

Using the Language of Caring to Elevate Performance



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Seeing Progress?



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Initiative Fatigue?



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Seeking a Breakthrough?




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Solution:


Pursue caring communication as a breakthrough objective.





- A breakthrough objective:
- Central to mission.
- Everyone can contribute.
- If every person makes even an incremental improvement, it adds up to a breakthrough.
- **AND A CULTURE CHANGE**

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Language of Caring Programs



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 **Agenda**

1. Why focus on the communication of caring as a breakthrough objective?
2. What is the Language of Caring?
3. How does the Language of Caring elevate performance?


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I. Why **focus** on improving the communication of caring -- as a breakthrough objective?



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We Have Strong Roots as Caring People Who Want to Make a Difference!



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When We Fail to Make Our Caring Felt, People Suffer:

“People here have no idea what I’m going through.”

“This is scary! I wanna go home.”

“People don’t see me. I guess they’re too busy.”

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- These days, we are so busy... **OVERLOADED** with tasks and priorities.
- While we care deeply, we miss opportunities to **COMMUNICATE** our caring – to patients, families and each other.

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Two Approaches to Strengthening Performance on HCAHPS and CG-CAHPS

SHOTGUN **BOWLING**

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Without Caring Language, Best Practices Miss the Mark.

- From WHAT to HOW
- The power of deeper caring

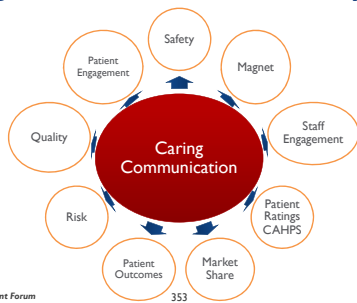


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Caring Communication Affects Everything!



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Language of Caring for Staff:

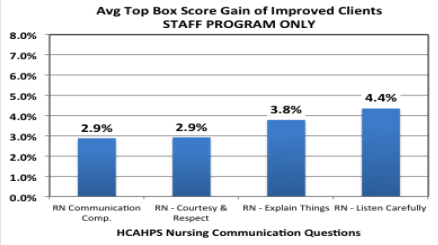
- Connects ALL of your initiatives with the common language of caring.
- Creates compassionate communicators who improve the patient experience.
- Respects your time constraints with brief, digestible 30-minute, online skill modules.
- Enhances colleague communication, relationships, and engagement.
- *Leads to an unparalleled patient experience and culture of caring.*

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Aggregate Results Ending 2Q 2015: Staff Program – Nurse Communication

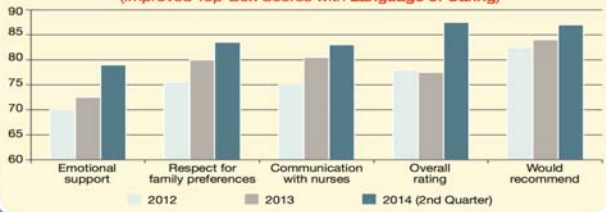


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Cardon Children's Medical Center (Improved Top-Box Scores with Language of Caring)

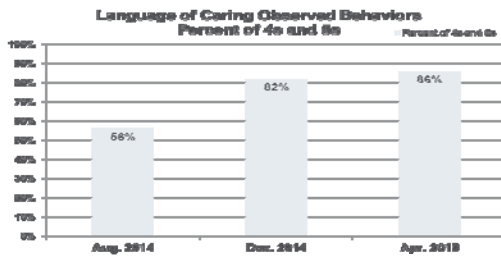


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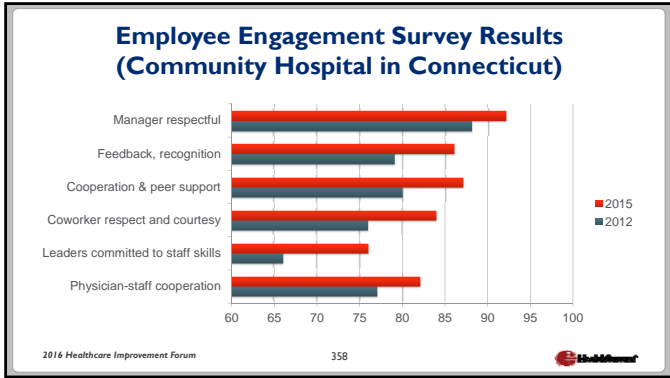
Group of Medical Practices in NE



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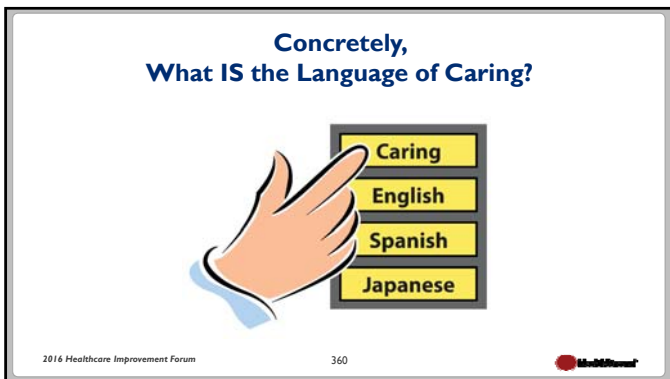




Reduced Complaints at BH

	Complaints About:	% Reduced
BG	Responsiveness	73%
	Attitude	28%
BDW	Communication	30%
	Attitude	50%
B-MDA	Responsiveness	94%
	Attitude	58%
	Communication	10%

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Turn to a Partner, Please.



- I'll make a statement.
- If a patient said this to you, without thinking, what would be your first response?
- Share this with your partner.

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Situation 1

"I'm in terrible pain. I need more medicine NOW!"



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Situation 2

"These people are always complaining. I'm sick of it."





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Two Kinds of Communication

<p>Heart</p> 	<p>Head</p> 
<p>Emotion, Caring, Empathy</p>	<p>Tasks, Information, Analysis, Explaining, Fixing, Plans</p>

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Both HEAD and HEART Have Benefits!

When we speak from the HEART:

- Patients, families, and co-workers feel important, cared for, and understood.
- They can hear the Head-to-Head part much better.


When we speak from the HEAD:

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

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These Days...

- Busyness and pressure make us mainly task-oriented.
- Most of our communication is from the HEAD, much less from the HEART.
- The result:
Patients and families may view us as uncaring and not tuned in.



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"I'm in terrible pain. I need more medicine NOW!"



HEAD Responses

- "How would you rate your pain from 1 to 10?"
- "You can have more medicine in 20 minutes."
- "Where is your pain exactly?"
- "I'll check with the doctor to see if there's a med that might work better."


HEART Responses

- "I'm so sorry you're in pain!"
- "It must be very hard for you."
- "I want to help you, so you can feel comfortable."

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"These people are always complaining. I'm sick of it."




HEAD Responses

- "What are they complaining about?"
- "How do you react?"
- "We could stop some of it by doing things differently."

HEART Responses


- "Wow, sounds like you've had a frustrating day!"
- "It IS maddening when you do your best for people and they aren't satisfied."
- "I think you do a great job and don't deserve complaints."

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**Challenge to You:
Eavesdrop!**


You will hear mostly HEAD messages... typically more than 90%!




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**The Ideal:
The Heart-Head-Heart Sandwich**



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"I'm in terrible pain. I need more medicine NOW!"



 "I'm so sorry you're in pain!"

 "Tell me more about your pain."

 "I want to help you feel more comfortable!"

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"These people are always complaining. I'm sick of it."




 "It IS maddening when you do all you can for people, and they still aren't happy."


 "What complaints are you hearing? I wonder if there's something we can do to prevent them?"

 "I'd like to help you get less stressed and feel the respect you deserve."


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 **The Language of Caring:
Skills That Make Our Caring Felt**


1. The practice of presence
2. Acknowledging feelings
3. Showing caring nonverbally
4. Explaining positive intent
5. The blameless apology
6. The gift of appreciation
7. Say it again with HEART!

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Does This Look Familiar?




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**Language of Caring Skill I:
The Practice of Presence** 

"The greatest gift you can give another is the purity of your attention."

- Richard Moss

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What is “Presence” or “Mindfulness?”

- Paying attention – undivided attention
- Staying on purpose – consciously
- In the present moment
- Without judging

Jon Kabat-Zinn

“Only when you are mindful with patients will you release your innate compassion.”

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Presence: A Mental Discipline

- Quiet your racing mind.
- Take a deep breath.
- Shift to a posture of presence. Lean forward.
- Face the person fully. Give your undivided, respectful attention.
- Open your heart. Tune in.
- Don't think about what you're going to do next.

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“You-hoo! I’m over here!”





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Listen to Employees Talk About Their Experience with Presence.



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Language of Caring Skill 2: Acknowledging Feelings



Use words to reflect back the feelings you think the other person may be having.

- “You sound upset.”
- “You look frustrated.”
- “I imagine this must be quite a relief for you.”

People feel understood when we show regard for their feelings, not just their words.

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“How are you feeling today?”



“Fine.”

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Acknowledging Feelings: You Try It!

Situation 1:

Coworker: "I'm so sick of Claudia calling off from work. She just isn't reliable!"



Situation 2:

Patient: "NOW what do you want to do to me? Haven't you done enough tests already?"

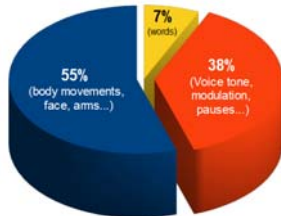


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Language of Caring Skill 3: Showing Caring Nonverbally



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Albert Mehrabian, 1967



Language of Caring Skill 3: Showing Caring Nonverbally



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"I'll be with you in a minute."




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**Best Approach:
Nonverbal Listening or "Attunement"**

Match your nonverbal behavior to the other person's.




Case in Point

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**Language of Caring Skill 4:
Explaining Positive Intent**



"Intentions compressed into words enfold magical power."
Deepak Chopra

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Explaining Positive Intent

- “I’m closing the door to protect your privacy.”
- To a complaining person: “I want to help you.”

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From Less to More Caring

Action with No Explanation	The Action Explained	Patient-Centered Positive Intent
Cover up patient with blanket.	“Here’s a blanket.”	“Here’s a blanket. <u>I want you to be nice and warm.</u> ”
Receptionist asks physician when he’ll return patient call.	“I want to tell patients when you will call them back?”	“ <u>I want to alert your patients for you, so they won’t feel frustrated and call you again and again.</u> ”

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Tip: Use “For You” and “With You”.

Less Caring	More Caring
“I’ll take your calls while you’re out.”	“I’ll take your calls <u>for you</u> while you’re out.”
“There are 3 options.”	“I’d like to go over 3 options <u>with you.</u> ”

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Language of Caring Skill 5: The Blameless Apology



Show that we feel bad that the person is somehow suffering – without placing blame or blaming others.

The words 'I'm sorry' are magic words. They show openness and strength, not weakness. They mend relationships. They touch hearts."

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Blaming Apologies

"Sorry, but it wasn't my fault!"

"I'm really sorry. It's a ZOO here today!"

"I'm sorry you had to wait. We're really short-staffed."



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Blameless Apologies

"I'm sorry this wasn't what you were expecting."

"I'm so sorry you were inconvenienced."



"I'm sorry this is so painful!"

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**Language of Caring Skill 6:
The Gift of Appreciation**



- Thanks
- Appreciation
- A compliment
- Admiration

...when people least expect it!


**"The deepest principle of human nature
is a craving to be appreciated."**

-William James


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**Appreciation can transform what might otherwise be
strained interactions.**



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**Language of Caring Skill 7:
Say it Again With HEART!**



**"If your words are soft and sweet,
they won't be as hard to swallow if you have to eat them."**


-H.H. Breckenridge

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Say it Again With HEART!



- When you've done all you can and the person is still not satisfied...
- Say hard things in a caring way without backing down.
- *The skill of last resort.*
- How?
- Express a lot of 
- Repeat your main message – your bottom line – as often as you need to, always with caring.

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Listen for Say it Again With HEART.



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The Language of Caring

Mental Model:



HEART Skills:

1. The practice of presence
2. Acknowledging feelings
3. Showing caring nonverbally
4. Explaining positive intent
5. The blameless apology
6. The gift of appreciation
7. Say it again with HEART

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The Bottom Line

- Caring gets lost in a sea of tasks and procedures.
- People don't know we're caring unless we communicate our caring.
- By communicating our caring, we ease people's anxiety, personalize our care and service, earn cooperation, and improve the patient, family and coworker.

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How Does the Language of Caring Make Best Practices More Effective?

- RELATE
- Proactive/Hourly Rounding
- Executive and senior leader rounds



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Language of Caring Elevates Performance

R eassure	Presence Acknowledging feelings Positive intent	"I want to help you avoid any complications." "I realize you're eager to get this over with!"
E xplain	Read nonverbal cues	"You look concerned by what I'm saying."
L isten	Presence Acknowledging feelings Mirror non-verbals	"You seem anxious?" "Let me make sure I have this right."
A nswer	Positive intent Acknowledging feelings Blameless apology	"I want you to feel clear and confident about this plan. Tell me your thoughts." "I'm so sorry this has been frustrating for you."
T ake Action	Positive Intent	"Here's what I'll do and how it will help you."
E xpress Appreciation	Gift of Appreciation	"I appreciate your patience." "I really admire your courage!"

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Proactive/Hourly Rounding

- Approach patient. Smile and greet warmly.
- Sit. Become very present to them. Focus fully.
- State your positive intent. "Here I am again to see how you're doing and help in any way I can."
- Ask open-ended questions and listen.
- Observe for feelings and acknowledge them in an inquiring way: "You look a bit nervous?!" Wait for confirmation and then inquire.
- Be very present until the last second. End with a warm wish and explain what the patient can expect next.

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Executive and Senior Leader Rounds

Mindfulness/Presence	Approach patient. Smile and greet warmly. Introduce yourself. Sit. Become very present to them. Focus fully.
Explain your positive intent	"I care very much about our patients' experience here and I'm hoping you'll share with me a little about yours."
Gift of appreciation	"I really appreciate your openness with me."
Blameless apology	"I'm so sorry you had that frustrating experience."
Explain actions	"For your sake, here's what I plan to do."
Presence & appreciation at closing	"Thanks so much for talking with me. I'm touched by your experience!"

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Integrate Deeper Caring Into All Interactions... and You Create a Pervasive, Palpable CULTURE of caring.



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Example of Skill-Building Strategy

- Enlist Champions/ Plan** (Blue bar with image of a nurse)
- Engage Leaders** / **Leadership Kick-Off** (Green bar with image of a person at a podium)
- Train Facilitators** (Purple bar with image of two people)
- Engage ALL Staff in Training** / **Jumpstart the Skills** (Orange bar with image of a person at a computer)
- Managers Lead Skill Modules in Work Teams** (Teal bar with image of a doctor)
- Sustain Change through Skill Mastery, Culture-Building and Alignment** (Red bar with image of a line graph)

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Recap:
Elevate Performance With the Language of Caring – the HOW!

- LIVING your mission in every interaction
- CAHPS improvement
- A culture of caring

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“When someone says to us, ‘I care about your suffering,’ a deep healing begins.”

Thich Nhat Hanh

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“At times, our own light goes out and is rekindled by a spark from another person. Each of us has cause to think with deep gratitude of those who have lighted the flame within us.”

Albert Schweitzer



In Closing...

A Heart-Head-Heart Sandwich
for YOU...





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