

# Kindness in healthcare

---

Dr Bob Klaber @bobklaber

Consultant paediatrician and Director of strategy, research & innovation  
Imperial College Healthcare NHS Trust, London, UK

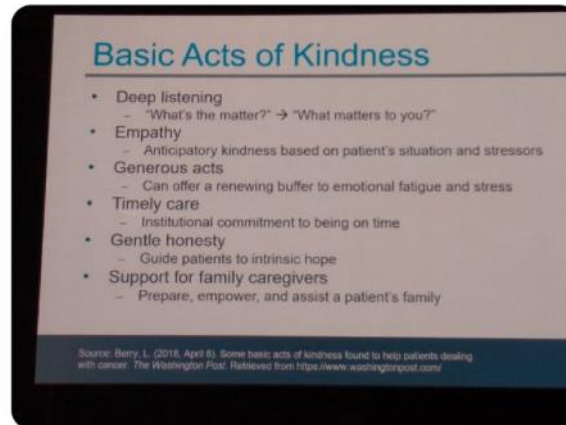


**Bob Klaber**

@BobKlaber



My growing reflection that we have been too apologetic about kindness, compassion, empathy "I know it is soft & fluffy but it is important..." Kindness is the BUSINESS end of healthcare. We need to start with it. Love this from [@maureenbis](#) [@donberwick](#) [@ProfLenBerry](#) [@QualityForum](#)



DrDominiqueAllwood and 5 others

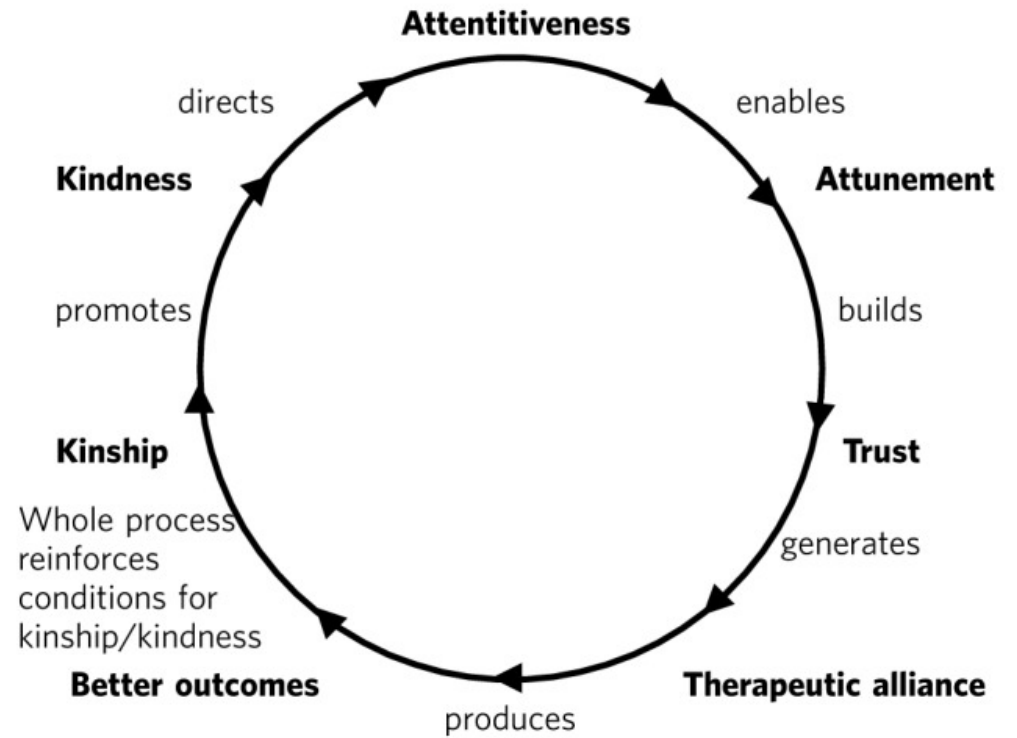
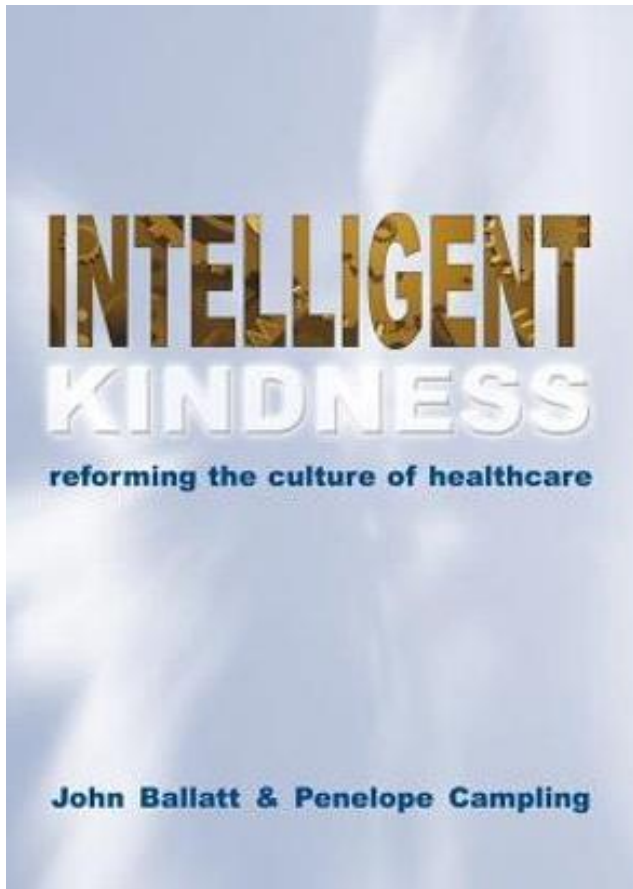
10:26 · 29 Mar 19 · [Twitter for Android](#)

[View Tweet activity](#)

**268** Retweets **624** Likes

# Institute of Medicine - 2001 (US)





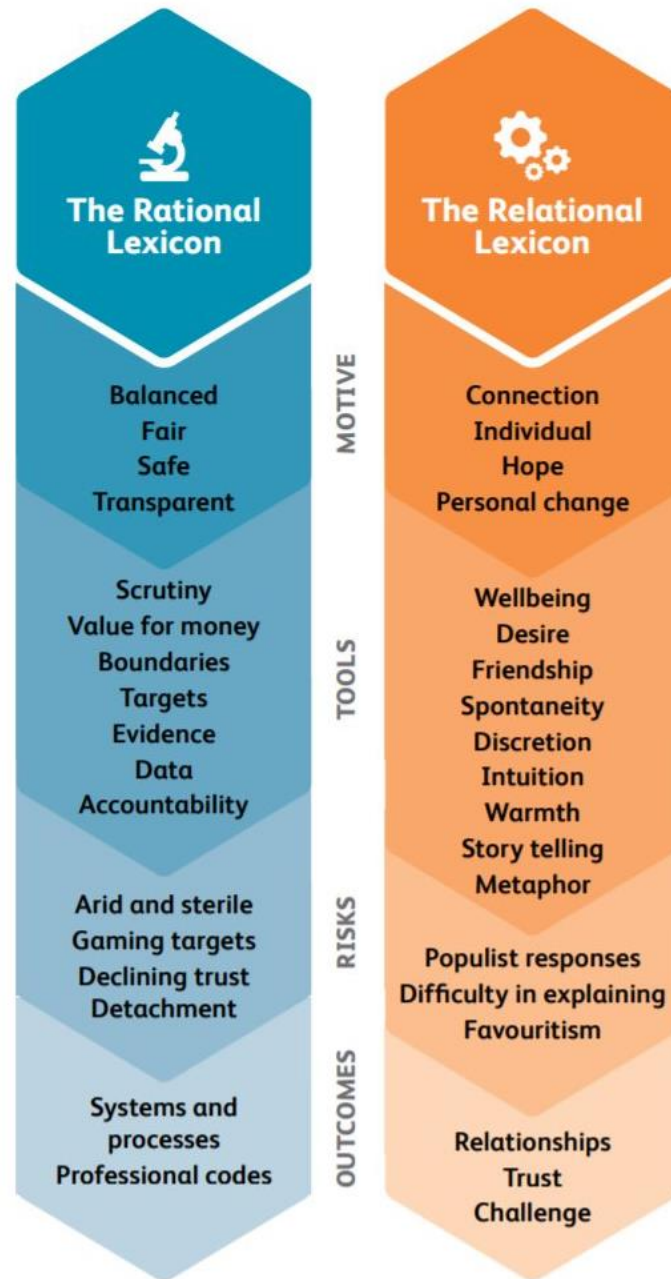


Kindness, emotions and human relationships:

The blind spot in public policy

Julia Unwin, Carnegie Fellow

# The two lexicons of public policy:



# Role of kindness in cancer care

Len Berry et al

Six types of kindness were identified:

1. deep listening
2. clear empathy
3. generous acts of discretionary effort that go beyond what patients and families expect
4. timely care that reduces stress and anxiety
5. gentle honesty in discussions and conversations
6. thoughtful support for families and carers.

# Compassionate leadership

*Compassionate leadership for compassionate health and care services during the crisis and in the future*

- *Attending*: paying attention to staff – ‘listening with fascination’
- *Understanding*: shared understanding of what they face
- *Empathising*
- *Helping*: taking intelligent action to serve or help

# COMPASSION OMICS

THE REVOLUTIONARY  
SCIENTIFIC EVIDENCE  
THAT CARING  
MAKES A DIFFERENCE



STEPHEN TRZECIAK  
ANTHONY MAZZARELLI

*Foreword by SENATOR CORY BOOKER*



# Psychological safety

## Google's Project Aristotle

2 years, 180 teams & 37,000 employees

### Impact

- Team members can see and feel that their work matters & leads to change

### Meaning

- Work is personally important to team members

### Structure & Clarity

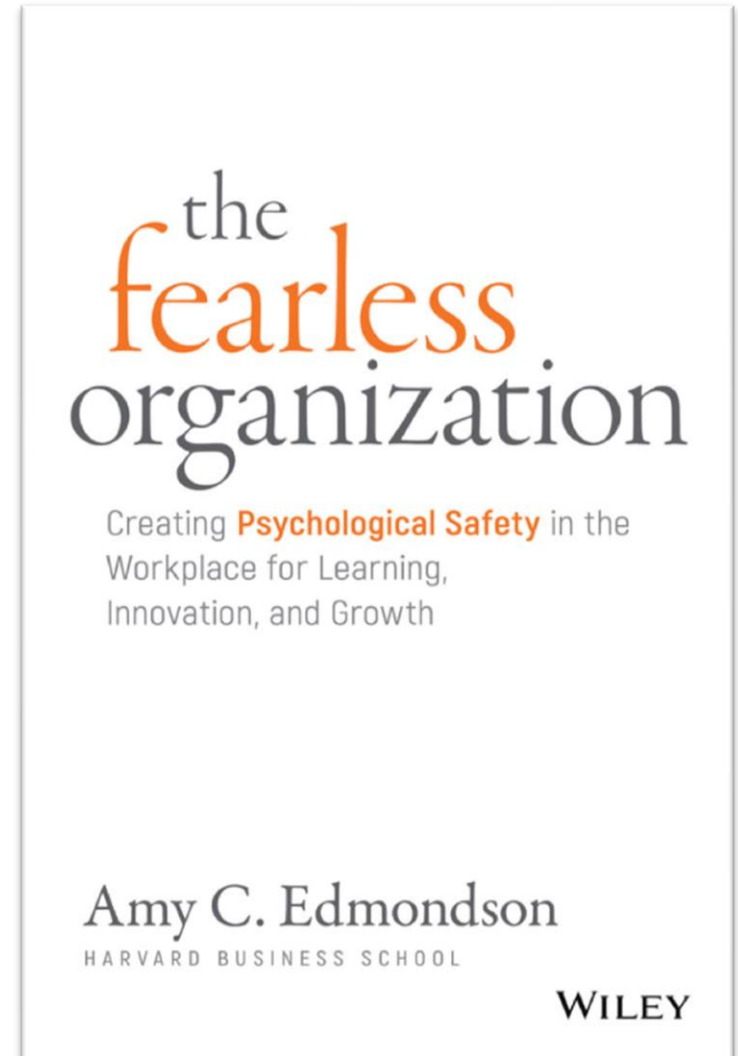
- Team members have clear roles, and their work has clear aims, measures and plans

### Dependability

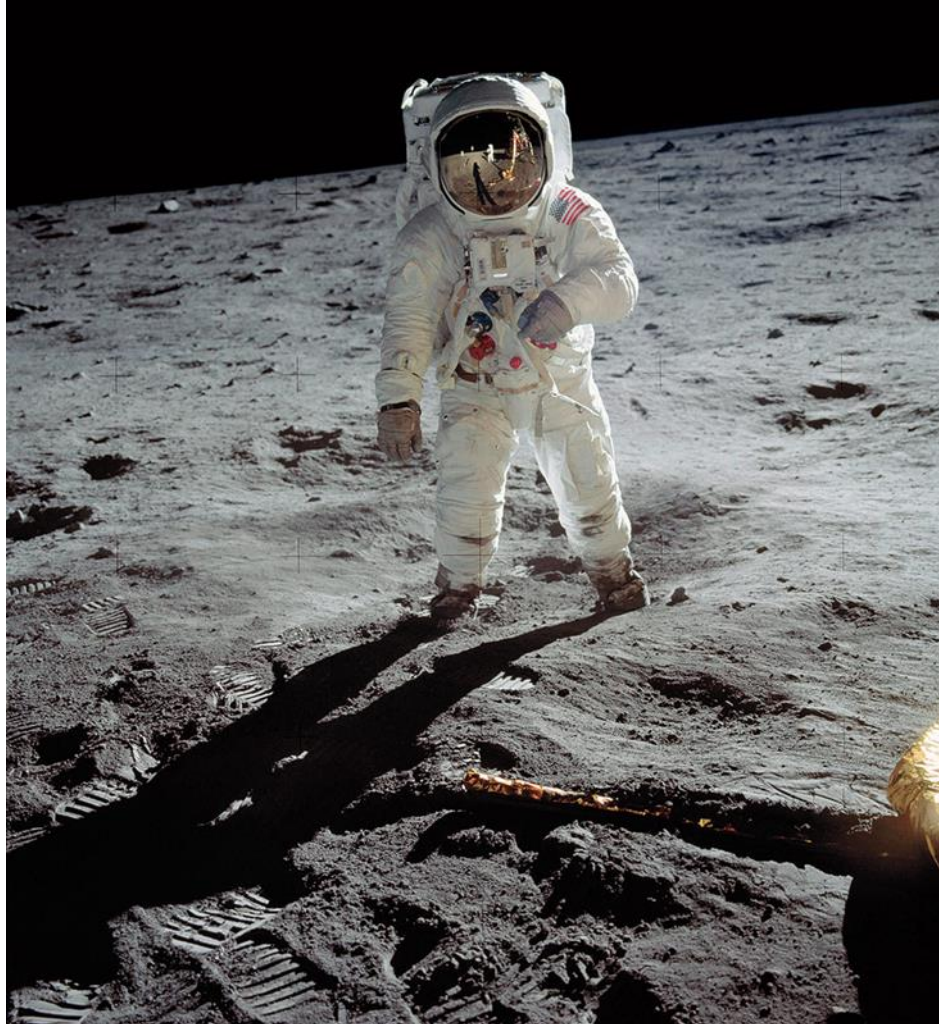
- Team members deliver high quality work

### Psychological Safety

- Team members feel safe to take risks and to be vulnerable in front of each other



# Mission / Purpose / Meaning



# Mission / Purpose / Meaning

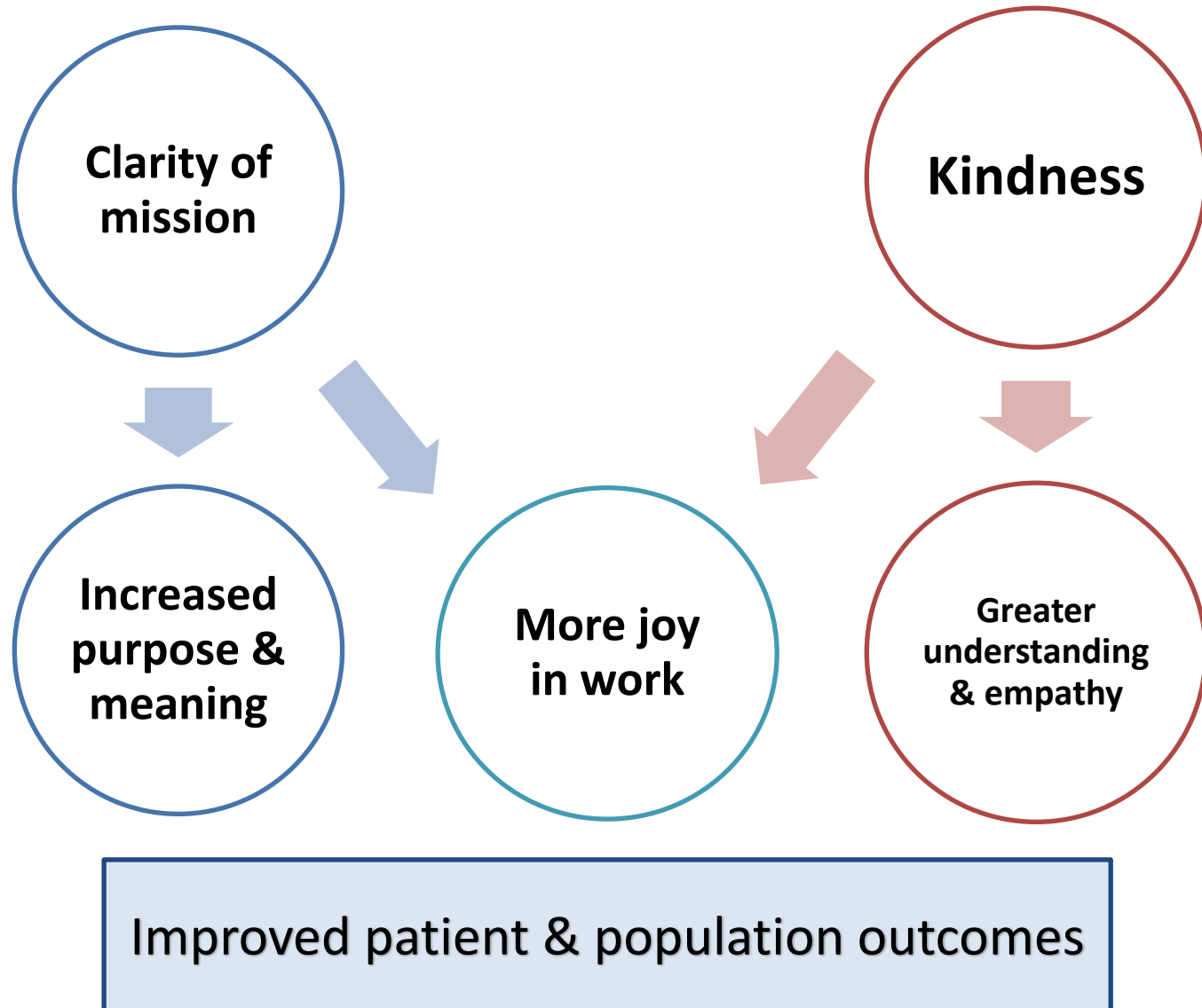


Celia Jacobs

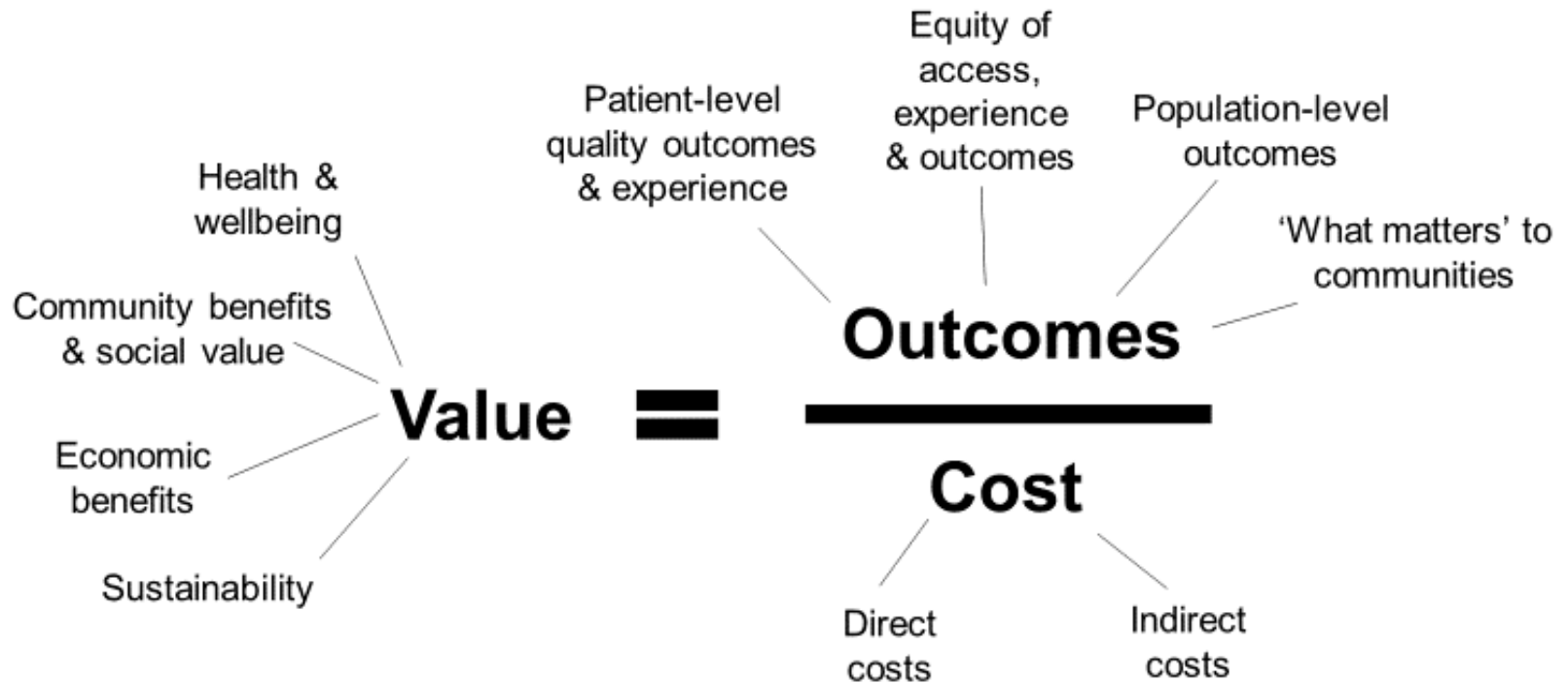
Our collective  
leadership  
challenge:  
To reconnect  
healthcare with  
its mission &  
purpose



# How kindness & reconnecting with our mission will improve patient and population outcomes



# Broadening our thinking on measuring value & 'ROI'



## Our values and behaviours

Kind

Expert

Collaborative

Aspirational



**Kind**

We are considerate and thoughtful so everyone feels valued, respected and included

Love to see	Expect to see	Don't want to see
<ul style="list-style-type: none"> <li>Always go out of your way to make others feel welcome</li> </ul>	<ul style="list-style-type: none"> <li>Make eye contact, smile, and introduce yourself</li> </ul>	<ul style="list-style-type: none"> <li>Ignore or avoid others; appear unapproachable, rude, abrupt or moody</li> </ul>
<ul style="list-style-type: none"> <li>Proactively offer help and support to patients, visitors and colleagues; 'go the extra mile' for others</li> </ul>	<ul style="list-style-type: none"> <li>Help patients, visitors or colleagues who seem lost or confused; if you can't help, find someone who can</li> </ul>	<ul style="list-style-type: none"> <li>Make others feel they are a burden; be unhelpful; ignore visitors who are lost</li> </ul>
<ul style="list-style-type: none"> <li>Make time to actively listen and respond, even when busy; tailor your approach to the individual and 'listen with fascination'</li> </ul>	<ul style="list-style-type: none"> <li>Listen to others attentively and with patience; show empathy</li> </ul>	<ul style="list-style-type: none"> <li>Appear disinterested, distracted or dismissive; talk over others</li> </ul>
<ul style="list-style-type: none"> <li>Help others to challenge unkind or disrespectful behaviour and to understand its impact</li> </ul>	<ul style="list-style-type: none"> <li>Constructively challenge unkind or disrespectful behaviour</li> </ul>	<ul style="list-style-type: none"> <li>Condone or ignore disrespectful or unkind behaviour in others; fail to challenge it directly or indirectly</li> </ul>
<ul style="list-style-type: none"> <li>Understand and respond to the diverse needs of patients, visitors and colleagues – show you value their time</li> </ul>	<ul style="list-style-type: none"> <li>Treat everyone as an equal and a valued individual; see things from others' points of view</li> </ul>	<ul style="list-style-type: none"> <li>Ignore others' feelings or needs; make others feel bullied, excluded, belittled or judged</li> </ul>



**Collaborative**

We actively seek others' views and ideas so we achieve more together

Love to see	Expect to see	Don't want to see
<ul style="list-style-type: none"> <li>Encourage and support others to find better ways of working within and across teams</li> </ul>	<ul style="list-style-type: none"> <li>Work as part of a team; co-operate and engage with colleagues and partners</li> </ul>	<ul style="list-style-type: none"> <li>Exclude others and work in isolation; resist others' attempts at collaboration</li> </ul>
<ul style="list-style-type: none"> <li>Proactively seek diverse views and feedback in all aspects of your work</li> </ul>	<ul style="list-style-type: none"> <li>Respect others' expertise and value advice; involve others in the development of ideas and projects</li> </ul>	<ul style="list-style-type: none"> <li>Disregard others' expertise or views; ignore or dismiss ideas; avoid seeking input</li> </ul>
<ul style="list-style-type: none"> <li>Develop genuine and generous partnerships with others, internally and externally, to achieve a common goal</li> </ul>	<ul style="list-style-type: none"> <li>Respond and contribute to partnerships and collaborations to achieve a common goal</li> </ul>	<ul style="list-style-type: none"> <li>Act in your own interests or to the detriment of other teams or partners to achieve your own goals</li> </ul>
<ul style="list-style-type: none"> <li>Create a culture of proactive, tailored and transparent communication</li> </ul>	<ul style="list-style-type: none"> <li>Openly and freely share information with others</li> </ul>	<ul style="list-style-type: none"> <li>Provide incomplete or inaccurate information; withhold information</li> </ul>
<ul style="list-style-type: none"> <li>Be generous with your time and actively make yourself visible and available to others</li> </ul>	<ul style="list-style-type: none"> <li>Respond positively to requests for help or support from others</li> </ul>	<ul style="list-style-type: none"> <li>Be elusive or hard to contact; fail to respond to others in a timely or positive way</li> </ul>



**Expert**

We draw on diverse skills, knowledge and experience so we provide the best possible care

Love to see	Expect to see	Don't want to see
<ul style="list-style-type: none"> <li>Actively inspire and encourage others to act responsibly and always act in line with best practice</li> </ul>	<ul style="list-style-type: none"> <li>Understand and comply with policies, procedures and reporting</li> </ul>	<ul style="list-style-type: none"> <li>Ignore best practice, policies and procedures; take unwarranted risks or short cuts</li> </ul>
<ul style="list-style-type: none"> <li>Role model continuing development and encourage others to do the same; be generous with your knowledge and networks</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate competence in current practice, be sure of your facts and opinions and know the limits of your knowledge</li> </ul>	<ul style="list-style-type: none"> <li>Make no attempt keep up to date or maintain knowledge and best practices</li> </ul>
<ul style="list-style-type: none"> <li>Promote a culture of delivery; highlight issues, challenges and risks in delivery and help find solutions and mitigations</li> </ul>	<ul style="list-style-type: none"> <li>Do what you say you will do and strive to deliver on your commitments</li> </ul>	<ul style="list-style-type: none"> <li>Fail to follow through on commitments; miss deadlines and neglect to highlight actions when not on track</li> </ul>
<ul style="list-style-type: none"> <li>Consider and seek to reduce negative impacts on cost, resources or the environment; encourage others to do the same</li> </ul>	<ul style="list-style-type: none"> <li>Use money, time and other resources as efficiently and sustainably as possible</li> </ul>	<ul style="list-style-type: none"> <li>Show disregard for resources, time and facilities</li> </ul>
<ul style="list-style-type: none"> <li>Constantly find improvement opportunities in every aspect of your work</li> </ul>	<ul style="list-style-type: none"> <li>Use our quality improvement methodology to tackle problems and make improvements</li> </ul>	<ul style="list-style-type: none"> <li>Fail to recognise or act on opportunities for improvement</li> </ul>



**Aspirational**

We are receptive and responsive to new thinking, so we never stop learning, discovering and improving

Love to see	Expect to see	Don't want to see
<ul style="list-style-type: none"> <li>Actively help others to identify improvements and find solutions to problems, focusing on outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Initiate improvements and look for opportunities to learn from others</li> </ul>	<ul style="list-style-type: none"> <li>Resist or avoid change because 'we've always done it this way'</li> </ul>
<ul style="list-style-type: none"> <li>Create a culture where achievement is proactively identified and celebrated</li> </ul>	<ul style="list-style-type: none"> <li>Recognise and celebrate achievement</li> </ul>	<ul style="list-style-type: none"> <li>Fail to notice or appreciate others' efforts or achievements</li> </ul>
<ul style="list-style-type: none"> <li>Promote and role model reflection and learn openly with others</li> </ul>	<ul style="list-style-type: none"> <li>Build in reflection and learning to support daily practice</li> </ul>	<ul style="list-style-type: none"> <li>Fail to make time for learning and reflection; show little or no interest in learning from incidents, patients or best practice</li> </ul>
<ul style="list-style-type: none"> <li>Promote a culture of feedback and role model high quality feedback conversations as part of daily practice</li> </ul>	<ul style="list-style-type: none"> <li>Ask for, listen to and accept feedback to improve performance and practice</li> </ul>	<ul style="list-style-type: none"> <li>Avoid asking for or being open to feedback; defensive when it is offered</li> </ul>
<ul style="list-style-type: none"> <li>Take proactive steps to contribute to wider improvement initiatives and bring a positive mindset to new ideas</li> </ul>	<ul style="list-style-type: none"> <li>Support improvement initiatives in your own role or team</li> </ul>	<ul style="list-style-type: none"> <li>Have a cynical or negative mindset towards improvement initiatives or change</li> </ul>

April 2019

**NHS**  
Imperial College Healthcare  
NHS Trust

## Leading change through vision, values and behaviours





## Kind

We are considerate and thoughtful so everyone feels valued, respected and included

### Love to see

- Always go out of your way to make others feel welcome
- Proactively offer help and support to patients, visitors and colleagues; 'go the extra mile' for others
- Make time to actively listen and respond, even when busy; tailor your approach to the individual and 'listen with fascination'
- Help others to challenge unkind or disrespectful behaviour and to understand its impact
- Understand and respond to the diverse needs of patients, visitors and colleagues – show you value their time

### Expect to see

- Make eye contact, smile, and introduce yourself
- Help patients, visitors or colleagues who seem lost or confused; if you can't help, find someone who can
- Listen to others attentively and with patience; show empathy
- Constructively challenge unkind or disrespectful behaviour
- Treat everyone as an equal and a valued individual; see things from others' points of view

### Don't want to see

- Ignore or avoid others; appear unapproachable, rude, abrupt or moody
- Make others feel they are a burden; be unhelpful; ignore visitors who are lost
- Appear disinterested, distracted or dismissive; talk over others
- Condone or ignore disrespectful or unkind behaviour in others; fail to challenge it directly or indirectly
- Ignore others' feelings or needs; make others feel bullied, excluded, belittled or judged



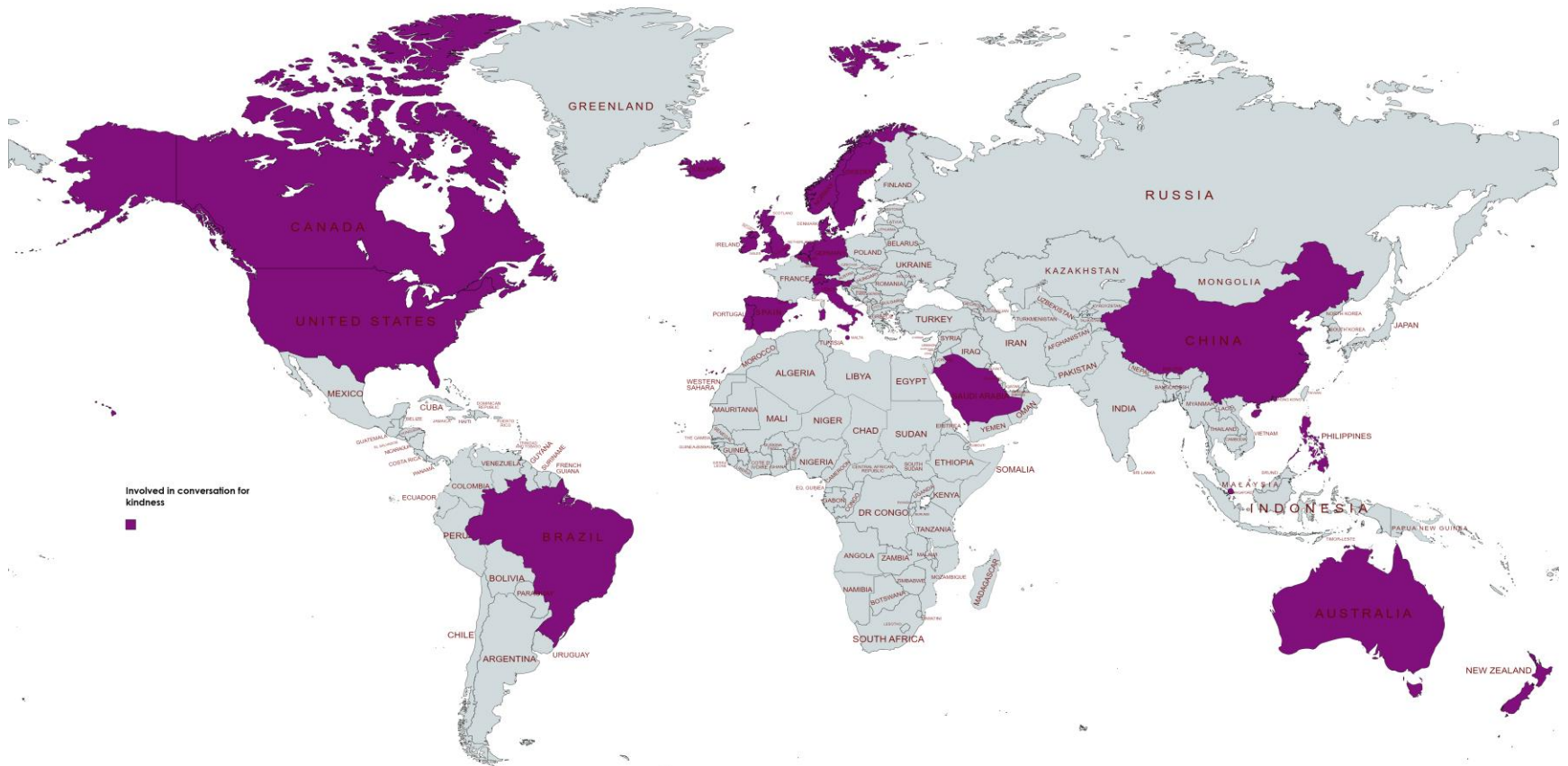
# Our conversation for kindness

- Monthly call on 3<sup>rd</sup> Thursday of the month [6-7pm GMT]
- Listening, learning, thinking differently and mobilising for action
- Sharing of resources, energy and ideas
- Everyone very welcome

**The sessions are facilitated & convened by:**

- **Bob Klaber**, Imperial College Healthcare NHS Trust; England
- **Maureen Bisognano**, Institute for Healthcare Improvement (IHI); USA
- **Gabrielle Mathews**, Youth Expert Advisor, NHS England and NHS Improvement; England
- **James Mountford**, Royal Free NHS Foundation Trust; England
- **Suzie Bailey**, The Kings Fund; England
- **Göran Henriks**, Region Jönköping; Sweden
- **Anette Nilsson**, Region Jönköping; Sweden
- **Dominique Allwood**, Health Foundation & Imperial College Healthcare NHS Trust; England
- **Cath Crock**, Royal Children's Hospital Melbourne & Hush Foundation, Australia
- **Nicki Macklin**, University of Auckland, New Zealand

# Contributors from 29 countries so far



Denmark, Saudi Arabia, Norway, Singapore, England, Faroe Islands, Italy, USA, Scotland, Canada, Northern Ireland, Ireland, Sweden, Belgium, Netherlands, Iceland, Australia, Wales, Germany, Hong Kong, Spain, Slovenia, Malta, Brazil, Philippines, New Zealand, Portugal, Switzerland, China

With sessions facilitated by: Bob Klaber (Nov 20); Anette Nilsson, Goran Henriks & Shane Carmichael (Dec); Lydia Paris, Ben Thurman & Jo Vigor (Jan); James Mountford, Maureen Bisognano & Vibeke Rischel (Feb); Brigid Russell & Charlie Jones (March); Jo Moore & Susan Edgman-Levitan (April); David Fryburg (May); Len Berry (June); John Ballatt (July); Meg Moorman (Aug); Bob Klaber (Sept), WMTY team (Oct), Nigel Acheson (Nov), Paul Batalden (Dec), Simon Anderson (Jan), Chris Turner (Feb), Nicki Macklin (March 22) & Miriam Fine-Goulden; Anna Hatchard & Faz Chharawala booked in

# Eight themes emerging from our discussions

Kindness is a  
choice of action

Kindness is a cycle  
- being kind  
stimulates more  
kindness

There is a strong  
therapeutic role  
for kindness

Challenging  
unkindness is a  
crucial part of the  
story

Small acts of  
kindness can have  
a big impact

Kindness has to be  
at the business  
end of healthcare

Kindness links to  
(and leads to) so  
much else

Leading with & for  
kindness - we can  
together grow  
kindness

If you would like to join the conversation, please email me: [bob.Klaber@nhs.net](mailto:bob.Klaber@nhs.net)

## **A moment of reflection & a commitment to action:**

What am I going to do to increase the focus on kindness and to reconnect myself and my colleagues with the real mission in healthcare?

