

The Schwartz Roles

The Schwartz Rounds Steering Group member

Setting up the steering group is often the first stage of getting multi-disciplinary and organizational support for Schwartz Rounds. The steering group is the engine of Schwartz Rounds. Often forming around 8-12 staff from multiple disciplines, though the number may be small depending on size of the organisation. It helps if the group represent, as much as possible, the range of staff in the organisation. Key responsibilities include:

- To identify cases, themes and storytellers for each Round
- To raise the profile of Rounds
- To share ownership of the Rounds and help secure senior ownership of Rounds
- To attend monthly steering group meetings
- To support the facilitators and clinical lead in their roles
- To be a storyteller in the event of storyteller drop out
- To debrief the Round with the clinical lead and facilitator
- To offer contributions in the Rounds to help encourage the discussion, and be available if challenging issues arise
- To ensure that Schwartz Rounds remain relevant over time

The Schwartz Administrator*

The administrator plays a crucial organisational role. Efficient and organized, it also helps if they have a genuine interest in staff experience and take ownership of the Rounds. The consistent and smooth running of Schwartz Rounds is pivotal to them becoming meaningfully embedded in the organisation.

The administrator works closely with the whole Schwartz steering group. Key responsibilities include:

- To enable the efficient running of rounds
- To book rooms/online meetings and organise the lunch
- To liaise with communications team about promoting the Rounds
- To co-ordinate steering group meetings and write up minutes
- To ensure the evaluation paperwork/link is ready for each Round
- To ensure that only staff attend and that they sign the confidentiality agreement
- To collect feedback sheets/ online forms after each Round
- To liaise with the Point of Care Foundation to collect and collate feedback
- To circulate communications from PoCF to steering group members including invitations to community events and community of practice meetings

- To keep PoCF updated with contact changes

The Schwartz Facilitator(s)

The facilitator takes a very skilled role. It helps if they have experience of working in groups and managing emotions. Often people with psychological, social work or organizational development backgrounds suit the role, but it's not essential. They also need to have good knowledge of staff experience issues, the structure, culture and narratives of the organisation. Key responsibilities include:

- To help storytellers prepare their stories
- To help storytellers and the audience share personal experiences in a public setting
- To ensure the Round is safe, confidential and given workable boundaries
- To open up a reflective discussion and attend to emotional aspects of care
- To help move away from the audience's natural desire to problem solve
- To draw out meaning and themes underlying the stories
- To feel comfortable with silence
- To confidently manage challenge and uncertainty that can arise
- To maintain a neutral, curious and compassionate position.

The Clinical/Senior Lead

The Clinical (within healthcare) or Senior (if outside healthcare) Lead plays an important symbolic role, demonstrating the importance of attending to the emotional impact of care to the front-line community. It helps if this role is held by a respected, well-known, senior member of staff, with lots of experience of working in highly pressurised settings (they will use this to engage other staff members from this community). The clinical* lead works in a similar role to the facilitators, attends the same facilitator training, and undertakes a skilled co-facilitation role. It helps to have group work experience and an interest in staff experience and staff stories. Key responsibilities include:

- To co-facilitate the Rounds and ensure that they are run in accordance with the Schwartz model
- To draw on personal experience and demonstrate a reflective stance
- To champion the Rounds and represent them at senior levels in the organisation, ensuring continued buy-in from staff
- To support with making the business case for continued financial buy-in from organisation
- To remain neutral and compassionate when faced with controversy in the Round