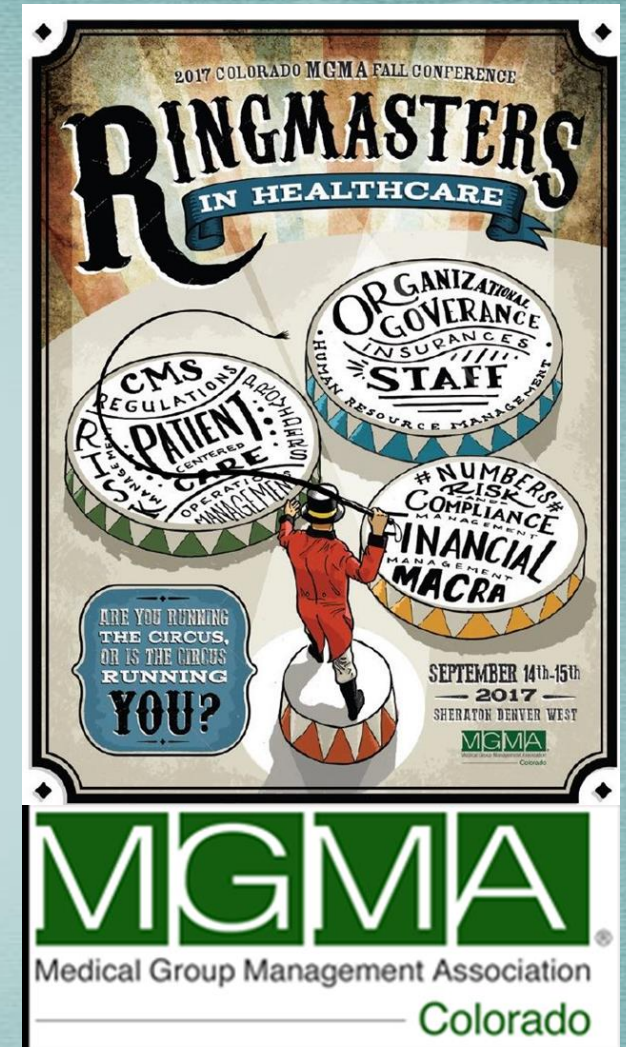


# “Creating a Culture of Caring”

Colorado Medical Group Management Association  
Annual Fall Conference  
Denver, CO  
September 14-15, 2017

Jody Hereford, MS, BSN, RN, MINT



# Disclosures

I have nothing to disclose.



“Practice Managers  
Seriously, How Are You Keeping Up?”

# Appreciation

“Thank you for the important work that you do.”

“I appreciate the valuable contributions you make.”

“You’re welcome” or “Thank you for that”

“Thank you, tell me more!”



# Appreciation

# APPRECIATION

Appreciative Inquiry (David Cooperrider)

Positive Psychology (Martin Seligman)

*Our  
words  
matter.*





“Practice Managers  
Seriously, How Are You Keeping Up?”  
cont’d.

# “Creating a Culture of Caring”

“It is not only for what we do,  
but also for what we do not do,  
that we are held accountable.” -- Moliere



# “Creating a Culture of Caring”

A way of being with ourselves, and with others, that encourages & grows the best that we have to bring.



“The body becomes the battleground for the wargames of the mind.”

- - Luke Seaward



# Energy: Precious Personal Resource

- How do your habits of sleeping, eating, and exercising affect your available energy?
- How much negative energy do you invest in defense spending – frustration, anger, fear, resentment, envy – as opposed to positive energy, utilized in the service of growth and productivity?
- How much energy do you invest in yourself, and how much in others, and how comfortable are you with that balance? How do those closest to you feel about the balance you've struck?
- How much energy do you spend worrying about, feeling frustrated by and trying to influence events beyond your control?
- Finally, how wisely and productively are you investing your energy?



The difficulty lies not so much in  
developing new ideas,  
as in escaping from old ones.”

-- John Maynard Keynes

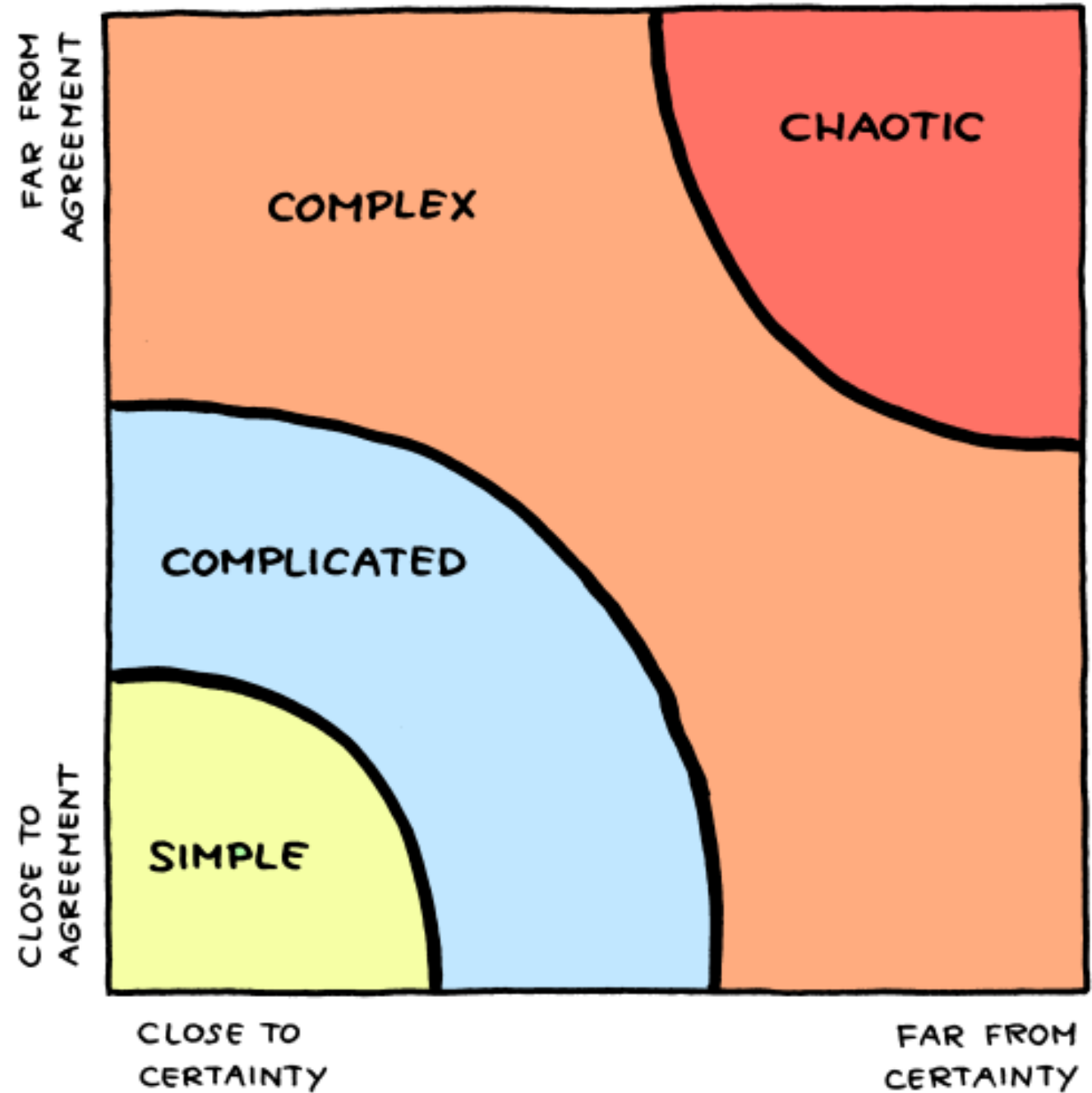
“Exnovation”





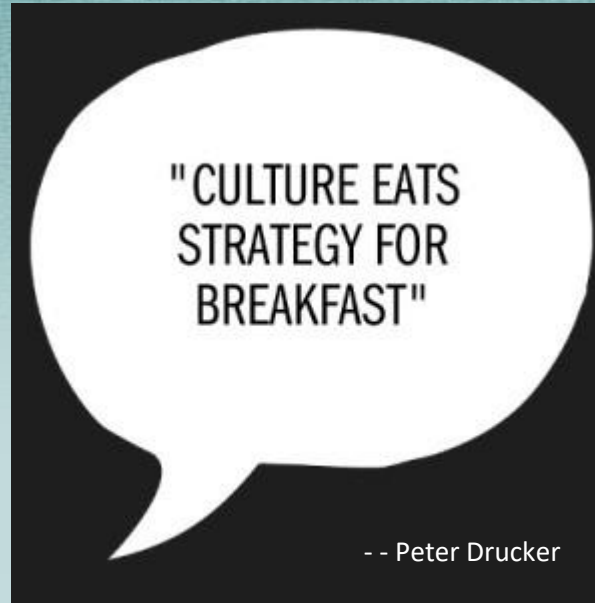
# The Challenge of Complexity

## The Stacey Matrix



# Creating a Culture of Caring





# Creating a Culture of Caring

A way of being with ourselves, and with others,  
that encourages & grows the best that we have to bring.

# Creating a Culture of Caring



# Think about a time when ...

As a consumer, you had a *less than stellar* health care experience.

1. What happened?
2. How and what did you feel?  
What impact did it have on trust, engagement, loyalty, etc.?

# Now, think about a time when ...

As a consumer, you had a **much better** health care experience.

1. What happened?
2. How and what did you feel?  
What impact did it have on trust, engagement, loyalty, etc.?





Things we don't hear in there.

It's not about perfection,  
it's about presence.



# Caring

1.

2.

3.

Appreciation

# Caring

1. Empathy

2.

3.

Appreciation



# 1. EMPATHY

Taking the time to understand the path that someone else has walked.

# EMPATHY

≠ Sympathy

≠ Pity

≠ Agreement or Acceptance or Approval



# Empathy vs. Sympathy

EMPATHY	SYMPATHY
You recognize and acknowledge feelings, without feeling them.	You feel the person's pain.
I understand your suffering.	I feel your pain.
Intellectual.	Emotional.
More is better.	A little is okay. A lot clouds judgment.
Energy conserving.	Energy consuming.
Altruistic.	Egotistic.
For you: personal growth, work satisfaction, "joy in work."	For you: exhaustion, fatigue and burnout.

# The Triple Aim





# The Missing Aim



“Joy in work.”

# Cleveland Clinic Empathy Series

[https://www.youtube.com/watch?feature=player\\_embedded&v=cDDWvj\\_q-o8](https://www.youtube.com/watch?feature=player_embedded&v=cDDWvj_q-o8)  
4:23





BE KIND.

FOR EVERYONE YOU  
MEET IS FIGHTING A  
BATTLE YOU KNOW  
NOTHING ABOUT.





# Caring

1. Empathy

2. LISTENING

3.

Appreciation

You're never  
going to hurt anyone  
by listening.

# WAIT!

**W**<sub>hy</sub>

**A**<sub>m</sub>

**I**

**T**<sub>alking</sub>




---

“Perhaps the best  
conversationalist in  
the world is the  
person who helps  
others to talk.”

--John Steinbeck





Most people do  
not listen with  
the intent  
to understand.

They listen with  
the intent to  
reply.



“The greatest fear in life is not of death,  
it’s never having lived in the first place.”

-- anonymous

**“I’ve learned  
that people will  
forget what you said,  
people will forget  
what you did,  
but people will  
never forget how  
you made them  
feel.” - Maya Angelou**



# Listening

I don't believe that you are truly listening to me when ...

You say you understand,

You say you have an answer before I finish telling you my story,

You cut me off before I have finished speaking,

You finish my sentences for me,

You tell me about yours or another person's experiences, making mine seem unimportant.

# Listening

I don't believe that you are truly listening to me when ...

You say you understand,  
You say you have an answer before I finish telling you my story,  
You cut me off before I have finished speaking,  
You finish my sentences for me,  
You tell me about yours or another person's experiences, making mine seem unimportant.

I believe that you are truly listening to me when ...

You really try to understand, even if I am not making much sense.  
You grasp my point of view, even when it's not the same as your own view.  
You allow me the dignity of making my own decisions, even when you feel they may be wrong.  
You do not take my problem from me, but allow me to deal with it in my own way.  
You hold back the desire to give advice (or you offer advice with permission).  
You give me room to discover what is really going on.

-- Author unknown



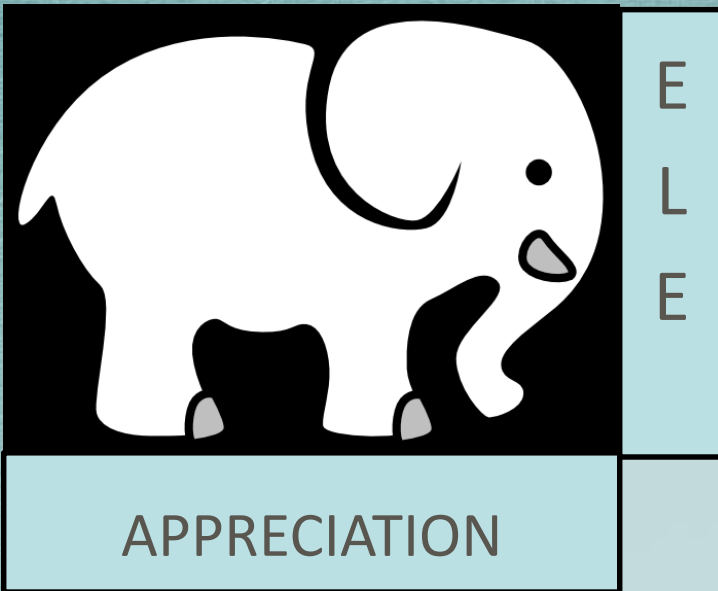
# Caring

1. Empathy

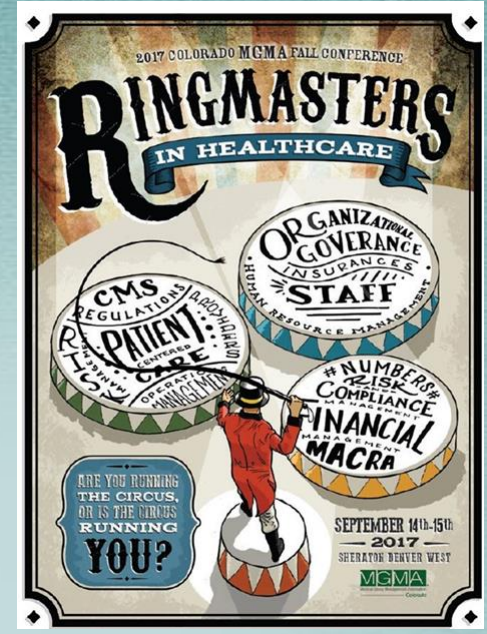
2. Listening

3. Extreme Self Care

Appreciation



# Caring



1. **E**mpathy

2. **L**istening

3. **E**xtreme Self Care

# Appreciation



# 3. Extreme Self Care

Recombobulation Areas

# RECOMBOBULATION AREA





A young child with vibrant red hair, seen from behind, stands in a lush field of green grass and numerous small blue flowers. The child is wearing a pink shirt. The background is a soft-focus green landscape with trees. The overall mood is peaceful and natural.

You should sit in nature for 20 minutes each day ...  
Unless you're busy, then you should sit for an hour.

- - Old Zen Saying





















The privilege of a lifetime is  
being who you are

JOSEPH CAMPBELL







OFFICE

