & non-clinical staff



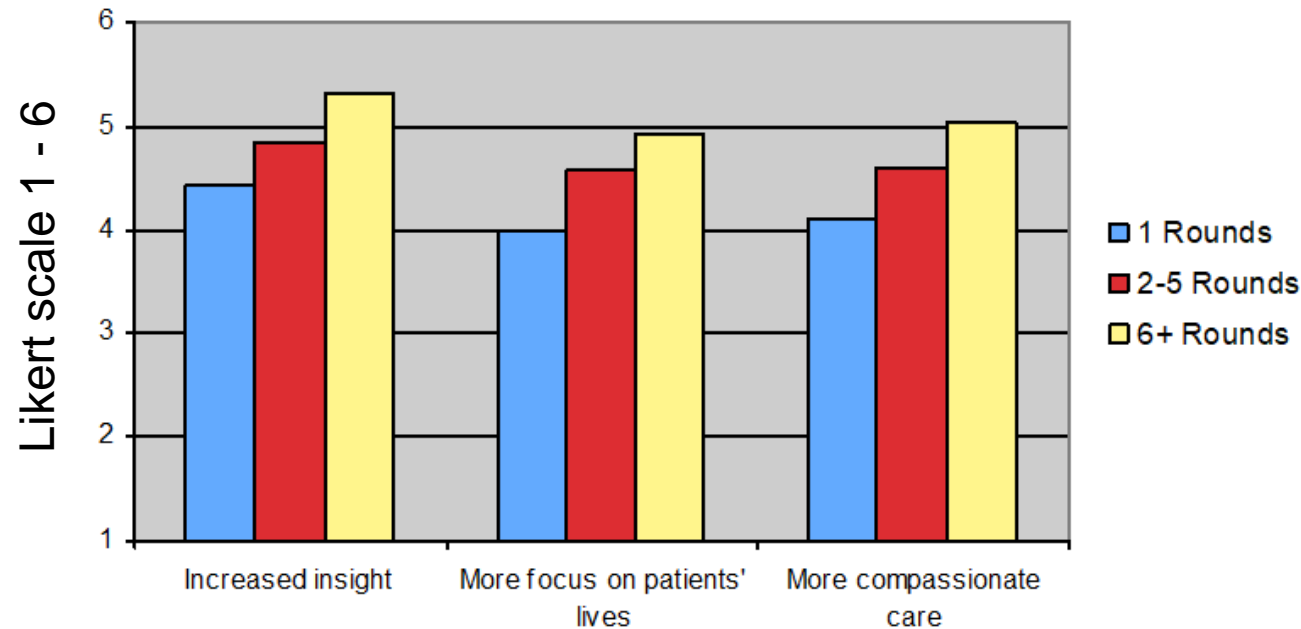


Examples of Schwartz Rounds Cases and Topics

- The Emotional Impact of Unsuccessful Resuscitation
- Despite Our Best Efforts: The Experience of Medical Error
- No Time to Catch Your Breath: The Impact of High Acuity, High Census, and Continual Change
- The Knots at the End of Our Rope: What We Hold onto When it Feels Like We Have Nothing Left to Give
- Bearing Witness to Parental Grief
- Firsts: Unforgettable Milestones of the Heart

Schwartz Rounds Help Caregivers Feel They Provide More Compassionate Patient Care

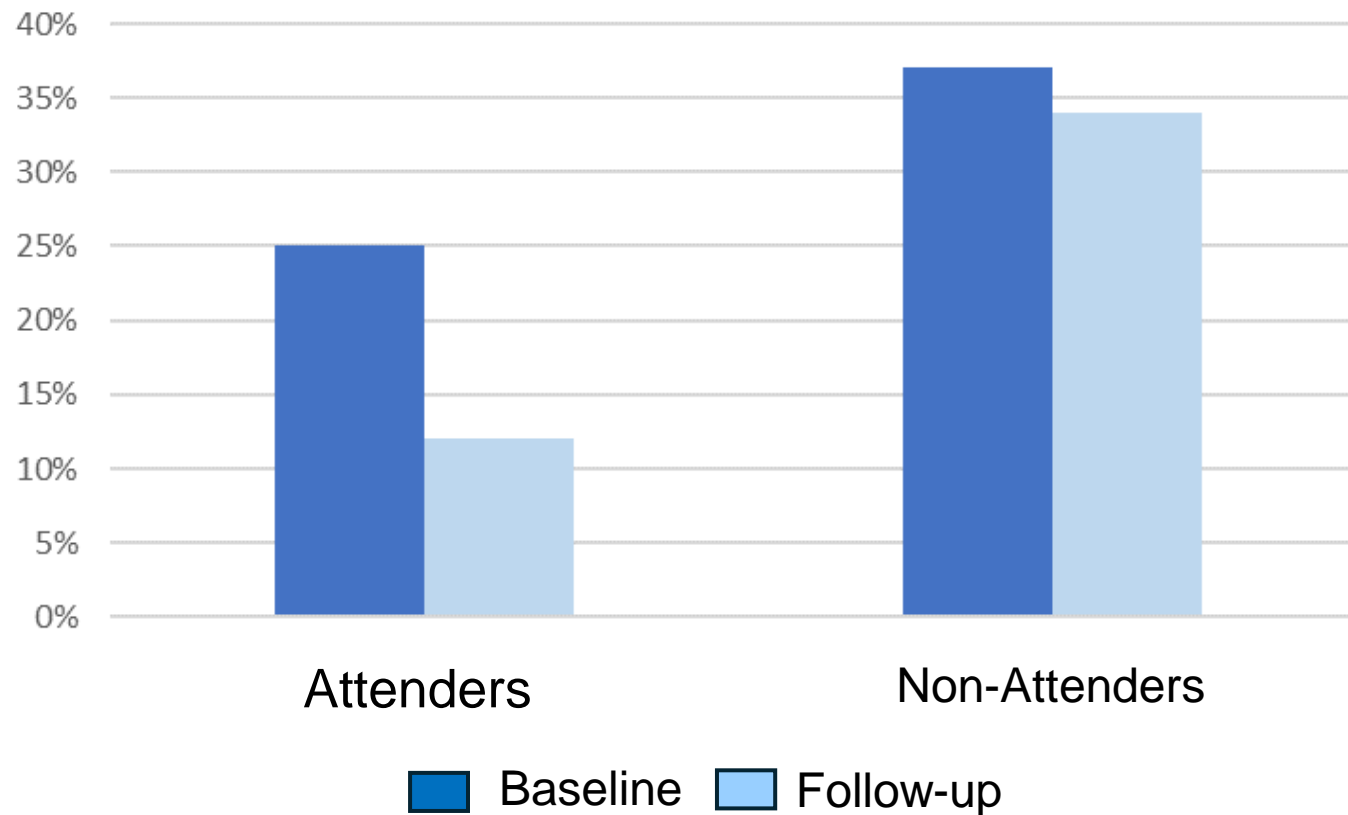
Figure 2
Interactions with Patients by Level of Rounds Attendance



- **Results from a 2010 study**
Caregiver - reported improvements:
 - 90% reported more insight into non-clinical aspects of patient care
 - 88% feel more effective in responding to patients' socioemotional needs
 - 82% focus more on the effects of illness on patients and families
 - 82% provide more compassionate care
- **This study showed a dose-response curve; the more Rounds attended, the greater the effect.**
- **Similar impacts on teamwork and stress**

Schwartz Rounds Significantly Reduce Psychological Distress

Self-Reported Psychological Distress



In a longitudinal comparison study, regular Schwartz Rounds attenders* showed a 50% reduction in self-reported psychological distress vs 10% in a comparison group.

The likelihood of distress severe enough to require a clinical mental health intervention was reduced by ~20% in Schwartz Rounds attenders compared with non-attenders.

Researchers concluded that Schwartz Rounds are an effective, relatively low-cost organization-wide intervention that can assist staff in dealing with the demands of work and reduce psychological distress.

Dawson, Jeremy, McCarthy, Imelda et al. *BMC Health Services Research*. 2021;21:392

*Regular attenders participated an average of four times.

Schwartz Rounds In Their Own Words

“Proud to work for an organization that gives space for discussing a very uncomfortable topic.”

“I'm still processing that Schwartz Round from last week. Those 3 women showed such courage and honesty. I wish every person in a management position, and every nonclinical person (particularly IS) could watch to get the real feel of the last two years...It was beautiful to hear (in a truth-telling way.) Brought the pandemic years into focus in our own house. Just great.”

“It opened up my grief and I have been feeling numb. I'm not sure how that will affect my work, but think it's a good thing for my soul... Hearing the stories of resilience, love and healing felt so close to home. I feel closer to my...community and know I am not alone in my experiences.”





STRESS FIRST AID

For Healthcare Workers

Developed with support from
Patricia Watson, PhD
National Center for PTSD



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FOR COMPASSIONATE HEALTHCARE

What is Stress First Aid?

A Framework for Psychological Self-Care & Peer Support

- Created at the National Center for PTSD for US military and first responders
- Adapted for Schwartz Center healthcare members with framework co-author Dr. Patricia Watson
- Flexible set of tools and resources for organizational dissemination: NOT one size fits all

Why Implement Stress First Aid?

- **To support the mental and physical health and well-being of the workforce**
- **To reduce risk of:**
 - Stress injuries among healthcare workers affecting sense of purpose, team and unit cohesion
 - Stress injuries impacting patient care experiences, quality, and safety
 - Chronic stress and related chronic health conditions among healthcare workers
 - Absenteeism and presenteeism due to disaffected, burned out, disengaged workforce

Stress First Aid In Their Own Words

“I wanted to thank you again for the stress first aid program. I had to work last night and I was in charge... I found myself getting overwhelmed, and was able to practice grounding & breathing, & reaching out when I couldn't find a solution to the problem. I used SFA to guide a parent...and help a sitter get the resources she needed so that she felt supported. She wasn't physically injured, but she was clearly...stressed after having been hit by a patient... I think that shift would have been 10x harder without those tools.”



The Benefits of Schwartz Center Membership



Programs & Support

Stress First Aid Program

- Stress First Aid Basics
- Stress First Aid Train the Trainer

Schwartz Rounds

- Organization-wide and unit-based
- Formats: In-person, virtual, hybrid options
- Trauma-Informed Facilitation

Individualized program support

Facilitation Workshops

Advanced Trainings – coming soon

Community Connections

Healing Healthcare Initiative

Member Learning Center



Education & Research

Compassion in Action Webinar Series

Compassion in Action Healthcare Conference

Issue Briefs and Research

Research Toolkits – coming soon



Recognition & Community

Corman IMPACT Honors

Member Community Newsletter

Member Community Website