



Humanizing Healthcare Through Compassion

COMPASSION IN HEALTHCARE
Analysis Report - 2018

A study to determine the level of compassion in
healthcare sector of Pakistan

3.

Getz Pharma

4.

Funverks

5.

ICCO

6.

Goals of
Assessment

7.

The Scoring Scale

8.

Healthcare Sector
An overview

9.

Analysis

15.

Recommendations

TABLE OF CONTENTS



Getz Pharma

Getz Pharma is an international research-driven, branded generic pharmaceutical company specializing in the formulation, development, manufacturing and marketing of a wide range of quality, affordable medicines.

We manufacture and market brands trusted by healthcare professionals around the world. Our products are manufactured at our cGMP-compliant facility and tested at our Quality Control Laboratory which is pre-qualified by the World Health Organization (WHO).

The company currently operates in more than 23 countries in South Asia, Central Asia, South East Asia, the Middle East and Africa. IMS rates Getz Pharma as the fastest growing pharmaceutical company within most countries where it operates.

Funverks

Funverks is an organizational skills & strategy development consulting firm, with offices in Karachi – Pakistan, Dubai – UAE & Colombo – Sri Lanka. The name Funverks, describes business philosophy & methodology of enriching value to our clients. While organizations may know what they have to do, we augment the way their objectives are accomplished in the 'Idea Economy'.

Funverks thrives in challenging assumptions that hinder organizational aspirations, by creating innovative solutions that yield maximum impact, scalability & benefit to a wider base of stakeholders.

Funverks is part of the Funverks Global Company Pvt Ltd., which owns & has interests in diverse set of industries such as business consulting, publishing, media, travel and hospitality, social sector consulting, incubation centers & technology.



*we are
supported by*

INTERNATIONAL CENTER FOR COMPASSIONATE ORGANIZATIONS

The International Center for Compassionate Organizations is an international non-profit public health and public service organization headquartered in Louisville, Kentucky, USA. The Center focuses on fostering cultures of compassion in government, business, healthcare systems, service agencies, colleges and universities, schools, faith groups, and other organizations worldwide.

Farhad Karamally, the head of Funverks, holds an International Center Fellowship.

The Center responds to the emerging trend among a broad range of organizations seeking to incorporate compassion as a value and practice in their relationships with their staff, colleagues, board members, customers, and communities.

The Center develops practical research, resources, education, consulting, coaching, and conferences. It takes a non-political, evidence-based, and public health approach, and assists firms to effectively improve employee engagement, productivity, staff retention, profitability and customer satisfaction.



THE INTERNATIONAL CENTER FOR
Compassionate Organizations

Nonprofit • Public Health • Public Service

Goals of Assessment

- To engage medical practitioners of healthcare industry; enhance their knowledge about global acceptance & need for compassion
- Self-reflection in terms of compassion not only as a part of patient care but also amongst peers and/or in the organization
- To establish baseline figures - as to where healthcare sector stands in practicing compassion - for further research in the area that could have direct impact on the improvement of the sector and be a benchmark for other countries

This assessment is commissioned by Getz Pharma Pakistan, that is essentially focused on medical practitioners; to the extent compassion is accepted and practiced in healthcare. Total of 95 participants participated in the survey. The limited participation can be attributed to the uniqueness of the concept, that should in fact be at the core of all healthcare operations due its stressful nature. It provides baseline figures for future research to strengthen the foundation of the healthcare industry – and can be expanded to healthcare arenas worldwide.

This initiative takes Getz Pharma Pakistan a step ahead in their endeavours toward improving society to enhance human capacity, especially doctors to serve the masses better. We extend our gratitude to Getz Pharma Pakistan to believe in the concept and providing us support in building a culture of compassion across healthcare sector for medical practitioners.

The Scoring Scale

This assessment was designed to assist Getz Pharma Pakistan to evaluate the level of compassion within their healthcare sector. It is inspired by **Twelve Steps to a Compassionate Life by Karen Armstrong**.

The twelve steps were incorporated as separate dimensions in a questionnaire designed for this survey. Each dimension was further trifurcated to thoroughly gauge the level of compassion in Pakistani medical institutions and healthcare professionals.

1-10%
Highly Uncompassionate

51-70%
Slightly Compassionate

11-30%
Moderately Uncompassionate

71-90%
Moderately Compassionate

31-50%
Slightly Uncompassionate

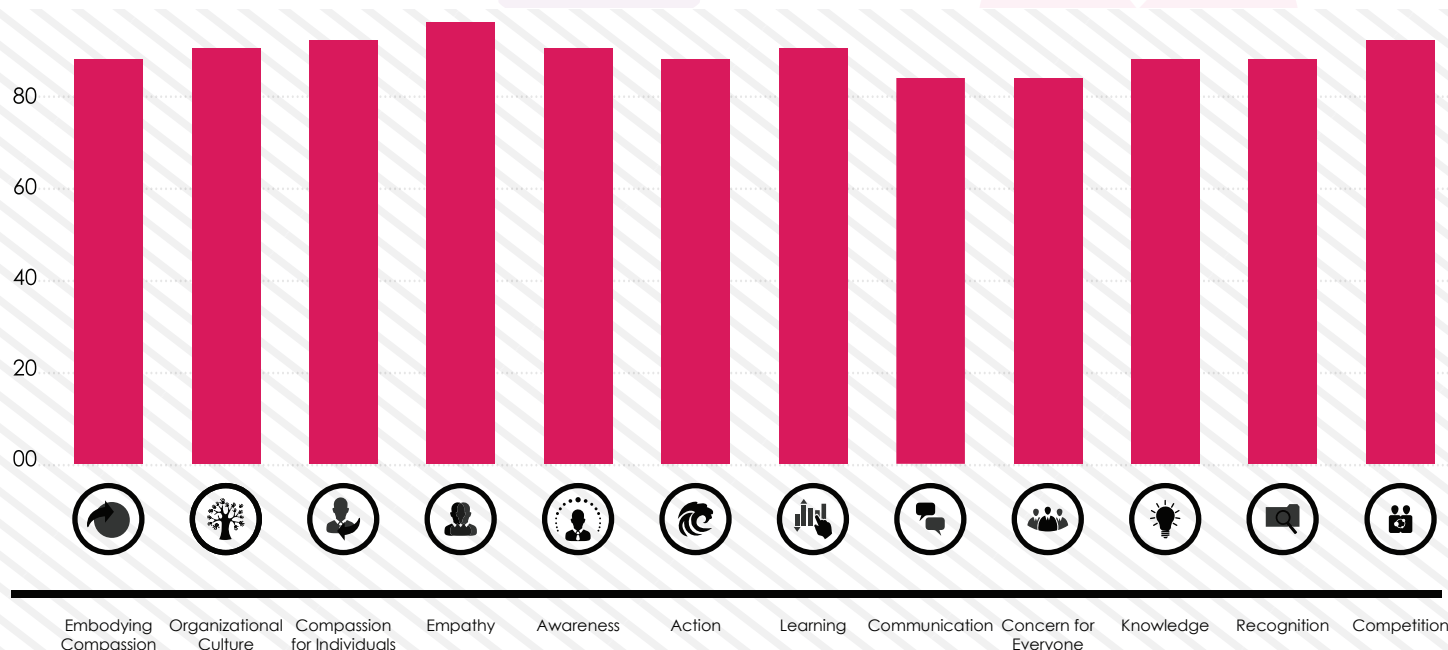
91-100%
Highly Compassionate

Overview of Healthcare sector in Pakistan

5.04 COMPASSION
QUOTIENT

**MODERATELY
COMPASSIONATE**

84% OF THE TOTAL SURVEYED HEALTHCARE
PROFESSIONALS BELIEVE THAT THEIR
INSTITUTIONS PROMOTE COMPASSION
AT WORKPLACE.

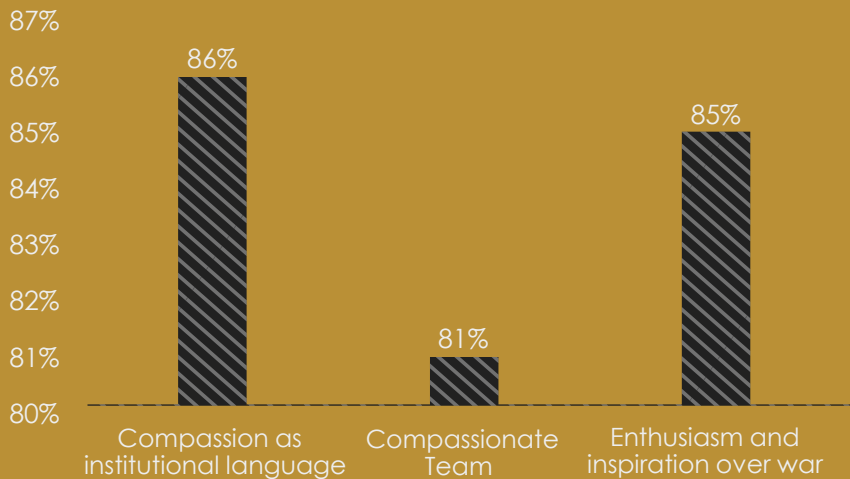


Embodying Compassion

Based on the responses received, a score of 86% was achieved for the use of word 'Compassion' as part of institutional language. In contrast to this only 85% respondents felt their institutions properly defined the term within their work places and in their respective teams. It was interesting to note that 81% of the respondents shared that compassion was demonstrated by others at work, as a source of energy and inspiration for people at their workplaces. Overall, healthcare sector has managed to secure a ranking of a moderately compassionate in this dimension.



84%

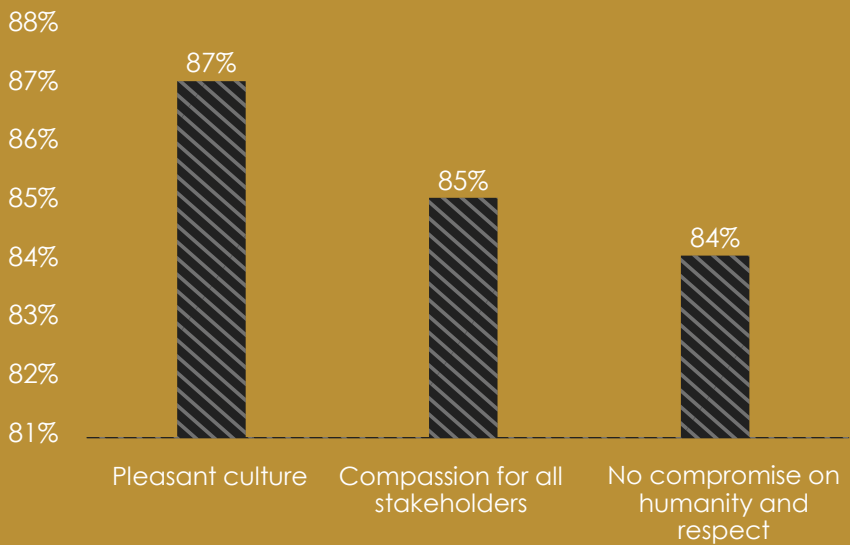


Organizational Culture

An organization's culture is truly reflected in the attitude of its employees when they are under stress to deliver. How an organization fares then, embodies philosophy of 'practice what you preach' at the management level. Based on the responses, respondents scored 85% for taking responsibility for promoting a culture of compassion amongst organizational stakeholders. It is important to note that the external stakeholders were significantly recognized as contributors to an organization's culture. While leading progressive companies are including every stakeholder that forms a part of their value chain, internal and external stakeholders are well coordinated in this case touching the scale at moderately compassionate.



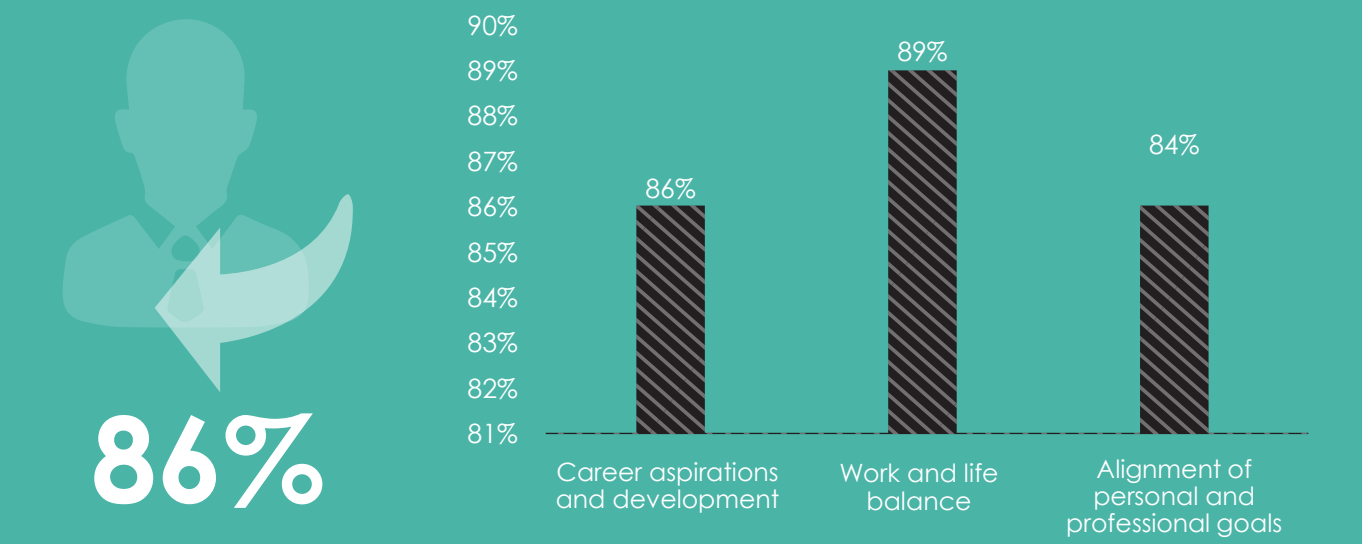
85%



Compassion for Individuals

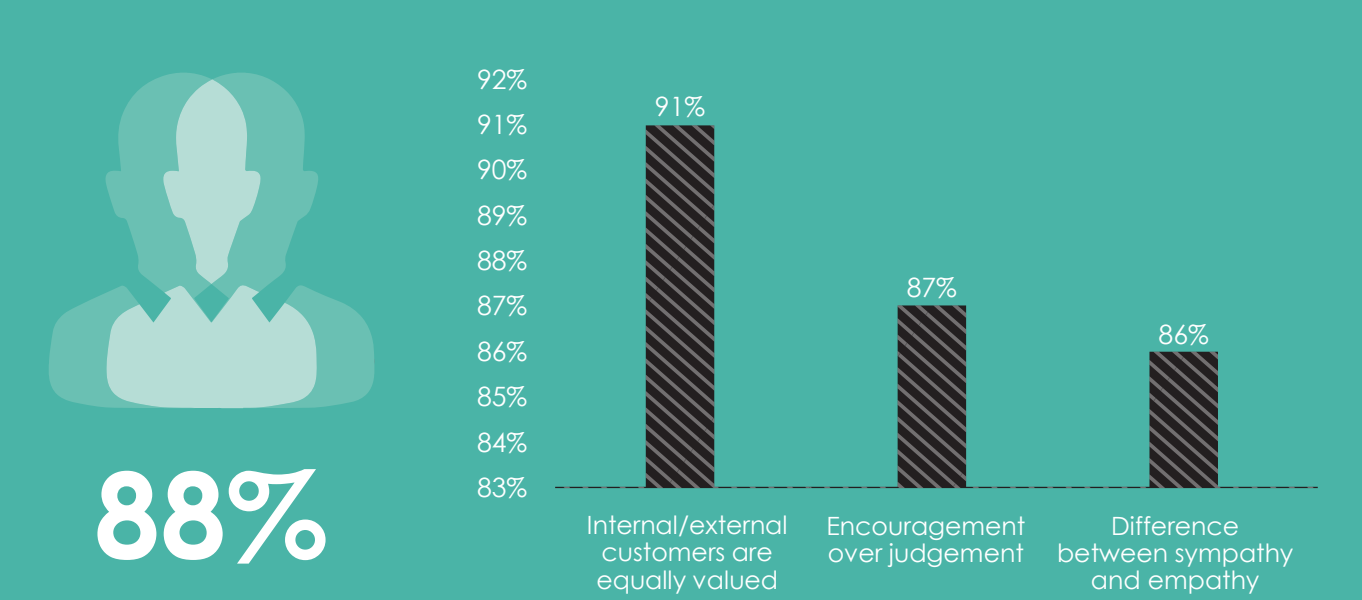
It is important to nurture and grow individuals to promote a sense of ownership and alignment with the organization. An organization is only as strong as the individuals that make it, and individuals are becoming more and more conscious of how they fit in a set-up based on their alignment with institutional values.

Organizations are now very supportive of personal development of employees and take extra care to understand employees' career aspirations. Individuals scored 86% on this aspect. In providing encouraging opportunities for a healthy lifestyle, respondents indicated a score of 89% indication great work and life balance. Participants scored 84% when asked about an alignment between the professional and individual goals. Overall the responses on all three statements were close and indicated an alignment in this dimension, thus categorized as moderately compassionate.



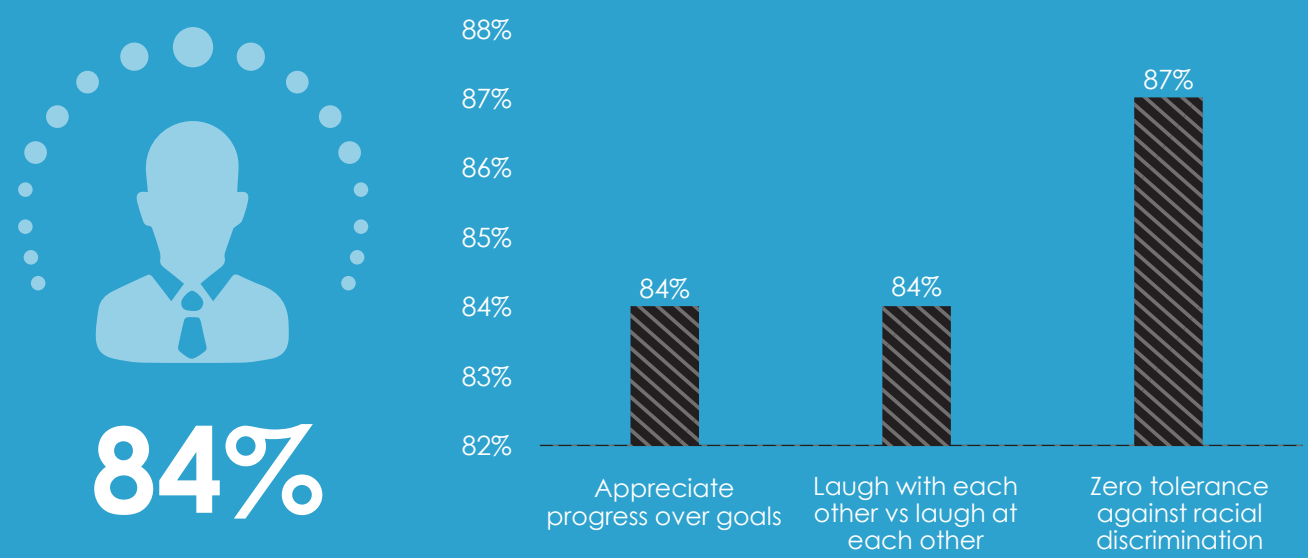
Empathy

Based on our findings, all respondents believe their institutions make reasonable efforts to listen to and understand their internal and external partners by demonstrating an element of respect. This was indicated by a score of 91% for the institutions being assessed on 'highly compassionate' category. However, when it came to understanding situations as opposed to making a judgmental decision, the respondents evaluated the organization at 87%. When it comes to distinction between sympathy and empathy, participants scored it relatively low at 86%. Overall the healthcare sector has managed to secure a moderately compassionate category in this thematic area.



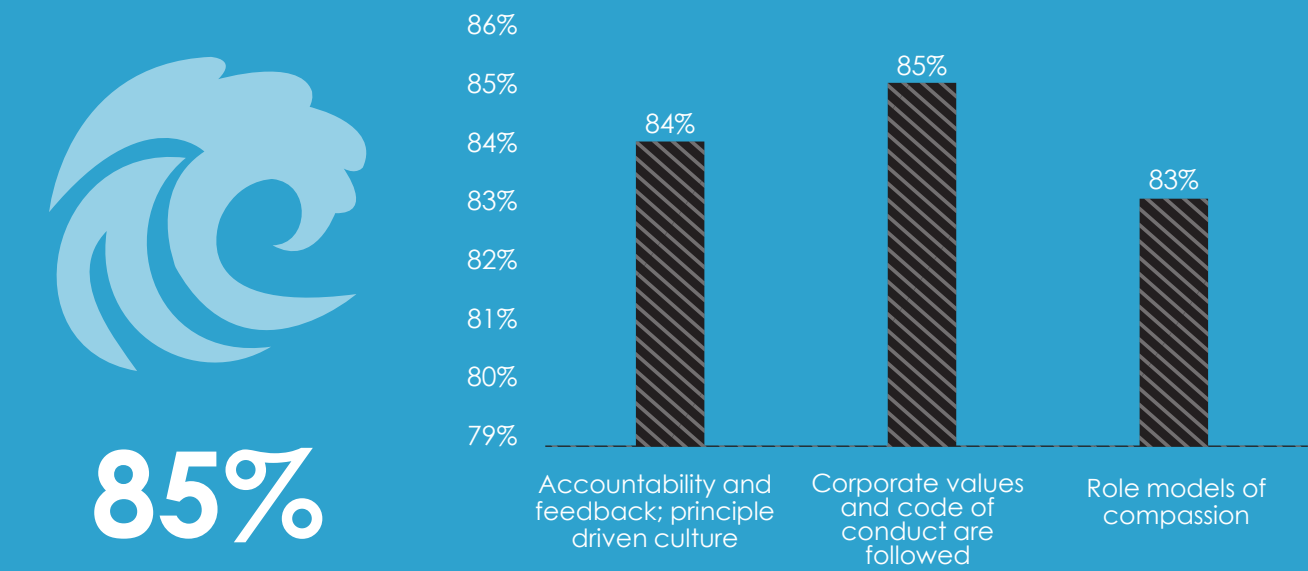
Awareness

In order to respect, embrace and encourage diversity it is important to be mindful of the small things that happen within an institution. The celebration of diversity ensures that all individuals are able to perform their best in helping the institution succeed based on their distinctive pluralistic strengths. Interestingly, respondents scored 84% highlighting that their institution appreciated progress as opposed to celebrating end goals. And at same percentage individuals felt that a culture of appreciation enables individuals to laugh with each other instead of at each other. What was heartening to note that there was no tolerance against jokes being made on caste, creed and gender. With a score of 87% for this dimension, it clearly showed that such humor was not acceptable in the organization. Overall, organization secured a ranking in moderately compassionate category for this thematic area.



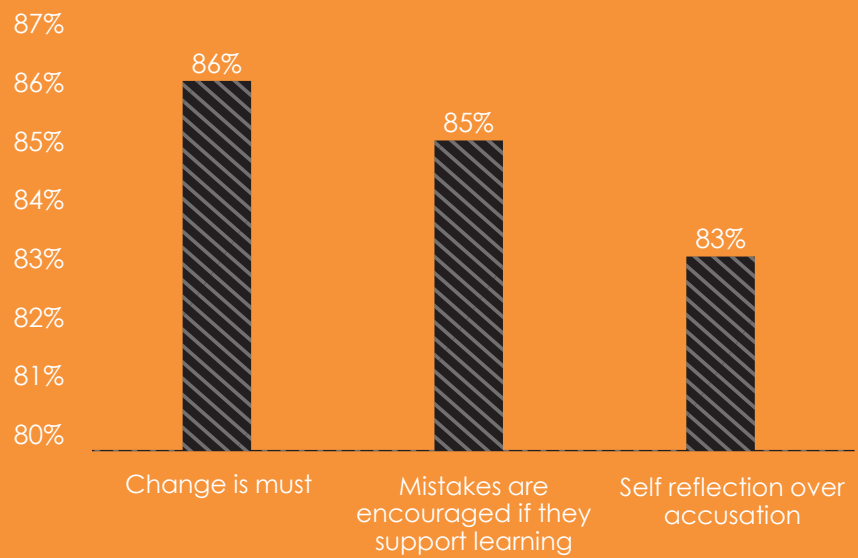
Action

The objective of this area was to gauge if the institutions were principle centered and whether management was actually led by example. Overall the organization was categorized as moderately compassionate in this thematic area. Based on the responses received 84% of the respondents believed healthcare has a culture where accountability and feedback was taken seriously. In practicing institutional values i.e. the values have meaning for individuals and are translated into actions, respondents scored an affirmative 85%. It appears that managers in healthcare lead by example becoming the role models for their subordinates scoring 83%.



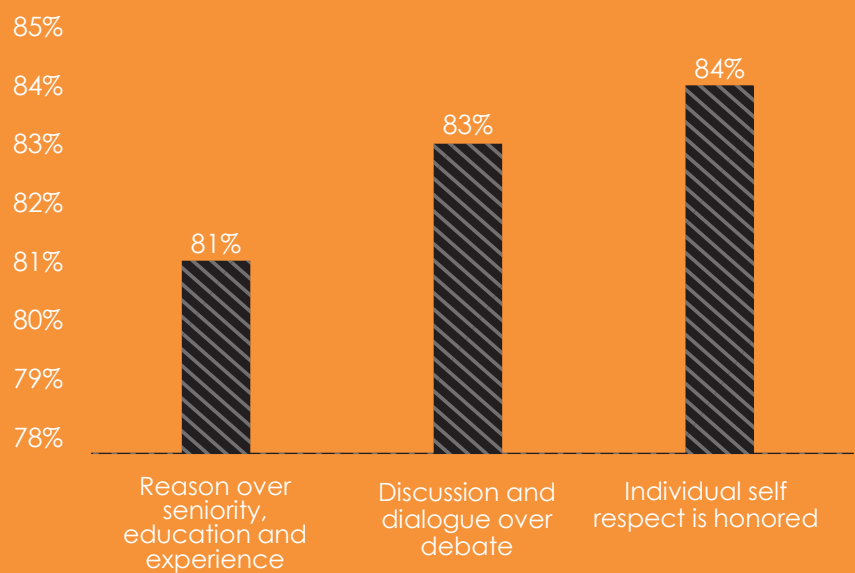
Learning

There is a constant desire in today's workforce to seek and learn – otherwise monotony and job dissatisfaction arise. In this thematic area, Pakistani healthcare made it to the moderately compassionate category. A score of 86% indicated that organization mandated change and innovation as an organizational way of life. In line with this dimension, the survey shared a score of 85% for encouraging a culture of learning from mistakes. A relatively lower score of 83% indicated that people were allowed to reflect on mistakes rather than accusing them.



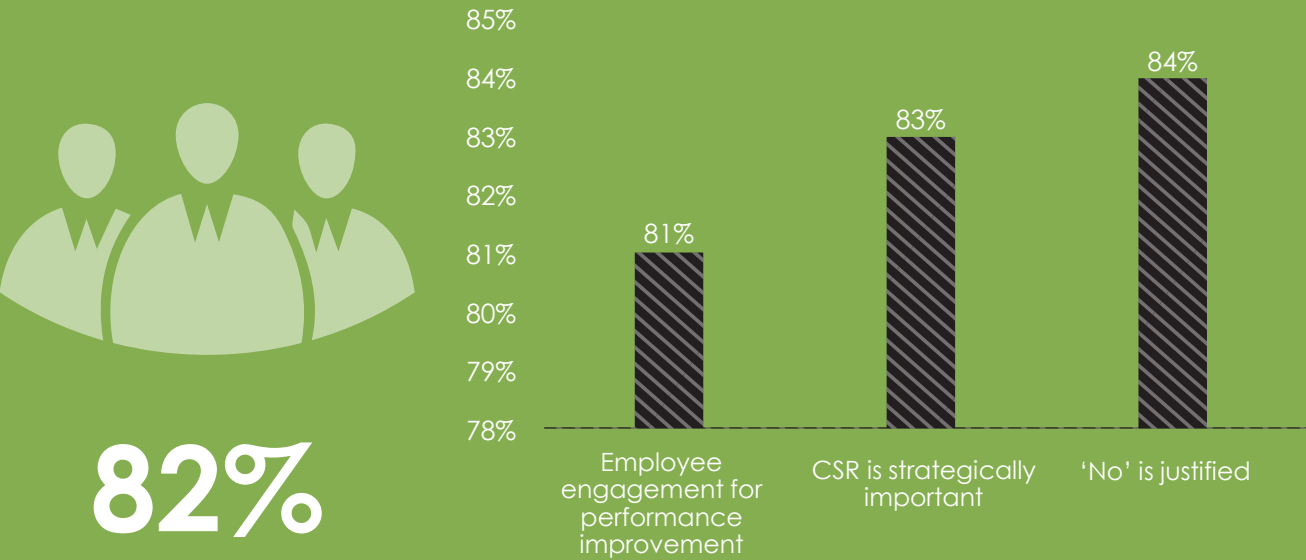
Communication

A trait of empathetic institution is that they listen and understand. The key lies in not just listening but also considering the information they have listened to, while making decisions. Respondents scored their institutions at 81% to suggest that seniority, education and/ or experience was used to prove rightfulness instead of reason and logic. Thus validating the claim that decisions were not made primarily on the information provided. Institutions were given a score of 83% by respondents when it came to giving discussion and dialogue a priority over debate while an increase to 84% in honoring individual self-respect. Averaging out at 82%, institutions were categorized as moderately compassionate in this area.



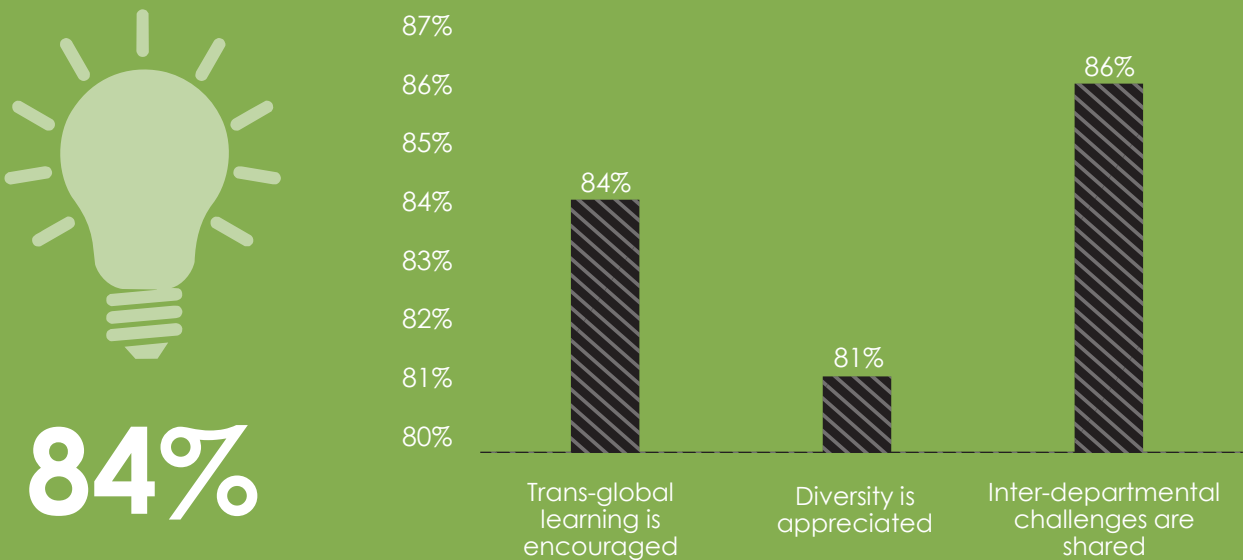
Concern for Everyone

Exploring whether management in institutions is clear about values that govern them had a mixed response. Based on the scores, respondents highlighted that 81% of institutions engaged employees for constructive feedback and performance improvement. In terms of defining and recognizing corporate social responsibility, organization secured a score of 83%. With a survey score of 84%, the respondents believed their institutions provide explanation to individuals when specific requests are not facilitated. Overall, the healthcare sector was categorized as moderately compassionate in this dimension.



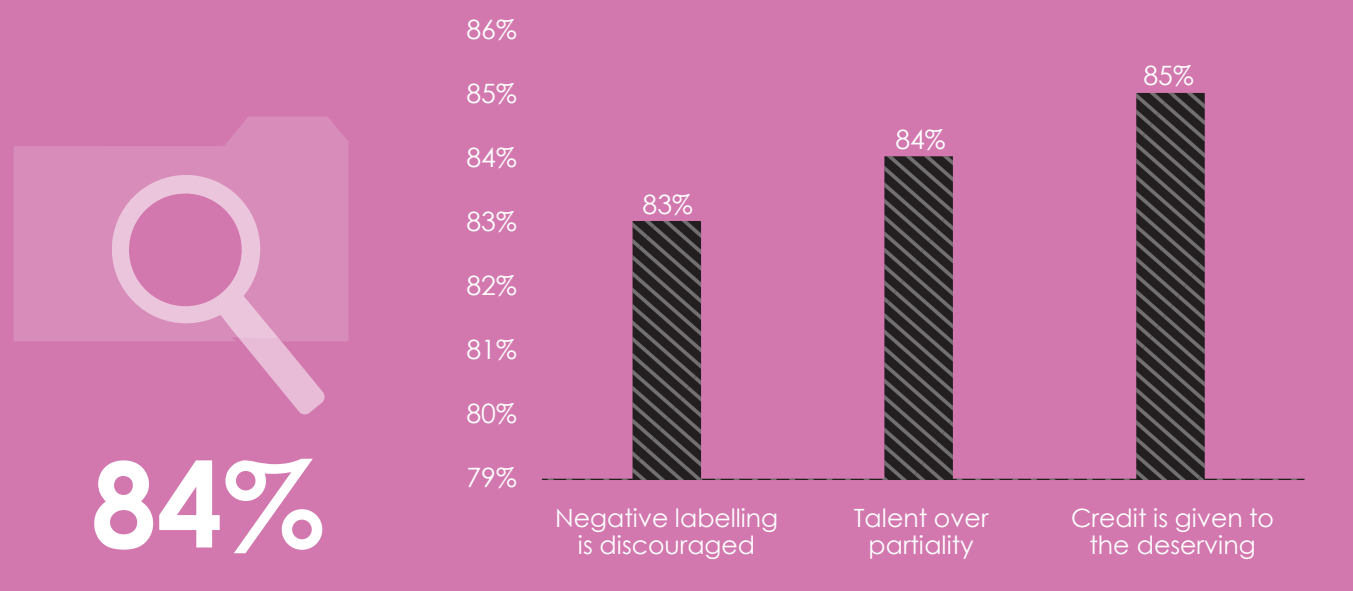
Knowledge

This is a particularly interesting category to explore from the multi-cultural and multi-global perspectives for institutions that seek support across borders. Individuals evaluated that 84% of their institutions encouraged its employees to learn about different regions/provinces/countries. Due to shifts in the global trends in health sector, this specific area has been identified as the key for thriving in modern practices and procedures; responses suggested a reasonable focus in this area by institutions. In line with the responses received regarding diversity at work, respondents scored institutions at 81% to indicate how it encourages an understanding of diversity as a global concept. However, respondents gave a relatively higher score of 86% when asked about inter-departmental understanding and discussion of challenges. Overall the sector was categorized as moderately compassionate in this area.



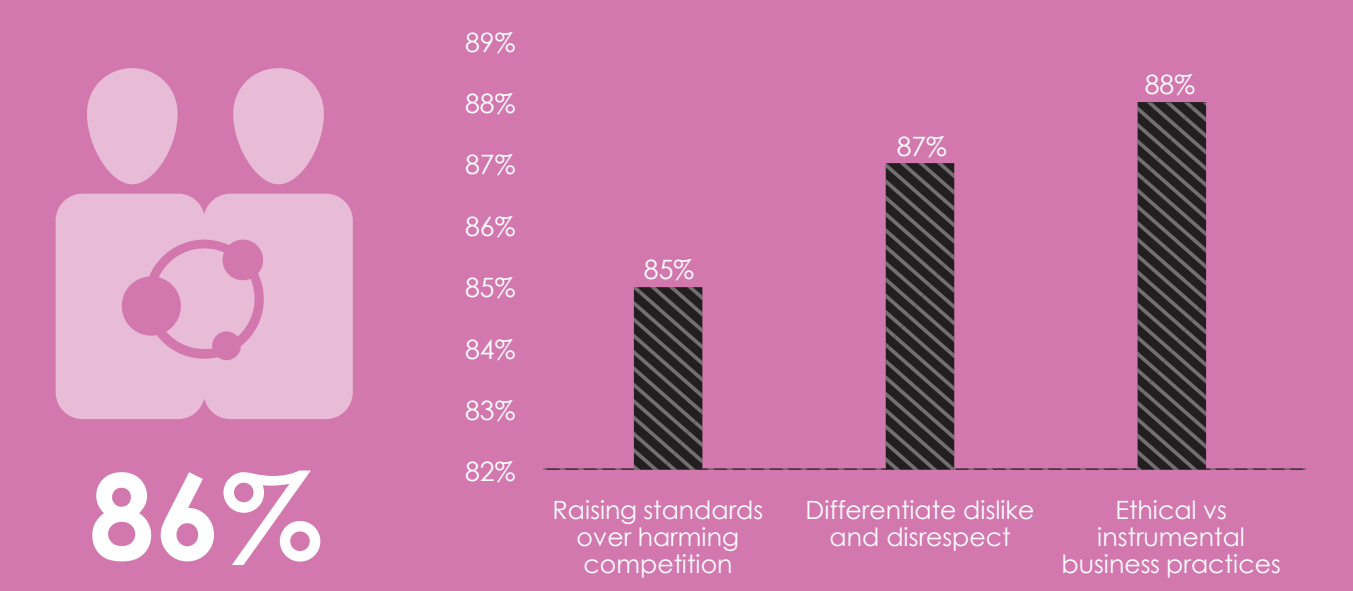
Recognition

It is interesting to note that respondents who highlighted that institutions did not tolerate jokes based on personal aspects in the earlier dimension (i.e. third dimension in the thematic area of "Awareness") scored 83% in this dimension validating institutions' no tolerance against any kind of racism and labeling. A score of 84% indicates that talent was given an opportunity without bias or discrimination. Incidentally, sector secured a relatively higher score of 85% in giving credit where is due. Overall, organization was categorized as moderately compassionate in this dimension.



Competition

It is very important for an institution to be able to differentiate between ethical and instrumental practices. Mostly it's up to the leaders to set boundaries of what practices are acceptable and the outcomes they will lead to. Based on the responses received, a score of 85% indicated that institutions were geared towards raising performance standards as opposed to encouraging harmful competition. Moreover, with a score of 87%, respondents also highlighted that institutions were able to differentiate between dislike and disrespect. It was also shared that in health sector ethics was given priority over harmful practice and therefore this dimension was scored at 88%.



Recommendations

Healthcare sector in Pakistan has shown consistency in their scores securing its status as **moderately compassionate** however; based on our thorough analysis following areas of improvement are recommended:

84%

- Embodying Compassion
 - **81%** - Compassionate team

82%

- Communication
 - **81%** - Reason over seniority, education and experience

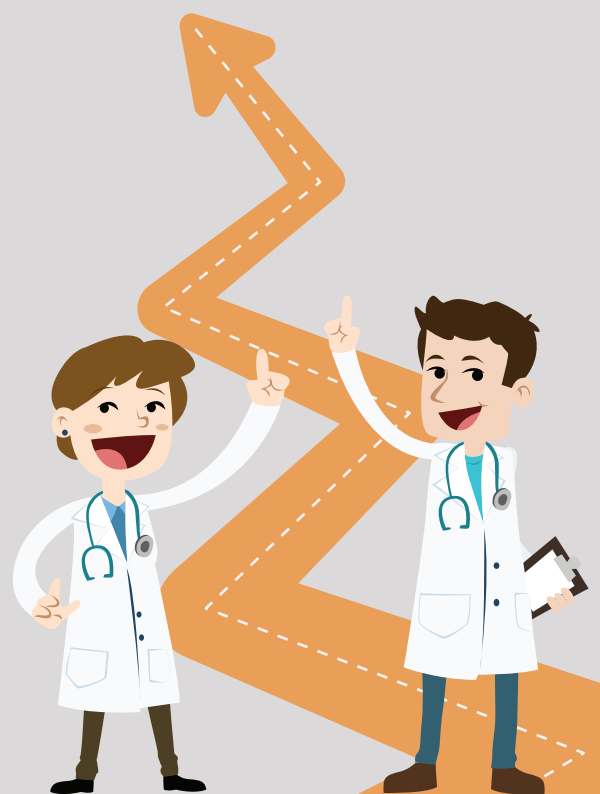
82%

- Concern for Everyone
 - **81%** - Employee engagement for performance improvement

84%

- Knowledge
 - **81%** - Diversity is appreciated

Although the lowest scoring values also fall under the category of moderately compassionate, improving on aforementioned areas will bring the Pakistani healthcare sector towards the top range of same scoring category. In order to be highly compassionate, a holistic change is required that will enhance the overall culture of the healthcare sector.



Thank you

Getz Pharma Pakistan
International Center for Compassionate Organizations
Charter for Compassion Pakistan

Team Funverks

Farhad Karamally (Consultant/Trainer)
Waqas Hussain (Associate Consultant/Trainer)
Zeeshan Khan (Associate Consultant/Trainer)
Muhammad Zeeshan (Graphic Artist)

Funverks Global (Pvt) Ltd.
Pakistan . Sri Lanka . UAE

