

HRSA Ryan White HIV/AIDS Program

**CENTER FOR QUALITY
IMPROVEMENT & INNOVATION**

Language of Caring

Overview

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**Department
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Culture of Caring

Comparison by Role

42.16
%
Response
Rate

Feedback Received

- Baseline survey sent out to 1831 Sun River Health employees
- 772 responses were received and processed
- Scored on a Likert scale out of 7
- Data was stratified by direct vs. indirect caregivers

Employee Pride

- Our top result from direct caregivers:
- The mean score for the prompt “I feel proud to work here” was at **6.44 out of 7**.
- Record setting for Planetree International

| ROLE | RESPONSES | OVERALL MEAN SCORE | PERSONAL CARING MEAN SCORE | LEADER CARING MEAN SCORE | COWORKER CARING MEAN SCORE |
|--|------------|--------------------|----------------------------|--------------------------|----------------------------|
| ALL DIRECT CAREGIVERS | 446 | 5.95 | 6.17 | 5.88 | 5.55 |
| Nursing - Other (LPN, Case Manager, Patient Navigator) | 115 | 6.12 | 6.35 | 5.91 | 5.87 |
| Clinical Professional (Registered Dietitian; Art Therapist; Social Worker; Psychologist, MAT Clinical) | 103 | 5.90 | 6.09 | 5.88 | 5.49 |
| Clerical (Patient Representative; Sr Patient Representative; Billing Specialist, CCM) | 45 | 5.89 | 6.11 | 5.99 | 5.24 |
| Physician (Psychiatrist; Podiatrist; Infectious Disease Specialist, Child Psychiatrist) | 33 | 5.73 | 5.98 | 5.51 | 5.47 |
| Nursing - RN (Nurse, Nurse Manager, Psychiatric Nurse) | 25 | 6.28 | 6.40 | 6.31 | 5.97 |
| Advanced Practice Provider (Physician Assistant; Nurse Practitioner; Psychiatrist Nurse Practitioner) | 24 | 5.65 | 6.07 | 5.29 | 5.14 |
| Management (Health Center Directors; Vice President; AVP) | 18 | 6.00 | 6.19 | 5.93 | 5.64 |
| Licensed Technical (LPN, RDH, Laboratory Manager, Phlebotomist) | 16 | 5.90 | 6.11 | 5.49 | 5.94 |
| Service (Business Associate ; Outreach Worker) | 16 | 5.99 | 6.32 | 6.01 | 5.21 |
| Non-clinical Professional (Health IT; Accountant; Informatics; Substance Abuse Data Analyst) | 8 | 6.26 | 6.30 | 6.41 | 5.96 |
| Non MD Advanced Degree (Dentist, Psychologist) | 5 | 5.06 | 5.11 | 5.30 | 4.60 |
| ROLE | RESPONSES | OVERALL MEAN SCORE | PERSONAL CARING MEAN SCORE | LEADER CARING MEAN SCORE | COWORKER CARING MEAN SCORE |
| ALL INDIRECT CAREGIVERS | 326 | 5.78 | 5.82 | 5.90 | 5.58 |
| Clerical (Patient Representative; Sr Patient Representative; Billing Specialist, CCM) | 117 | 5.77 | 5.92 | 5.85 | 5.50 |
| Non-clinical Professional (Health IT; Accountant; Informatics; Substance Abuse Data Analyst) | 60 | 5.63 | 5.45 | 5.92 | 5.42 |
| Management (Health Center Directors; Vice President; AVP) | 55 | 5.72 | 5.62 | 5.90 | 5.58 |
| Service (Business Associate ; Outreach Worker) | 31 | 5.86 | 5.94 | 5.82 | 5.82 |
| Nursing - Other (LPN, Case Manager, Patient Navigator) | 23 | 5.97 | 6.23 | 5.95 | 5.74 |
| Clinical Professional (Registered Dietitian; Art Therapist; Social Worker; Psychologist, MAT Clinical) | 9 | 5.69 | 6.33 | 5.56 | 5.22 |
| Senior Management (Chief, Executive VP) | 9 | 5.87 | 5.70 | 6.17 | 5.63 |

Likert Scale: 1 – Never 2 – Rarely 3 – Occasionally 4 – Sometimes 5 – Frequently 6 – Most of the Time 7 – Every Time

Culture of Caring

Baseline Survey Results

“My coworkers let me know that they appreciate me.”

| Caregiver Type | Direct | Indirect |
|----------------------------|-------------------------|----------|
| Responders | 446 | 326 |
| Response Rate | 42.16% (772 of 1831) | |
| Overall Mean Score | 5.95 | 5.78 |
| Personal Caring Mean Score | 6.17 | 5.82 |
| Leader Caring Mean Score | 5.88 | 5.90 |
| Coworker Caring Mean Sore | 5.55 | 5.58 |

Direct Caregivers:

Strength: 6.44 "I feel proud of the work that I do here."

Opportunity: 5.44 "My coworkers let me know that they appreciate me."

Indirect Caregivers:

Strength: 6.03 "My immediate supervisor cares about making the world a better place"

Strength: 6.03 "My immediate supervisor appreciates the people who work here."

Opportunity: 5.50 "My coworkers let me know that they appreciate me."

What is Language of Caring?

Components



Opportunity

Provide all staff with concrete skills and tools to develop caring, empathic communication skills with patients and each other

Communication

To improve outcomes, we must look at our processes

A Culture of Caring

Words, tones, and nonverbal behaviors can all make one's caring felt by the person on the receiving end

Communication of Empathy

Overview of Module

Why Empathy?

- Differentiate between sympathy and empathy.
- Identify the benefits of empathy for patients, families, coworkers and ourselves.

Handbook &

Worksheets

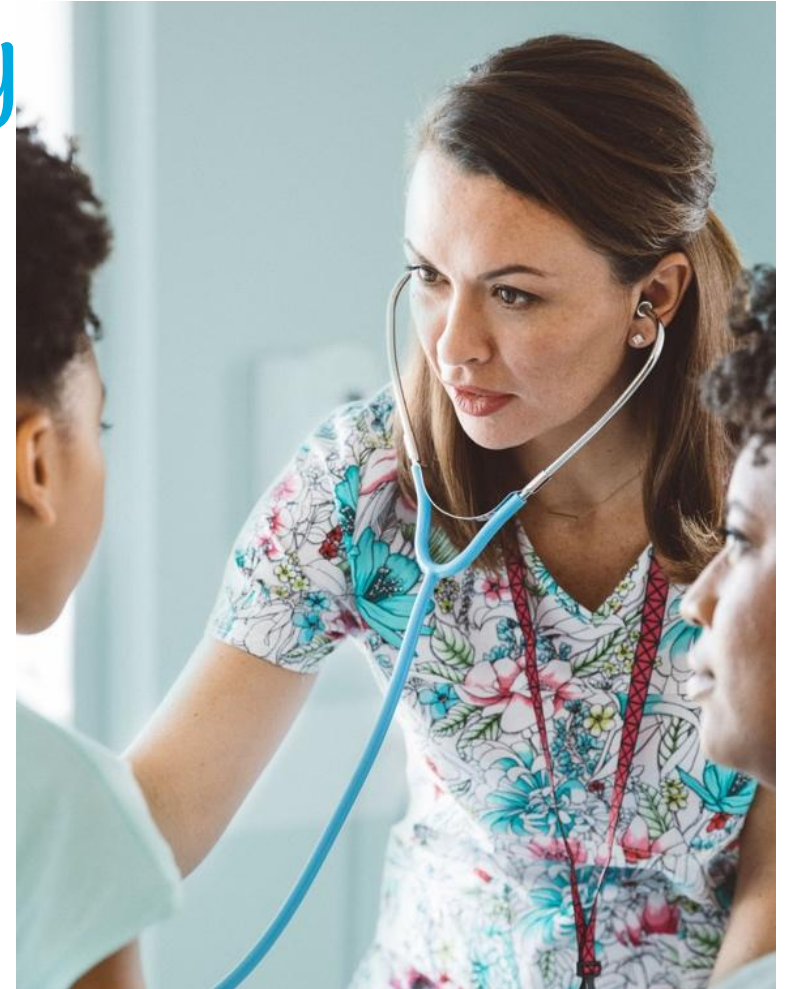
- Share Habit Building plan
- Workbook of HHH scenarios to review and practice skills learned

Apply-It! Workshops

- Demonstrate and practice HHH
- Engage team in applying HHH techniques to real situations

Heart-Head-Heart Method

- Distinguish btwn Head and Heart
- Recognize the value of HHH communication



Heart Head Heart Sandwich

Method Steps



Head

- Tasks, Information, Analysis, Explaining, Fixing, Plans
- More about the task or problem at hand, more rational and information oriented

- People get valuable information.
- They appreciate answers and solutions.

Heart

- Emotion, Caring, Empathy
- More personal, more subjective, more about emotions and concerns.

- Patients and coworkers feel important, cared for, and understood.
- They can hear the Head message much better.

Steps

1. Review the situation.
2. Consider what you think the person is feeling in the situation.
3. Create a Heart response to the feeling that expresses empathy and caring.
4. Create a Head statement to describe your action or explanation.
5. Close with another Heart response that communicates empathy and caring.

Heart Head Heart Sandwich

Example

| Options | Response | Impact |
|---------------------------|--|--|
| All Head | "The fact is, Dr. Singh is an outstanding surgeon on our staff. He is very experienced and will do an excellent job." | Clear information but... <ul style="list-style-type: none">• No acknowledgement of his concerns• No appreciation for your anxiety• Leaves you feeling, "They don't understand my fear" |
| All Heart | "Mr. Simpson, you sound worried about your upcoming procedure. I realize that reading reports about our facility in the paper could be unsettling." | Caring words but... <ul style="list-style-type: none">• No acknowledgment about the reports in the paper• No information about the upcoming test or doctor |
| Heart-Head-Heart Sandwich | <ul style="list-style-type: none">• Heart: "Mr. Simpson, you sound worried about your upcoming procedure. I realize that reading reports about our facility in the paper could be unsettling."• Head: "Dr. Singh is an outstanding surgeon on our staff. He is very experienced and will do an excellent job."• Heart: "I want to reassure you. You'll be in great hands with Dr. Singh." | Caring words and clear information... <ul style="list-style-type: none">• Empathic words to acknowledge patient's feelings• Clear, complete information• Caring words with respect and compassion |

Implementation

Initial Rollout and Impact

**16
Staff
Trained**

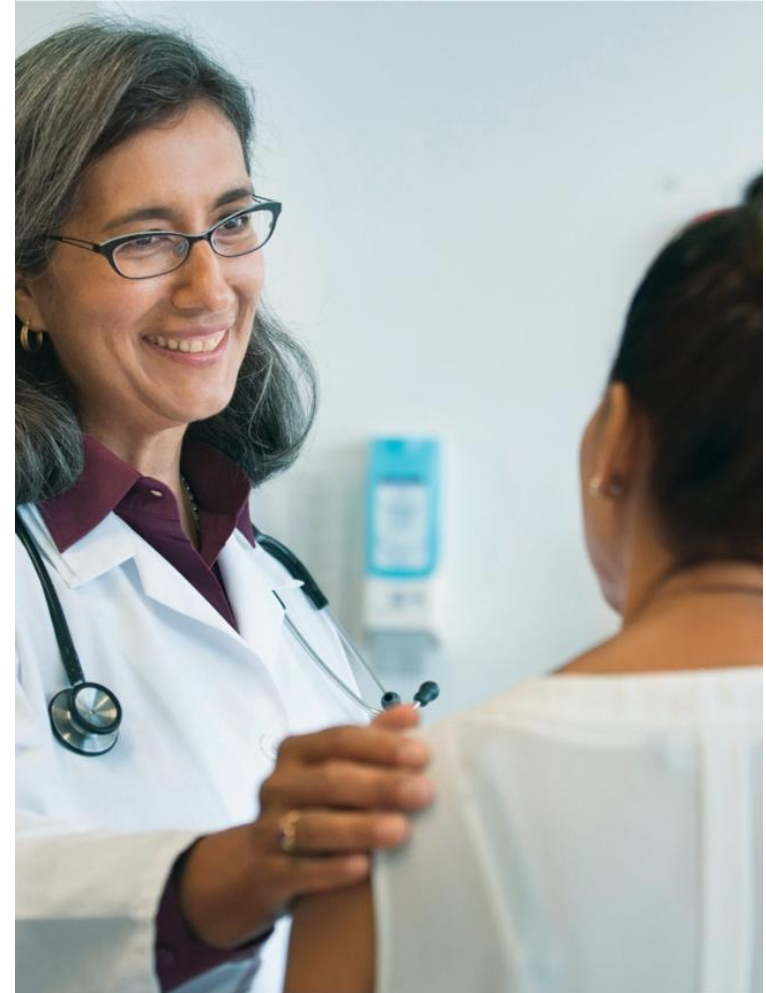
Phase 2

We provided over 100 sessions through the pandemic held over Zoom. Our audiences comprised of staff from across the organization.

Phase 1

Facilitators were recruited for participation in a 2 day Train The Trainer course held by Language of Caring staff.

**100+
Interactive
Sessions**



Implementation

Impact and Results



RELIAS

50%

Staff Reached

By the end of our first round, approximately 50% of our staff across all our regions had participated in a Language of Caring session.

Relias Learning

We recorded a live session and uploaded it to our learning management system.

3 Months of Training

3-5 Sessions per day
4-5 Days per week

Implementation

Current and Future Plans



Feedback

Positive feedback in post-session evaluations and staff anecdotes

Expansion

Include 6 new modules for staff and 5 new modules for providers

Fall 2021

Habit building exercises will be provided each week to reinforce new learnings

Sessions

Train health center directors, managers, directors over 10-12 weeks and train providers on a separate track.

Modules

- Communicating with Empathy
- Practice of Presence
- The Blameless Apology
- Showing Caring Nonverbally
- Explaining Positive Intent
- etc.

Applying Language of Caring

Tips and Recommendations

Support from Leadership

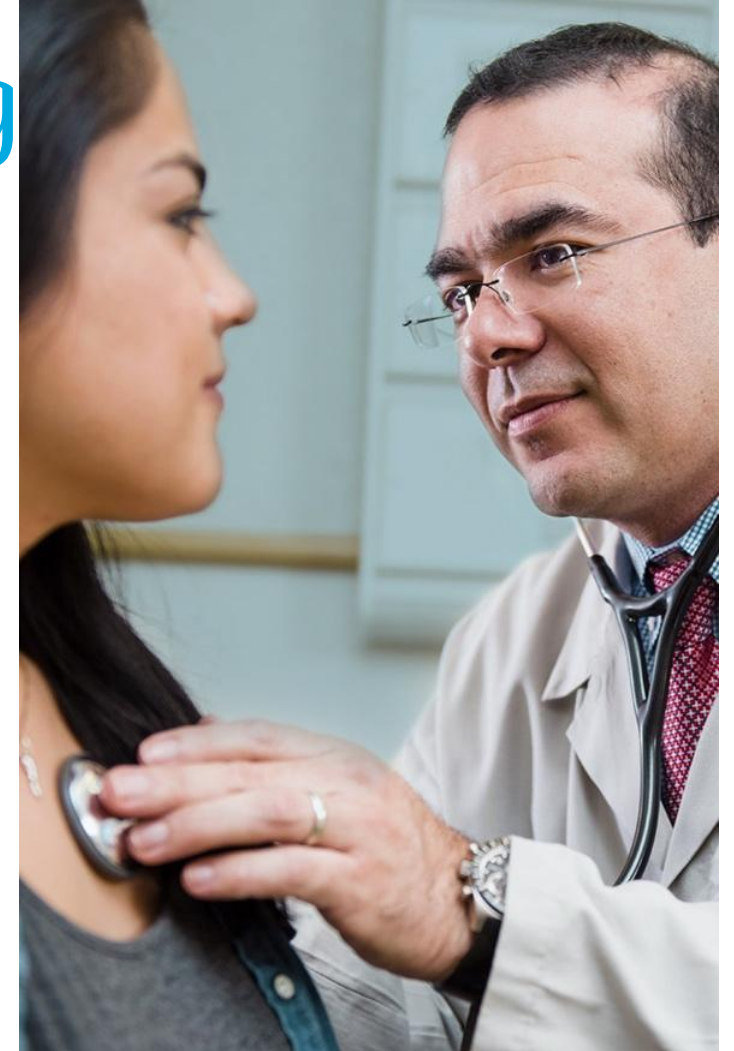
Encourage Participation

Be flexible with breakout rooms

Use info collected during warmup

Managing The Audience

Participant Concerns



Questions?

Additional Resources and Links

Language of Caring

<https://languageofcaring.org/>
rwilliams@languageofcaring.org

Planetree International

<https://planetree.org/who-we-are/>
<https://twitter.com/planetree>
amooddy@sunriver.org

Sun River Health

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