

Practicing Compassion in Your Work Training Module



USAID
FROM THE AMERICAN PEOPLE



Training Objectives



- To understand scientific benefits of compassion
- To practice self-compassion
- To behave compassionately
- To communicate with compassion
- To give and receive feedback with compassion
- To practice compassion daily with our fellow health workers and our clients

Training Agenda Components

Welcome and
Compassion
Commitments

Compassionate
Care Study

Science of
Compassion

Self-
Compassion

Vulnerability

Psychological
Safety

Communication

Compassionate
Listening

Giving and
Receiving
Feedback

Practicing
Compassion
Leadership

Compassion Commitments

- All of us are equal, respected and valued
- Honor our unique experiences and perspectives
- Bring our whole self to the group
- Remain open to grow
- Participate with full attention and awareness
- Be generous and extend yourself to others
- Confidentiality
- Permission to be imperfect
- Play, laugh, and have fun

Guidelines for Engagement

- Bring your authentic self
- Stay open and curious
- Show respect
- Be generous
- Listen wholeheartedly
- Confidentiality

Compassionate Care Study:

Improving Health Care Worker Satisfaction and
Client Experience of Care

Compassionate Care Study

Objectives:

- 1 Test intervention to determine its impact on improving *provider satisfaction and *experience of care for clients in **postpartum and postnatal care interactions**
- 2 Evaluate the extent to which provider outcomes (e.g. reduced burnout, job satisfaction) improve when provider and/or client experience of care is improved
- 3 Evaluate the extent to which client outcomes improve when provider and/or client experience of care is improved and whether their perception of care improves

Study

- April – September 2024
- Three intervention facilities and three control facilities

Intervention	Control
KMT Dispensary	Nyakahoja Dispensary
Makongoro HC	ELCT Nyakato HC
Sengerema Hospital	St. Clare Hospital

Study Components



- Throughout the training, this graphic will highlight different actions you will be asked to take as part of the intervention and study
- These are identified by the following graphic in the top right corner



Compassion

Awareness
+
Connection
+
Empathy
+
Action

Practicing compassion
is a **process**,
not a destination or an outcome.

Why are Empathy and Compassion Important?

- Evidence shows compassion has powerful benefits for clients and the providers who care for them
- Compassion can be contagious—when we recognize it in others, and connect, we help one another
- For compassion to thrive, it must live in all levels of the health system
- Compassion involves spreading joy through connections between people
- Work culture and norms have power
- Compassion is all about small actions***
- Need for compassion throughout power structures within the health system
- Need to celebrate and foster compassionate behavior
- More compassionate care results in better health outcomes



Why are Empathy and Compassion Important?

- Treating people, including yourself, with compassion helps everyone.
- Everyone wants to be treated with dignity, respect for our privacy, freedom from harm and mistreatment, and to feel supported
- Compassion involves **more than the absence of abuse**. It involves feeling seen and cared for.
- When we create a culture of compassion, everyone feels better and has a better experience.
- Compassion is necessary for patients, families, and caregivers alike — it enhances care, improves outcomes, and establishes trust.
- Compassion doesn't blame or shame people as good or bad.
 - People can practice a behavior we don't think it good, but it doesn't make them a bad person, It makes them human.



*To respond to suffering compassionately,
we must first recognize that suffering exists.*

WHO Global Health Compassion Rounds Synthesis Report. 2022

Science of Compassion

Empathy + Action = Compassion

- We use empathy to figure out another person's emotions and mental state.
- We often have 2 reactions to suffering of others
 - Empathic Distress and Compassion
- Research shows that people who feel compassion in a situation help more often than people who suffer from empathic distress.

Empathic Distress

- Self-related emotion
- Negative feelings: e.g., stress
- Poor health, burnout
- Withdrawal & non-social behavior

Compassion

- Other-related emotion
- Positive feelings: e.g., love
- Good health
- Approach & prosocial motivation

Tanzanian Study

Poor relationships negatively impact trust in health system and use of services

Nurse Factors

- Not expressing care and concern
- Poor communication
- Negative attitudes
- Job dissatisfaction
- Unstable mental health



Stress, Burnout and Supporting each other

- Burnout is a state of mental, emotional, or physical exhaustion resulting from workplace stressors
- Burnout can result in missed work, clinical errors, lower productivity, poorer quality of care
- Health care workers often suffer in silence for fear of stigma; we must support one another to reduce stress
- Looking after yourself and your fellow providers is not a luxury, it is a must
- Working in a stressful environment for long periods is a risk factor for burn out, results in insomnia, anxiety, irritability, hopelessness
- Health care workers need to be seen as fellow human beings, who are not invincible



Health System Benefits of Compassion

- Higher employee engagement
- Improved financial returns
- Higher employee retention & loyalty
- Higher productivity
- Reduced burnout for care providers
- Improved patient compliance
- Better medical outcomes



Relationship between compassion and performance

- Strong relationship between compassion and staff performance
- Study of nurses showed that compassionate management contributed the most to retention of staff
- Other studies show that positive leadership qualities of supervisors influence the wellbeing and engagement of staff
- Documented physiological benefits for providers when they practice compassion
- Leaders model expected behaviors and create a culture that supports staff and clients.
- Leaders are accountable for developing a culture that builds trust and compassion

"When the healthcare provider treats or approaches a patient with a lot of compassion, that will be reflected back...it produces inspiration and motivation."

WHO Global Health Compassion Rounds Synthesis Report. 2022

Challenges to Practicing Compassion

Group Exercise



What is one challenge that makes it more difficult for you to practice compassion in your health facility?

Self-Compassion

Why is Self Compassion Important?

- Difficult to become more compassionate with others when you lack self compassion
- Health care workers must learn to practice kindness with ourselves
- Without taking care of yourself, you can't take care of others
- Practicing self-compassion improves one's health, mood, sense of confidence, and ability to bounce back from traumatic events.
- You can't give what you don't have
- Compassion helps burnout and builds connections and relationships with patients (and peers)
- Compassionate health systems begin with mindset, value, and culture



Science of Self-Compassion

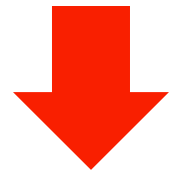
Self-Compassion is strongly correlated with



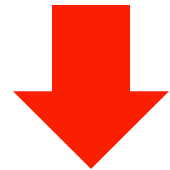
Compassion for Others



Well-being



Perfectionism



Burnout and Empathic Fatigue

Myths of Self-Compassion

- ✗ Self-compassion = Self-pity
- ✗ Self-compassion means weakness.
- ✗ Self-compassion will make me “settle” or be complacent.
- ✗ Self-compassion is narcissistic.
- ✗ Self-compassion is selfish.

Everyday Practice: Kindness

Discussion Prompt



Share a recent experience you have had with a kind act and how it made you feel. It could be an act of kindness you performed, you received, or that you saw.



Self-care practices for providers

Self Care



- **Objective:** For providers to improve their mental health and help to prevent stress and burn out and to provide high quality care to others.
- Providers must take care of themselves, and “carry” themselves” if they are to maintain their own mental health and provide high quality care for others.
- It is supporting a practice of self compassion
- Supervisors should encourage health care workers and other staff in facilities to take breaks so everyone has a chance to rest and reduce burnout

Steps for Supervisors



- Encourage staff to take breaks and help manage time so they are not staying late or working long hours
- Encourage staff to take their breaks in a quiet space or outside, so they can truly relax and rest
- Post the Provider's Emotional Wellness tool in a place where providers will see it and can be reminded
- At each staff meeting, teach/remind staff of one of the breathing techniques or mindfulness activities they **can practice**

Provider Emotional Wellness

 **TAKE ACTION!**

Afya ya Hisia za Mtoa Huduma

A, B, C's ZA KUJIJALI KWA MTOA HUDUMA

Ufahamu



- Kuwa makini na jinsi unavyochukulia msongo wa mawazo (kufanya kazi kupita kiasi, kula kupita kiasi, uchovu, na kuongea kwa kulipuka au kwa hasira).
- Fuatilia kinachokupa msongo wa mawazo na uweke mipaka baina ya wateja na wenzako.
- Ongea na mtaalamu au kiongozi wako endapo msongo wa mawazo utaathiri shughuli na mahusiano yako.

Weka mizani



- Fanya shughuli mbalimbali huku ukitenga mda wa kupumzika.
- Kula vizuri, fanya mazoezi mara kwa mara, na hakikisha unatenga mda wa kupumzika.
- Shiriki katika shughuli nje ya kazi; tumia siku zako za likizo.

Jichanganye na watu



- Wasiliana mara kwa mara na familia, marafiki, na jamii.
- Tumia tafakari za kina, sala, au kupumzika ili kuwa karibu na nafsi yako mwenyewe.
- Muda ambao haupo kazini, achana na majukimu ya kiofisi wala kusoma barua pepe au kufanyia kazi jumbe za mtandao whatsapp.

Imechukuliwa kutoka utafiti wa Breakthrough Action, 2022



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Breakthrough ACTION
FOR SOCIAL & BEHAVIOR CHANGE

Mindfulness



- Mindfulness can help providers treat themselves the way that they treat others who are in need.
- Learning to love themselves and provide support for themselves when they need it, and hold themselves to a more reasonable, less stressful standard from day to day.
- The next few breathing techniques can help you to practice mindfulness in your day-to-day life, learning a couple each week and then repeating the ones that work for you
 - Week 1: Breathe to center, box breathing and breathing compassion
 - Week 2: Self-compassion antidote; Compassion break
 - Week 3: Supportive touch - Hand on Heart
 - Week 4: Changing critical self-talk

Breathing Techniques (1)



- **Breathe to Center**
 - Breathe three full breaths, deeper and longer than usual, focusing on each breath.
 - If focusing on the breath causes anxiety, instead focus attention on the sensation of your feet, rooted into the ground or the weight of your seat on the chair.
- **Use this during routine activities, such as washing your hands or during a moment of stress to calm your nervous system**

Breathing Techniques (2)

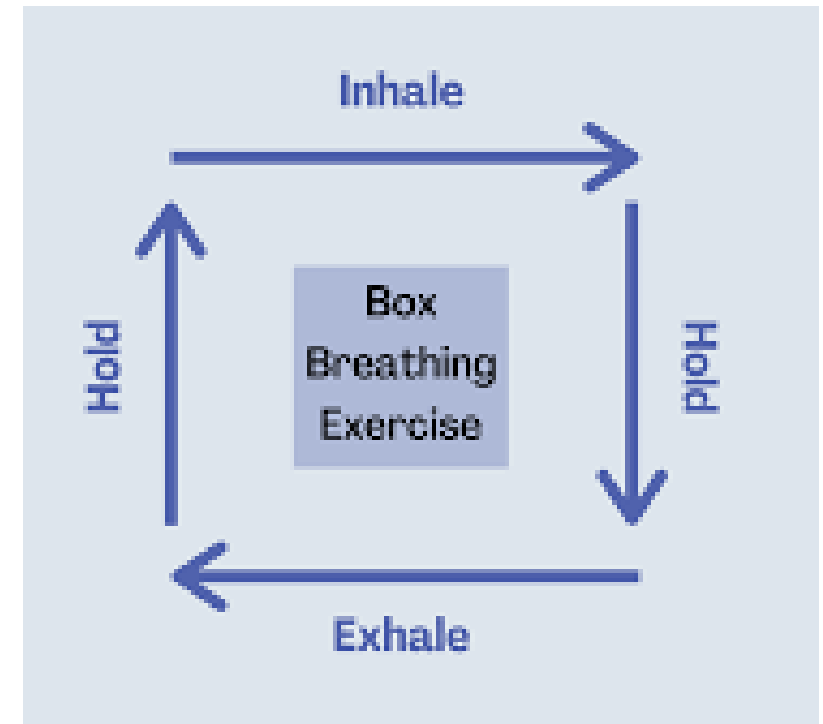


- **Box Breathing**

- Inhale for four counts
- Hold for four counts
- Exhale for four counts
- Hold for four counts

- **Use this during moments of stress**

<https://www.youtube.com/watch?v=tEmt1Znux58>



Breathing Techniques (3)



- **Breathe Compassion**

- Ground your attention on deep breaths/your feet on the earth.
- Notice the emotion as body sensations.
- Inhale, breathe in the emotion into vast space.
- Exhale, breathe out relief for yourself and others.

- **Use this when feeling triggered or overwhelmed by emotion**

Showing Compassion (1)



- **Self-compassion Antidote**

- Recognize: "This is suffering."
- Choose a self-compassion ritual (hand on chest/belly/wrist).
- Acknowledge: "I'm doing my best." "Everyone is doing their best." "I let go of outcomes beyond my control."

- **Use this when feeling stressed or self-critical**

Showing Compassion (2)



- **Compassion Break**

- Call the situation to mind that is difficult or causing you stress, see if you can actually feel the stress and emotional discomfort in your body. Say to yourself:
 - This is a moment of suffering. This is mindfulness. Other options include:
 - This hurts.
 - Ouch.
 - This is stress.
 - Suffering is a part of life. This is common humanity. Other options include:
 - Other people feel this way.
 - I'm not alone.
 - We all struggle in our lives.

Showing Compassion (3)



- **Compassion Break (continued)**

- Put your hands over your heart, feel the warmth of your hands and the gentle touch of your hands on your chest. Or adopt a soothing touch that feels right for you. Say to yourself:
 - May I be kind to myself. You can also ask yourself, “What do I need to hear right now to express kindness to myself?” Is there a phrase that speaks to you in your particular situation, such as:
 - May I give myself the compassion that I need.
 - May I learn to accept myself as I am.
 - May I forgive myself.
 - May I be strong.
 - May I be patient.

Supportive Touch



- **Hand to Heart**

- Take 2-3 deep, satisfying breaths.
- Gently place your hand over your heart, feeling the gentle pressure and warmth of your hand. If you wish, place both hands on your chest, noticing the difference between one and two hands.
- Feel the touch of your hand on your chest. If you wish, you could make small circles with your hand on your chest.
- Feel the natural rising and falling of your chest as you breathe in and as you breathe out.
- Linger with the feeling for as long as you like.

Nyenzo za Kujitunza

KUJIJALI MWENYEWWE

MBINU ZA KUPUMUA

Kupumua kunaweza kusaidia kushusha kiwango cha mapigo ya moyo na kukupa wakati wa kujipanga upya.

Pumua hadi kwenye kiini

Fanya hivo wakati wa shughuli za kawaida, kama vile kuosha mikono au wakati wa msongo kutuliza mtumo wako wa fahamu.

1. Pumua pumzi tatu kamili, na ndofu kuliko kawaida, ukiweka mawazo yako kwenye kila pumzi.
2. Ikiwa kuwaka mawazo kwenye pumzi inakuletea changamoto, badala yake weka mawazo kwenye miguu yako iliyojikita kwenye ardhi au uzito wako sehemu uliyokalia kwenye kiti.

Kupumua kwa boxi

Itumike wakati wa msongo wa mawazo.

1. Vuta pumzi ndani na hesabu mpaka 4.
2. Shikilia pumzi na hesabu mpaka 4.
3. Toa pumzi nje na hesabu mpaka 4.
4. Shikilia pumzi na hesabu mpaka 4.

Kupumua kwa huruma

Itumike unapojisikia kuchochewa kupata hisia au kuzidiwa na mhemko.

1. Weka mawazo yako kwenye pumzi ndefu/ miguu yako arthini.
2. Ione hisia kama misisimko ya mwili.
3. Vuta pumzi ndani, pumua hisia nje kwenye eneo lenye uwazi kutwa.
4. Toa pumzi nje, pumua nje kwa msaada kwako na kwa ajili ya wengine.

ONYESHA HURUMA NA KUJALI

Huruma na kujali sio tu kusaidia mtu kwa kuonyesha huruma, lakini pia yule anayeipokea.

Kujijali na kujizingatia kama namna ya kukabiliana na Msongo wa mawazo

Kutumika unapohisi msongo wa mawazo au kujikosoa kulikopitiliza.

1. Tambua: "kuwa haya ni mateso."
2. Chagua njia ya kujijali na kujizingatia inayokufaa kama vile (mkono juu ya kifua / tumbo / mkono).
3. Kubali: "Kujiambia kuwa, "Ninafanya niwezanyo" kila mtu awezavyo, "naachana na matokeo yaliyo nje ya uwezo.



Changing Critical Self-talk (1)



1. Notice when you are being self-critical.

- It may be that your self-critical voice is so common for you that you don't even notice when it is present.
- Whenever you're feeling bad about something, think about what you've just said to yourself. Try to be as accurate as possible, noting your inner speech word for word.
- What words do you use when you're self-critical? Are there key phrases that come up over and over again? What is the tone of your voice – harsh, cold, angry? Does the voice remind you of anyone in your past who was critical of you?
- You want to be able to get to know the inner self-critic well, and to become aware of when your inner judge is active. Really try to get a clear sense of how you talk to yourself.

Changing Critical Self-talk (2)



2. Make an active effort to soften the self-critical voice with compassion rather than self-judgment.

- Say something like “I know you’re worried about me and feel unsafe, but you are causing me unnecessary pain. Could you let my inner compassionate self say a few words now?”

Changing Critical Self-talk (3)



- 3. Reframe the observations made by your inner critic in a friendly, positive way.**
- Imagine what a truly compassionate friend would say to you.
 - Use a term of endearment that strengthens expressed feelings of warmth and care.
 - While engaging in supportive self-talk, try gently stroking your arm, or holding your face tenderly in your hands. Physical gestures of warmth can tap into the caregiving system even if you're having trouble calling up emotions of kindness at first, releasing oxytocin that will help change your biochemistry.
 - The important thing is that you start acting kindly, and feelings of true warmth and caring will eventually follow.

BREAK

Vulnerability

Why is Vulnerability Important?

- It is the core of all emotions and feelings
- It is the root of social connection
- It is not a sign of weakness
- It take courage

Leads to:

- Emotional Resonance with Others
- Greater Trust
- Perceived Leadership Strength
- Better Information



Vulnerability Discussion Prompt



Name a time when you felt vulnerable at work but felt afraid to show it.

Psychological Safety

“When people feel their workplace is an environment where they can speak up, offer ideas, and ask questions without fear of being punished or embarrassed.”

What is Psychological Safety?

- It is a shared belief that the environment is safe to speak freely in.
- Without it, we fear we will be marginalized or punished for speaking up, asking questions, or sharing feedback
- High psychological safety improves organizational performance
 - Encourages sharing unique information or perspectives
 - May share creative ideas for meeting organizational goals

Psychological Safety

Discussion Prompt



Share a time when you thought about speaking up at work, but the environment did not feel welcoming to you. What created the resistance?

Creating Safety

- Be accessible and approachable
- Be self aware and practice self regulation
- Acknowledge our limits, that the work is complex, and show humility
- Ask good questions – practice curiosity
- Invite participation
- No anger or shaming for errors
- View failures as learning opportunities
- Recognize good work and effort with appreciation
- Use direct, clear language
- Set boundaries about what is acceptable behavior and hold others accountable
- Develop and sustain a just culture

Psychological Safety

Role Play



- *You noticed your colleague made a mistake, yet you can see they are feeling burnt out and struggling.*
- *How do you make them feel safe as you discuss the issue with them ?*
- *Demonstrate how you would do this.*

Psychological Safety

Reflection



- **What components of psychological safety did you see modeled in the role play?**

What other things could be done to improve safety?

Reminder:

- Be accessible and approachable
- Show humility
- Invite participation
- View failures as learning opportunities
- Use direct, clear language
- Set boundaries about what is acceptable behavior and hold others accountable
- Develop and sustain a just culture

Qualities of Compassionate Communication

Fully aware

Wholehearted

Intentional

Generous
in your
interpretation

Clarity of
purpose

Positive
orientation

Non-personal
and non-
judgmental

Connected
to values and
context

Honest and
transparent

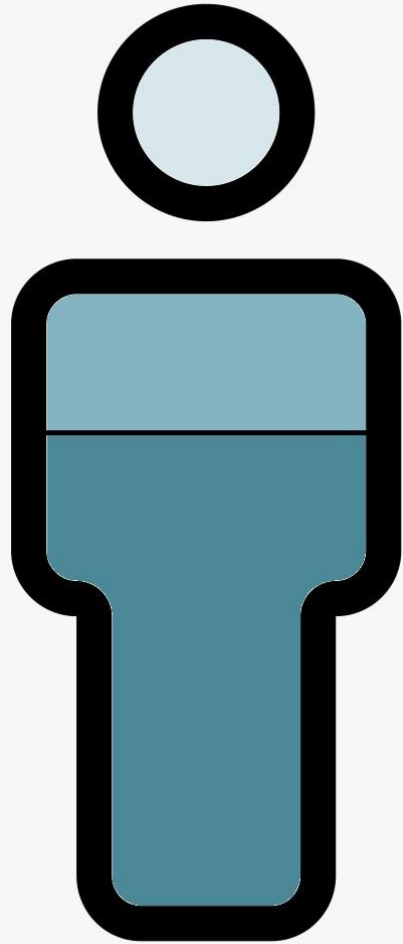
Respectful

Kind

Compassionate Fundamentals

Compassion
create a culture
of safety, connection,
and belonging.

Verbal and Non-Verbal Communication

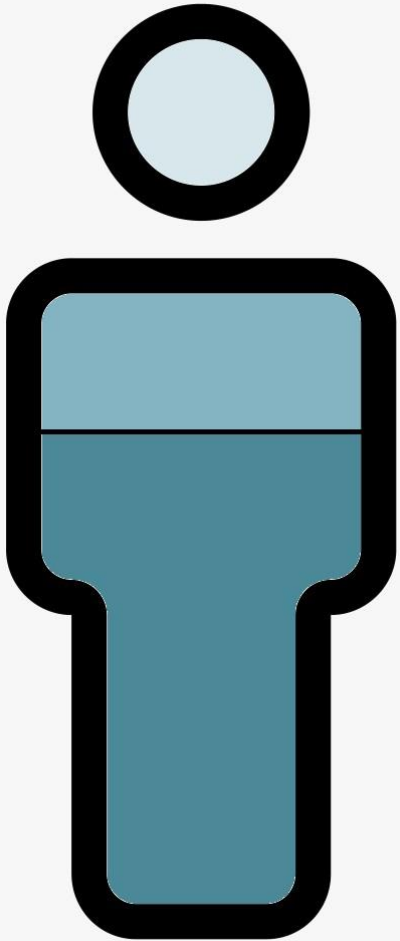


~ 10% - Language

~ 25% - Tone of Voice

~ 65% - Non-Verbal

Non-Verbal Communication



~ **65% - Non-Verbal**

- Facial Expressions
- Body Movement and Posture
- Gestures
- Eye Contact
- Touch
- Physical space
- Presence

How to make a safe space through non-verbal communication

- Make eye contact
- Smile
- Use touch when appropriate
- Stay engaged in the conversation



Communication

Role Play



Activity 1

As for 2 volunteers. One should say the following while the other listens:

"It's been a long time since we discussed your performance, let's sit down and talk, shall we?"

Activity 2 – Role Play

- Split into 3 groups: 1 supervisor, 1 supervisee, and 1 observer
- Supervisor should talk to supervisee about their most recent performance making clear they support them and think they are doing a good job. Think about non-verbal communication to ensure it is a safe space.
- Observer: Give feedback on what the person did well and what more they could incorporate.

Communication

Large Group Discussion



What did you learn or observe?

How can you make sure that your non-verbal communication reflects your intent?

*“Most people do not listen with the intent to understand;
they listen with the intent to reply.”*

- Stephen R. Covey

Active Listening

- Active listening has three aspects:
 1. **Cognitive** – paying attention to and processing the information being provided
 2. **Emotional** – Managing any emotional reactions you may have, staying calm and compassionate
 3. **Behavioral** – conveying interest and understanding, both verbally AND non-verbally

Tips to Improve Our Active Listening

- Repeat people's words back to them
- Don't put in your own words unless you need to
- Offer nonverbal cues that you're listening – but only if it comes naturally
- Pay attention to nonverbal cues
- Ask more questions than you think you need to
- Minimize distractions
- Acknowledge shortcomings
- Don't rehearse your response while the other person is still talking
- Monitor your emotions



Listen and Receive

Discussion Prompt



Think of a challenging time where you did not feel like the person listened to you well. Talk about what you felt. As the listener, try to listen fully, with a limited response.

- Break into pairs to practice active listening. We want to help you start thinking about how you can practice being a deeper listener to both your colleagues in your health facility and your clients (5 min, swap)

Client Charter

What is it?

Haki Za Mteja

-  **1** Haki Ya Kupata Matibabu
-  **2** Haki Ya Kupata Taarifa
-  **3** Haki Ya Kuchagua
-  **4** Haki Ya Utu Na Heshima
-  **5** Haki Ya Usalama
-  **6** Haki Ya Kupewa Faragha
-  **7** Haki Ya Usiri
-  **8** Haki Ya Kupata Huduma Za Dharura
-  **9** Haki Ya Kutoa Kiungo Chake Cha Mwili Au Kufanya Taratibu Zingine Iwapo Atafariki
-  **10** Haki Ya Kutoa Malalamiko Na Maoni

- **Objective:** For clients to know and understand what their rights are.
- To be hung in a highly visible locations so that all clients are able to see it when in the health facility.



This Client Service Charter for Health Facilities was developed with the support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of the Ministry of Health, Community Development, Gender, Elderly and Children and do not necessarily reflect the views of USAID or the United States Government.





Client Feedback

What is it?



Objective: To provide the opportunity for clients to share their experience, whether positive or negative and give them the power to advocate for the care they want to receive.

- Tool to measure client's satisfaction
- Does NOT replace current suggestion boxes, but is in addition to

Fomu Ya Maoni

Maelekezo

Kwenye kila mchoro/sentensi, zungushia jibu linaloelezea vyema maoni yako kuhusu huduma ambayo uliyokwisha kupewa kupewa. Asante kwa muda wako.

Mtoa huduma ansandika jina lako kwenye karatasi kabla ya kuikabidhi: _____

1 Mtoa huduma alikusikiliza na kukujibu maswali kwa uwezi na heshima?
Kweli Sina uhakika Si kweli

2 Mtoa huduma alikusikiliza changamoto zako bila kukukatiza na kukushikisha katika kufanya maamuzi?
Kweli Sina uhakika Si kweli

3 Mtoa huduma alionyesha huruma na kutoa maelekezo yote uliyohitaji?
Kweli Sina uhakika Si kweli

4 Mtoa huduma alionyesha ukarimu bila kukuhukumu?
Kweli Sina uhakika Si kweli

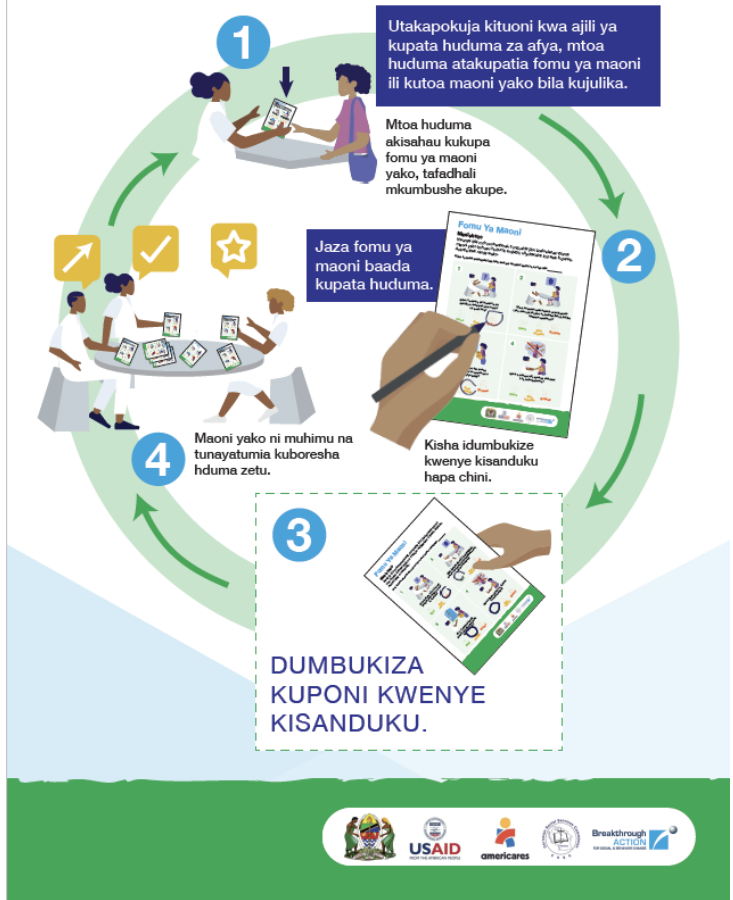


How?



- Provider give form to every client with a child 0-12 months after each visit to the facility
- Providers should explain the four questions on the form and the different responses they can circle
 - My provider provided an opportunity to ask questions and listened and answered clearly and respectfully.
 - My provider listened to my concerns without interruption and involved me in the decision-making process.
 - My provider showed patience and walked me through all the information I need.
 - My provider was kind throughout the consultation and did not judge me.
- Client to drop completed form in box in waiting area

Tafadhali toa Maoni Yako!



Supportive Action



- Clients to be reminded of the feedback forms during health education
- Provider should take extra care for those clients who may not be able to read or write to ensure that low literate or disabled clients also have an equal opportunity to provide feedback
- Poster to be hung in the facility explaining the feedback forms
- Providers to hand every postpartum up to 12 months client a form – makes them eligible to become Compassionate Provider of the Month



Compassion Champions



Compassionate Provider of the Month



- **Objective:** To recognize staff doing a good job.
- Selected each month based on client feedback sheets
- At end of each month, feedback sheets should be reviewed and results for each provider tallied
 - Number of green, yellow and red for each provider
- Provider with the most green feedback awarded Compassionate Champion for the month



Rewards for Provider of the Month



- Receive certificate acknowledging their achievement
- Receive small token of appreciation
- Offered additional breaks or ability to go home early one day



Giving and Receiving Feedback

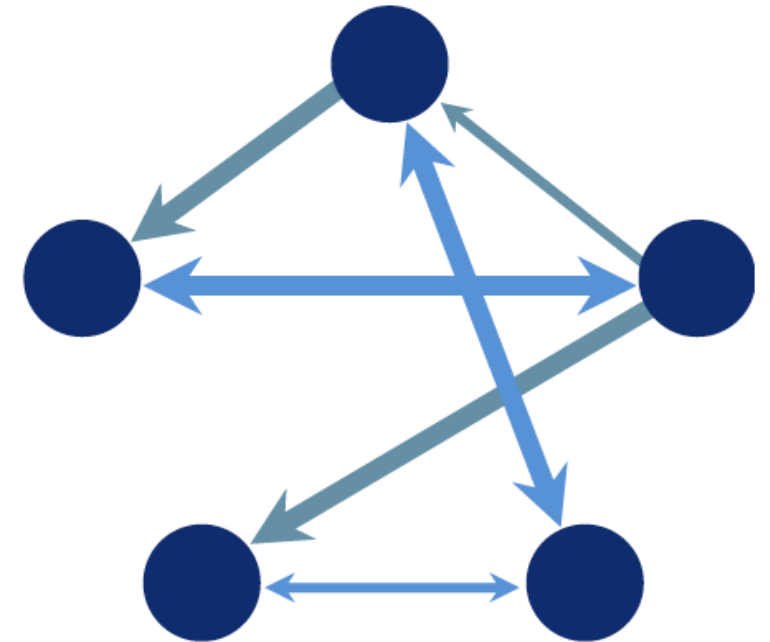
Giving and Receiving Feedback

- Giving & receiving feedback takes courage and willingness to learn
- How do people experience you when you give or receive feedback?
 - Are you direct but personally caring?
 - What would that look like? Do you know?
 - How would you find out?
- Many people want immediate, direct, constructive feedback but don't know how to ask for it



Feedback is a shared responsibility

- People can be most resistant to feedback in areas where we feel least skilled
- Feedback is a form of shared learning that can be exchanged between individuals at work
- Teams that frequently give and receive feedback perform better



Giving Feedback

- Avoidance is a common response, but least helpful
 - It is not only a supervisor’s job, but their ethical responsibility, to provide feedback that can help employees grow and flourish at work
 - The same is true for your peers—giving feedback is a sign of caring
- Why do we avoid giving feedback?
- What is needed?
 - Psychological safety
 - Trust
 - Skills at managing difficult conversations



Feedback-seeking: About what?

- Decide on the behavior or outcome of interest
 - Asking for broad feedback can allow for avoiding important, constructive information
 - It may be more difficult to turn broad feedback into concrete action
- Be open to feedback on broader performance, as well
 - Feedback exchanges are an opportunity to learn about what you don't know you don't know
- Consider starting with narrow, concrete focus and then broadening out from that

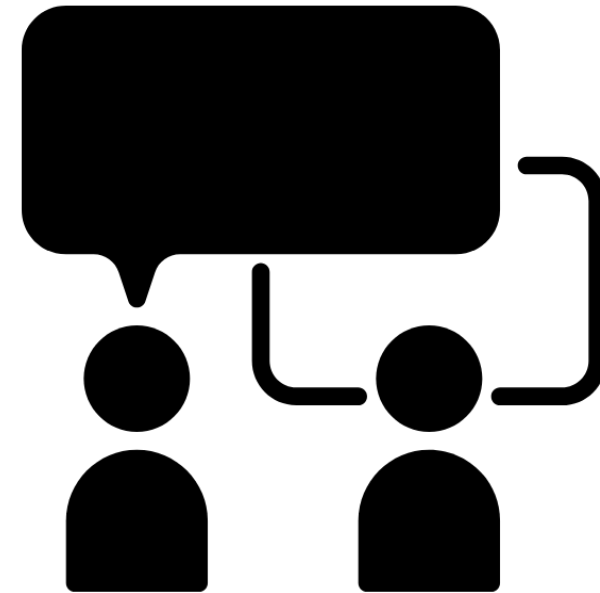
Feedback-seeking: From whom?

- Think horizontally and downward, not just upward.
- Seek feedback from:
 - Your subordinates
 - Your peers working with you



Feedback-seeking: When?

- Close to events where your behaviors are most on display; perhaps directly after:
 - Client interactions you have had
 - Difficult conversations you have had
 - Health talks
- As part of your routine
- When your seeking is visible to others:
 - It signals that you care and are open
 - You serve as a role model to others

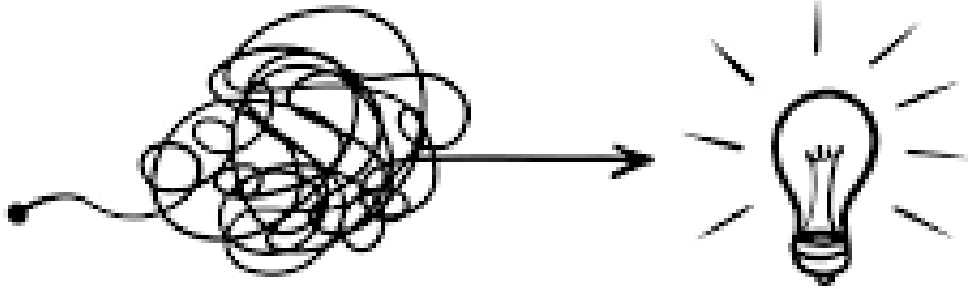


Created by I Putu Dicky Adi Pranatha
from Noun Project

Feedback-seeking: How?

- When possible, let your colleague know you'd like feedback on particular aspects of your performance beforehand
- Explain the “why” behind your request
- Create a question or prompt:
 - “I'd love to hear your view of how things are going, and specifically how I __”
 - “How am I doing in terms of __?”
 - “What input can you give me for how I am doing __?”
- Ask about your specific behaviors without being defensive

Compassionate Feedback Principles



- Be Specific
- Focus on Behaviors/Actions
- Avoid Judging Intention
- Take Responsibility for Your Own Feelings
- Name What You Want, Not What You Don't Want
- Maintain a Two-way Dialogue

Feedback Best Practices

Best Practice Example

Unproductive Example

Specific Occurrence

We had an agreed deadline for the submission of the duty roster by last Thursday

You are always late and missing deadlines. (General)

Name the Behavior

You didn't deliver the duty roster until Monday.

What is your problem? Do you not care about you work? I will change your roles and assign someone else. (Judgmental)

Name the impact of behavior

I received a number of complaints from colleagues and clients about the way you are communicating with them

You are messing everything up for the entire team and clients we provide care to. (Blaming)

Jointly agree to a solution

Let's discuss what is needed so that you can can communicate with empathy and the the clients and your colleagues needs.

We need you to communicate well and with kindness with everyone or else. (Threat)

Feedback Planning

1. What were the details of the specific occurrence?
How are you feeling about it?
2. Name the behavior and actions at that event without implying intent or blame.
3. What was the impact of the behavior?
4. What are your ideas about changes going forward?
5. What is the desired outcome of these changes?

Important to prepare in advance, think about what you are going to say, and to communicate it clearly and compassionately

Feedback Meeting Prompts Worksheet

1. Share the details of the specific occurrence, including the behaviors and actions: At [TIME AND PLACE], I observed [SPECIFIC DETAILS].
2. Describe the impact of the observed behaviors and actions: As a result of this, what happened was [IMPACT].
3. Describe your idea for improving the situation. Tone here depends on specifics.
4. Going forward, I recommend [RECOMMENDED CHANGES]. What do you think would work?
5. Describe what you want to ultimately happen because of the changed behavior. By making these changes, it can lead to [DESIRED OUTCOME].

Changing our Assumptions

- Feedback = ~~Evaluate~~ Encourage growth (& sometimes to evaluate)
- Feedback = ~~Manager-given~~ A shared responsibility/imperative
- Feedback = ~~Infrequent~~ Ongoing
- Feedback = ~~Areas for improvement~~ Strengths too

Practice Giving Feedback

Role Play



Scenario One – Peer to Peer

Your team has just finished seeing children for vaccination and it was a busy and stressful morning. You go to your colleague and ask for feedback on how you could have better managed clients today.

Scenario Two – Subordinate to Supervisor

You know your supervisor has been stressed lately and you witness them speaking harshly to clients. Ask when you might be able to speak to them privately and then share your feedback with them.



Mentorship

Compassion Mentorship



- **Objective:** For healthcare workers to receive mentoring on how to provide compassionate care and mentoring to the In Charge to assist with implementation
- MNCH mentors will utilize the mentorship checklist as part of their coaching and observations.
- Will observe providers with clients and fill out the mentorship checklist
- Results shared with healthcare worker and discuss areas to continue to focus on; done with In Charge present whenever possible

Compassionate Care Mentorship Checklist

Name of Facility: _____ Date: _____

Name of Mentor: _____

Name of Mentee: _____

Topic	Exhibits this behavior Y/N	Gaps to work on
Friendly to both fellow staff and clients <ul style="list-style-type: none"> • Greets everyone with a smile. • Asks how people are. • Is respectful to those they interact with. 		
Communicates effectively verbally and non-verbally <ul style="list-style-type: none"> • Gets their message across effectively while avoiding misunderstandings. • Their verbal, written and physical communication is in line with intentions. • They take the time to explain things clearly and answer questions in detail. 		
Uses touch and shakes hands when appropriate <ul style="list-style-type: none"> • Places a hand on client's shoulder for comfort, when appropriate. • Offers hand out to shake when greeting and meeting with people. 		
Shows genuine kindness to everyone <ul style="list-style-type: none"> • Shows interest in getting to know the client. • Puts the client at ease by being warm and friendly. 		
Uses clear, warm and empathetic language <ul style="list-style-type: none"> • Understand and address all the client's concerns. • Smiles at others and creates a warm environment. 		
Uses respectful and polite words <ul style="list-style-type: none"> • Says please routinely. • Says thank you whenever appropriate. • Says sorry when appropriate. 		
Uses active listening <ul style="list-style-type: none"> • Does not get distracted when listening to clients. 		

Meaning and Purpose

- Do people in your health facility find meaning in their work?
- Do they feel connected to a purpose that is larger than themselves in service to the community?
- Do they feel that the work they do makes a difference?
- Do they find meaning and purpose in saving lives and keeping patients healthy and happy?



***Leaders who frequently talk about the purpose of the team's work and encourage conversations about the individual and collective purpose tap into the meaning that each person brings to their work.*

Camaraderie and Teamwork

- Social cohesion is generated through productive teams, shared understanding, and trusting relationships.
-
- Do people feel like they have support and companionship?
 - Do they feel that they are a part of a team, working together toward something meaningful?
 - Do they have a friend or someone who cares about them at work whom they can regularly ask for advice?
 - Do they trust the leadership?
 - Do leaders regularly practice transparent communication?
 - Do team members regularly express appreciation for each other's work?
 - How do you greet others? How could you create deeper connections?
 - How could you build more trusting relationships with your colleagues in the health facility?

Practicing Compassion

Discussion Prompt



As a group, let's now discuss possible actions we can take to create more meaning, purpose, and teamwork.

--What suggestions do you have on how to improve these areas in your facility?

Practical Tips for Practicing Compassion

Taking Small Doable Actions

- Be accessible, visible, and approachable
- Be open about your own challenges and mistakes and show humility — do not have all the answers
- Use direct, clear language
- Address disrespectful behavior
- Manage conflict, don't avoid it
- Listening and ensuring people feel heard is essential
- Dedicate time and attention to compassion and make it a priority
- View mistakes and failures as learning opportunities
- Show respect for all staff, regardless of their role or title
- Give feedback regularly



Taking Small Doable Actions

- Ensure fairness is a value acted on every day
- Establish practices used by everyone to address harm and safety concerns
- Focus on who is being served by our work and put a human face to it
- Provide meaningful celebrations and rewards frequently, emphasizing improvement, camaraderie, and teamwork, including the Compassion Champion of the month
- Create clear links between team-based improvements and joy in work
- Attend to relationships within the team
- Take responsibility for respectful interactions and expect them of others
- Take part in self care to better handle stress and turn to healthy coping mechanisms
- Use tools (including the self-compassion ones above) to practice healthy habits
- Practice mindfulness techniques
- Practice the “Three Good Things” activity: reflect on three good things every day

Practicing Compassion

Role Play



Break into small groups of three and role play the scenario you've been assigned

Scenario 1: You have limited staff at your facility, and there is a long queue of clients waiting for services. Some clients are starting to get upset and are demanding care quickly. How would you approach them?

Scenario 2: You are in a counseling session, and there is a lot of noise and distraction around you. How would you approach the client as she/he is talking?

Scenario 3: You are noticing your colleagues at the facility are stressed and do not feel motivated. How would you approach your colleagues?

Scenario 4: A colleague has been working long shifts and experiencing severe burnout. How would you advise them on coping strategies?



Provider Self-Assessment

Provider Self Assessment Tool



Jina: _____

Tarehe: _____

Kituo: _____

Kila mhadumu wa afya anapaswa kujaza fomu hii kila mwezi na kuitoa kwa Balozi wa RMC au Mfawidhi.

Utoaji wa huduma wenye huruma

	ALAMA 1 Mimi ni mgeni kwa hili	ALAMA 2 Nimejaribu	ALAMA 3 Ninafanya mazoezi	ALAMA 4 Nimefaulu
Nawaondoea wateja wangu wasiwasi na kuanzisha uhusiano wa uaminifu kwao.				
Ninawasiliza wateja wangu na kuwaelewa vizuri kwa kuvaa viatu vyao.				
Sijahukumu kamwe hali ya mteja, hata kama inaenda kinyume na imani yangu binafsi.				
Ninaonyesha kujali na udadisi wakati mteja akielezea hali yake na mahitaji yake binafsi.				
Nawasaidia wateja kupata taarifa zote wanazohitaji kwa njia ya uwazi na isiyolalia upande wowote.				

Kujitunza

	ALAMA 1 Mimi ni mgeni kwa hili	ALAMA 2 Nimejaribu	ALAMA 3 Ninafanya mazoezi	ALAMA 4 Nimefaulu
Ninatimia boxi la kupumulia ninapokuwa na msongo wa mawazo				
Ninapumzikia mahali ambapo ninahisi utulivu				
Hukutana na mfanyakazi mwenzangu wa karibu mara kwa mara				
Nitambua ninapojikosea zaidi na kuchukua hatua ya kuacha				

- Objective: Providers to reflect on the care they provide as well as give feedback to the facility leaders on things that may make their work environment better
- To allow providers to assess their compassionate care skills
- Overview
 - Providers complete monthly/3 months/6 months
 - NOT a judgement of skills or performance
 - In Charge/Mentors review with the employee
 - Discussion on feedback



Recap of Study Intervention Components

- Compassion Training
- Self-care Practices
- Client Feedback
- Compassion Champion of the Month
- Provider Self-Assessment
- Mentorship and Supervision
- Client Charter

Making a Personal Commitment

EXAMPLE

- What can you do to commit to being more compassionate in your work?
 - Take a few minutes to think about what that might look like for you
 - Everyone write down their personal commitment
- I will seek personal and professional growth and feedback.
 - I will seek mentorship.
 - I will build teamwork.
 - I will be available to anyone who seeks mentorship.
 - I will formally mentor anyone I supervise.
 - I will speak up and take action when I see someone mistreated.

Acknowledgement

Content adapted in part from the Compassionate Leadership Course developed through the Center for Compassionate Leadership as well as many other resources.



CENTER FOR
COMPASSIONATE
LEADERSHIP

THE FOCUS AREA
FOR COMPASSION
AND ETHICS
[FACE]

— A PROGRAM OF —

THE **TASK FORCE** FOR
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