C6: Leading for staff wellbeing

Presenting Team

Gill Long
Associate Director, Education,
Training and Workforce
Development
The Newcastle upon Tyne Hospitals NHS
Foundation Trust

Susan Hannah
Senior Director, Europe Region
and Strategic Partners
Institute for Healthcare Improvement

Disclosures

This session's presenters are employees and faculty of The Institute for Healthcare Improvement (IHI) and have nothing to disclose.

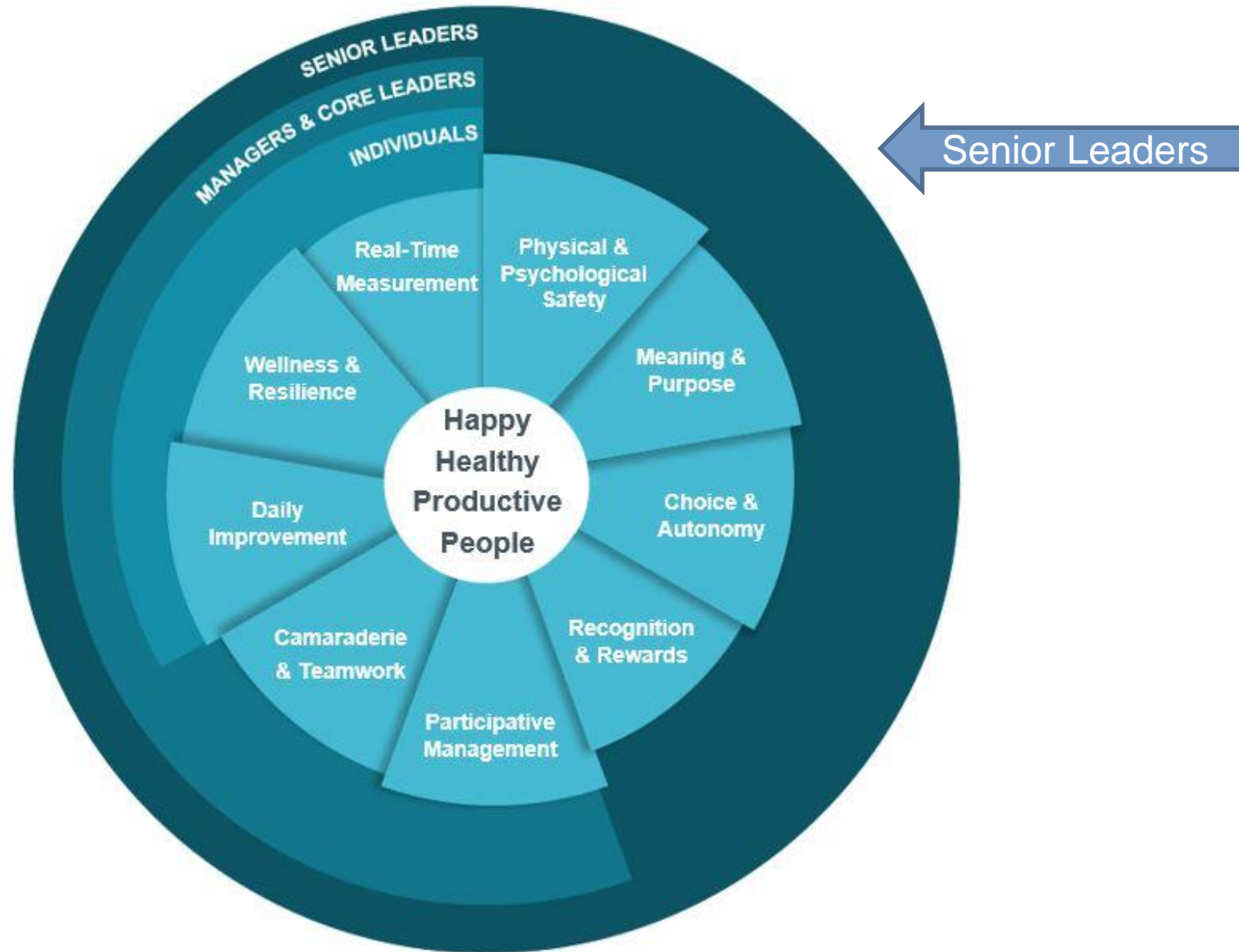# After this session, participants will be able to:

Identify key leadership principles for supporting staff and team wellbeing

Apply lessons learned within own team and organisation

Demonstrate the ways leaders at every level can contribute to building and fostering a culture of wellbeing

IHI Framework for Well-being & Joy in Work

Source: Perlo J, Balik B, Swensen S, Feeley D. *IHI Framework for Improving Joy in Work*. IHI White Paper. Cambridge, MA: Institute for Healthcare Improvement; 2017. http://www.ihi.org/resources/Pages/IHIWhitePapers/Framework-Improving-Joy-in-Work.aspx

IHI Framework for Well-being & Joy in Work

Outcome:
↑ Patient experience
↑ Organizational performance
↓ Staff burnout

4. Use improvement science to test approaches to improving joy in your organization

3. Commit to making *Joy in Work* a shared responsibility at all levels

2. Identify unique impediments to *Joy in Work* in the local context

Start Here

1. Ask staff "what matters to you?"
        ^and leaders

# Deming & What Matters To You

W. Edwards Deming

Fear-driven motivation is not as generative or sustainable as intrinsic motivation

To build it, we must understand what truly matters to stakeholders

When what matters is honored, it limits the fears associated with change because it makes people more likely to see and experience an improvement's fundamental value

Institute for Healthcare Improvement

IHI TOOL

"What Matters to You?"
Conversation Guide
for Improving Joy in Work
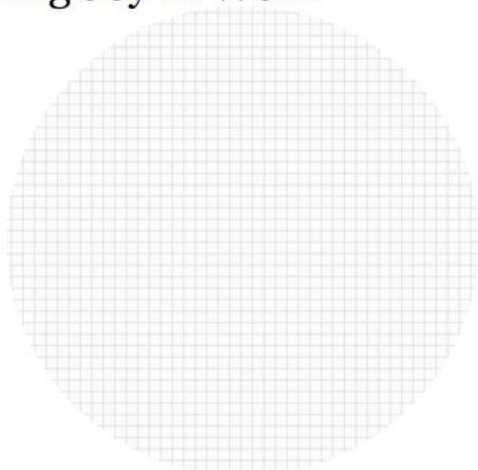
http://www.ihi.org/resources/Pages/Tools/Joy-in-Work-What-Matters-to-You-Conversation-Guide.aspx

"What matters to you? What makes a good day? When you are feeling your best, what is happening?"

"What gets in the way of a good day? What are the 'pebbles in your shoes'?"

Ask the question, listen to the first response, then allow for deeper reflection about the initial comments.

Be comfortable with silence. Practice curiosity. Listen to understand.

You do not have to fix everything now. Understand what matters, then work together to use improvement science tools to address the things that get in the way of what matters.
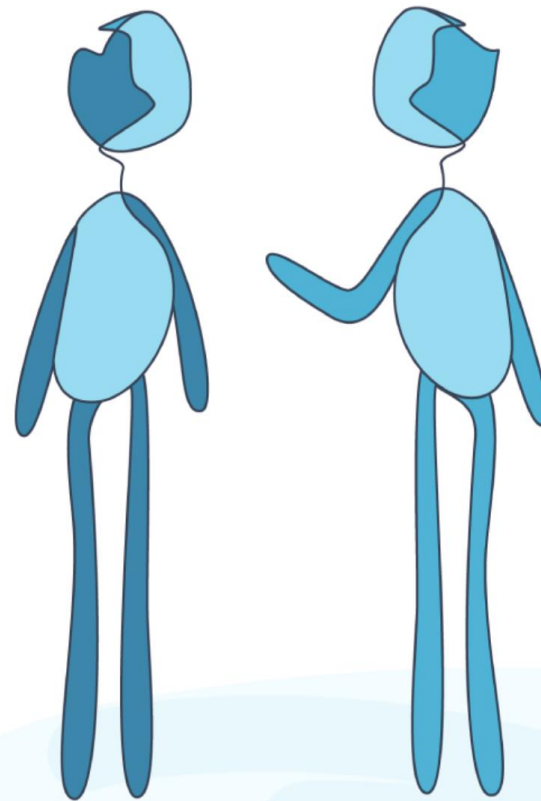
Let's take a few minutes to explore...

In pairs

3 mins each

"What Matters to You"

Newcastle Upon Tyne NHS Foundation Trust

What Matter To You
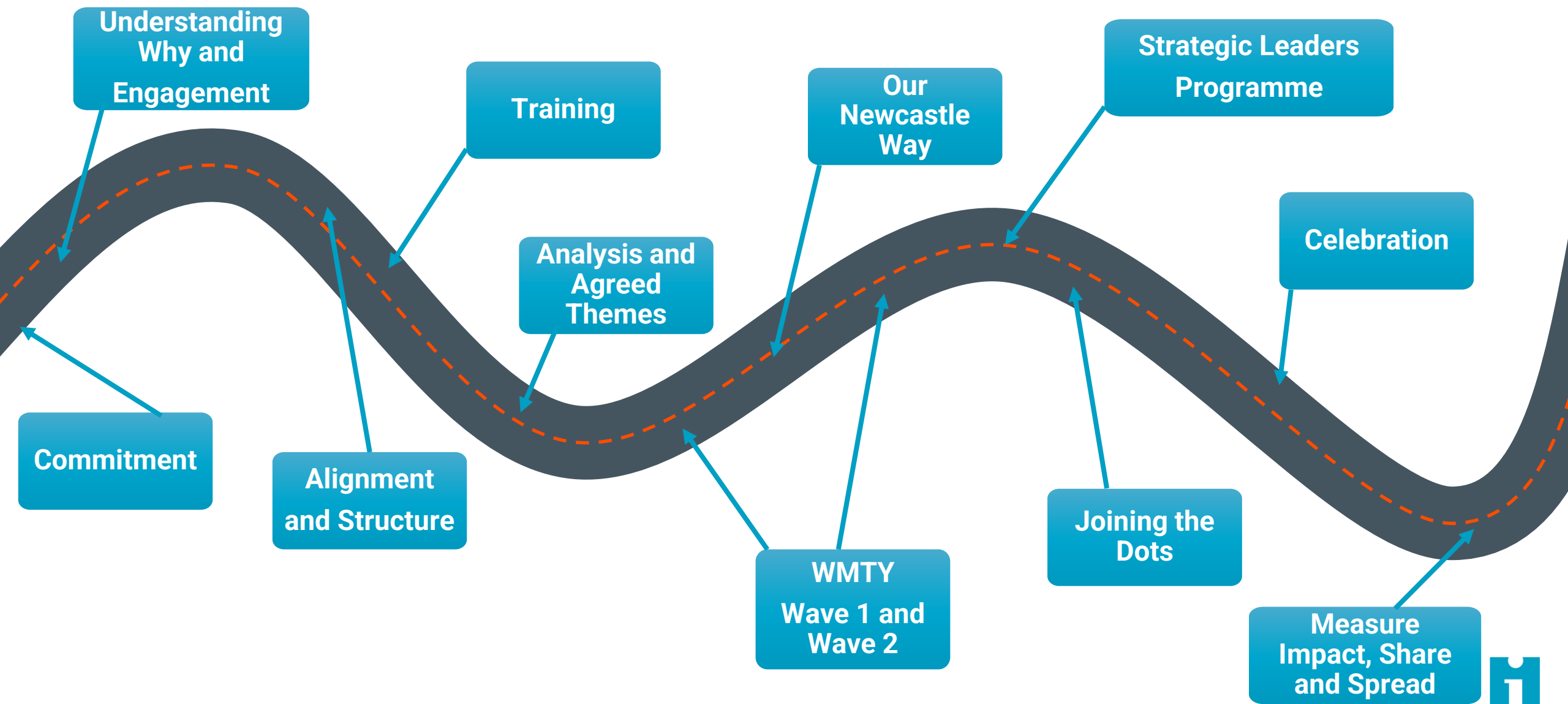
Exec Leaders Committed to Changing the Culture

They recognize that this as a legacy piece of work with a 10-year time horizon

The Newcastle upon Tyne Hospitals
NHS Foundation Trust

Developing our Leaders to build healthier and stronger teams

Flourish
at Newcastle Hospitals

Flourish at Newcastle Hospitals aims to support staff to liberate their full potential by:

Having a strategy and governance framework to organise and guide our day-to-day work (system 1)

Dynamic Networks of activity led by empowered staff (system 2)

SUPPORTED BY OUR VALUES:
We care and are kind. We have high standards. We are inclusive. We are innovative. We are proud.

Built a Structure

Senior Sponsors

Operations Team

Advisory Group

Working Groups

- Working Flexibly Task & Finish Group
- Wave II Infrastructure Design
- Comms & Engagement
- Leadership Behaviors
- Measurement

Launched in 2022

Wave I: IHI ROLN

- OD Representation
- Improvement Representation
- Dental
- Maternity

Wave II

- Catering
- Spinal Integration
- HR Heads
- PICU
- IT
- Community Nurses

Flexible Working

- Ward 24 CCU
- District Nursing
- NEAVS

Why are we doing this ?

- Patient satisfaction is higher in trusts with higher levels of engagement and better staff experience.

- Employees who report higher engagement more likely to rate own H&WB highly.

- Organisations where engagement is higher mortality is lower.

- Higher levels of engagement leads to lower levels of absenteeism. (Michael West, 2012)

- Improving staff experience

- Creating the environment for a happy, healthy and productive workplace environment

- Engaging and listening to staff

- Working on the things that matter to "us" (i.e. "staff")

- Embedding the Flourish framework as '*how* we do things at Newcastle'

- Healthy staffing levels: Recruit & retain staff in increasingly competitive labour market

- Be recognized by staff as one of the best places to work in the UK / NHS

Listening to many – WMTY and what gets in the way?

Outcome:
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↑ Organizational performance
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Source: Perlo J, Balik B, Swensen S, Feeley D. *IHI Framework for Improving Joy in Work*. IHI White Paper. Cambridge, MA: Institute for Healthcare Improvement; 2017. http://www.ihi.org/resources/Pages/IHIWhitePapers/Framework-Improving-Joy-in-Work.aspx

Who We Engaged

8,500+ staff involved

Now have over 250 teams working on WMTY

Diverse Leaders via Virtual Congress

Directorate-Based Focus Groups

All Staff via Staff Survey & NHS People's Pulse

Organisational Driver Diagram

Core Leadership & Operations Team Conversations

1. Ask staff "what matters to you?"

IHI Framework for Well-being & Joy in Work

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Identified Three Priority Areas

What matters to you?

Working **Flexibly**

Working **Smart**

Working **Well**

IHI Framework for Well-being & Joy in Work

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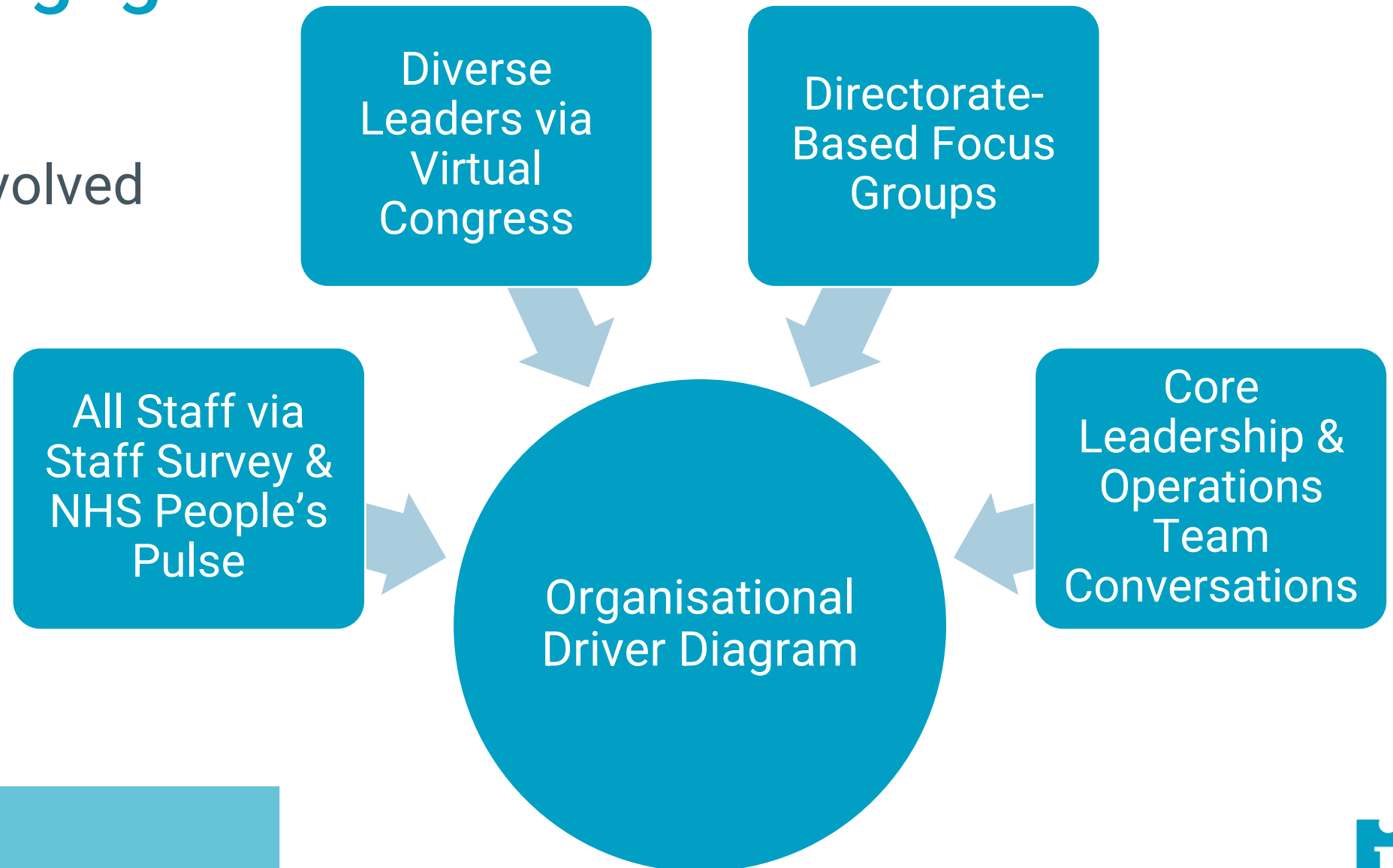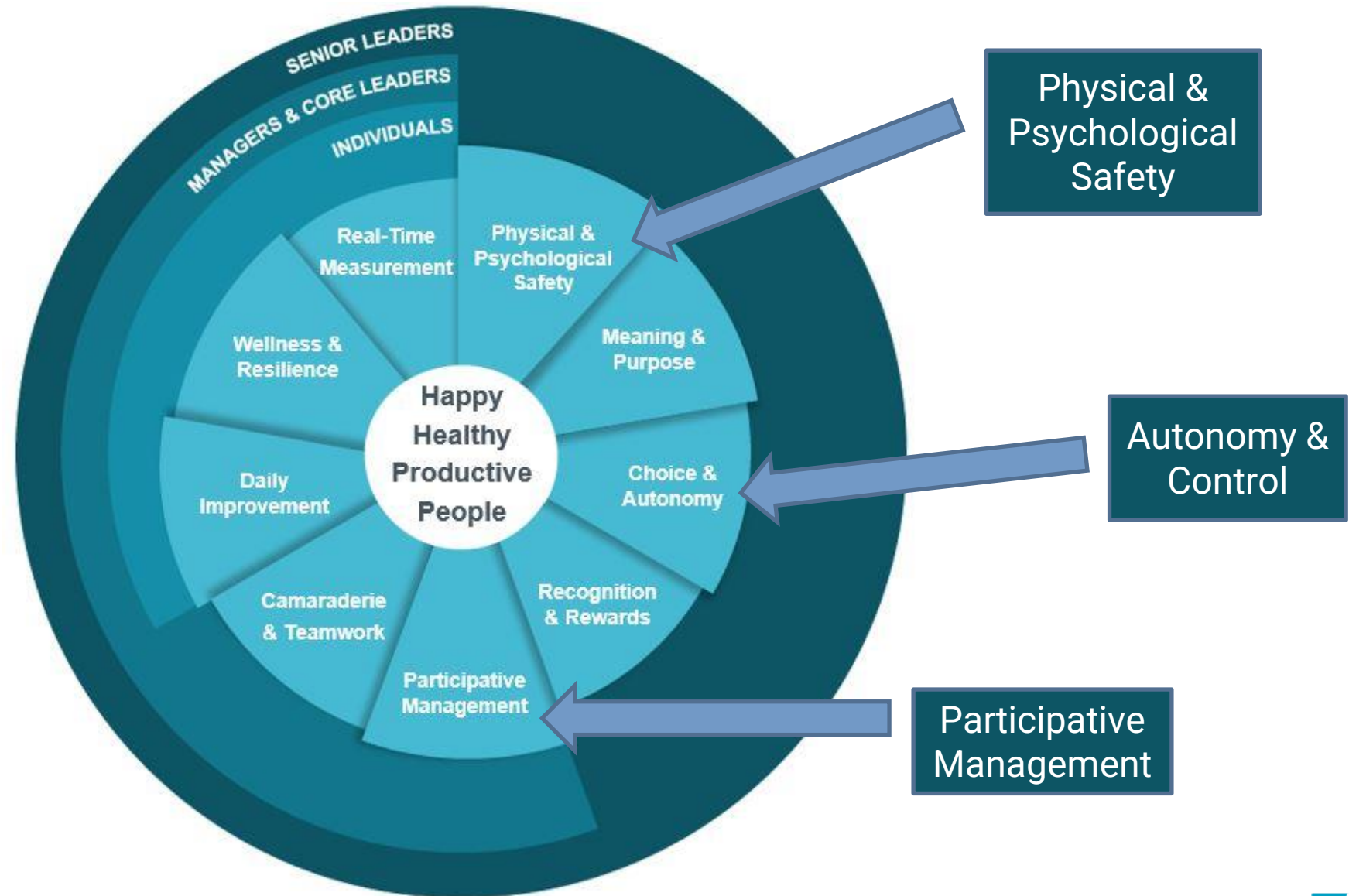**2.** Identify unique impediments to *Joy in Work* in the local context

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Our Newcastle way

NHS
The Newcastle upon Tyne Hospitals
NHS Foundation Trust

Behaviours Framework

Autonomy and Control

Participative Management

Physical and Psychological Safety

- Connected
- Enabling
- Trusting
- Flexible
- Continuously Learning

- Collaborative
- Responsible
- Participative
- Curious and Innovative
- Inclusive and Appreciative

- A Role Model
- Person-Centred
- Compassionate and Kind
- Courageous and Self-Aware
- Respectful and Understanding

Flourish
at Newcastle Hospitals

People Promise

Strategic Leaders Programme

Kate B. Hilton, JD, MTS
IHI Faculty
Human Side of Change

Helen Bevan
POW!ER

Appreciative Enquiry
and
Coaching Skills
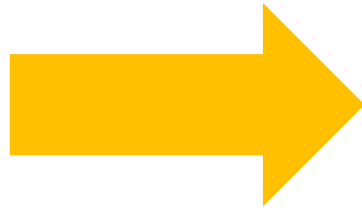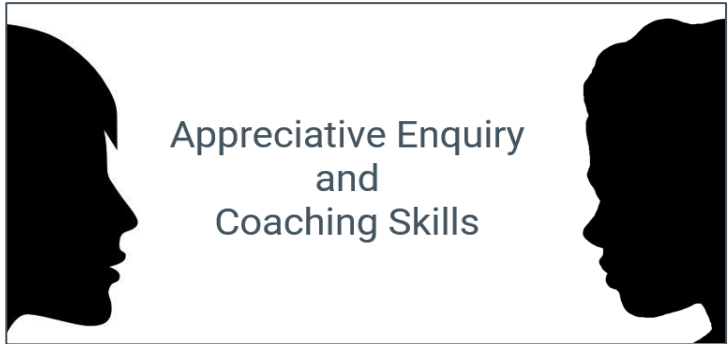
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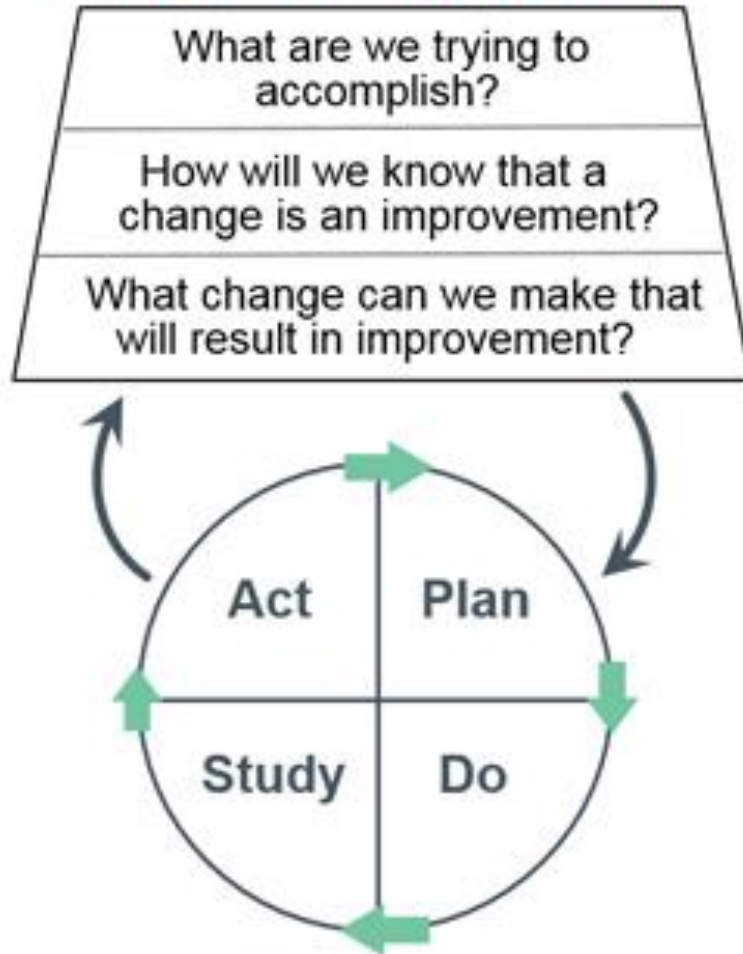
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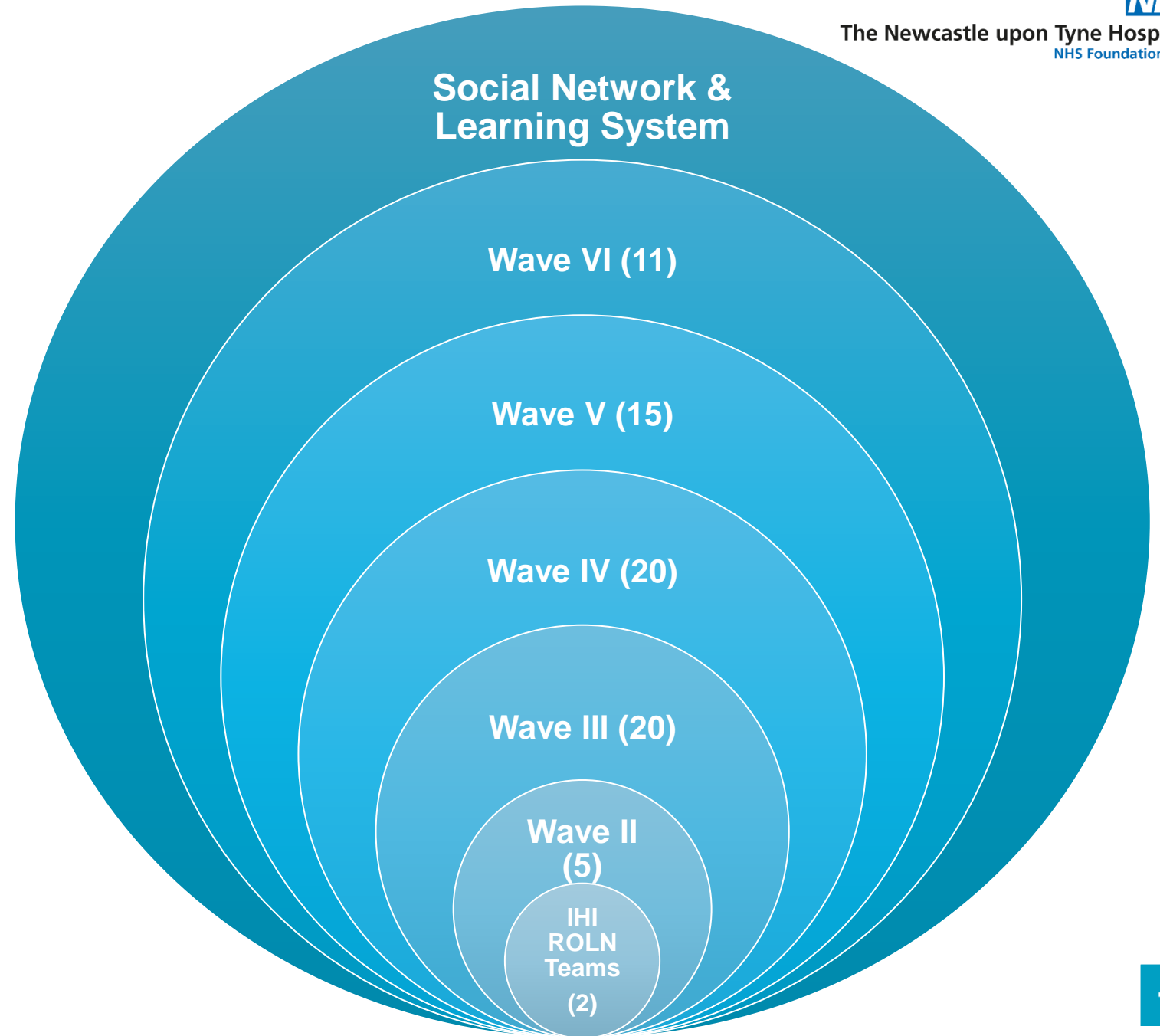2. Identify unique impediments to *Joy in Work* in the local context

1. Ask staff "what matters to you?"

SENIOR LEADERS
MANAGERS & CORE LEADERS
INDIVIDUALS

Real-Time Measurement
Physical & Psychological Safety
Meaning & Purpose
Happy Healthy Productive People
Choice & Autonomy
Recognition & Rewards
Participative Management
Camaraderie & Teamwork
Daily Improvement
Wellness & Resilience

Source: Perlo J, Balik B, Swensen S, Feeley D. *IHI Framework for Improving Joy in Work*. IHI White Paper. Cambridge, MA: Institute for Healthcare Improvement; 2017. http://www.ihi.org/resources/Pages/IHIWhitePapers/Framework-Improving-Joy-in-Work.aspx

Culture is the *shadow* of...

the *leader*...

Harvard Business Review
REPRINT
PUBLISHED IN HBR
MAY-JUNE 2020

**ARTICLE
MANAGING PEOPLE**
Begin with Trust

The first step to becoming a genuinely empowering leader
by Frances Frei and Anne Morriss

Harvard Business Review
REPRINT
PUBLISHED IN HBR
MARCH-APRIL 2019

**ARTICLE
MANAGING PEOPLE**
The Feedback Fallacy

For years, managers have been encouraged to praise and constructively criticize just about everything their employees do. But there are better ways to help employees thrive and excel.
by Marcus Buckingham and Ashley Goodall

Psychological Safety
Amy Edmondson

KINDNESS

TRUST

Strategic Leaders Programme

Objective: meet the Trust's ambition to be a

'world-class' organisation that

1. attracts and retains staff,
2. invests in lifelong learning and development,
3. builds confidence in its leaders' ability to pursue a satisfying career

Structure:

- Cohorts of ~16-18 leaders
- 3-day in-person retreat
- Monthly virtual coaching calls follow
- "Leadership Matters" event with all cohorts + wider cross-level leaders (300+)

Our Newcastle way

NHS The Newcastle upon Tyne Hospitals
NHS Foundation Trust

Autonomy and Control

Behaviour	What does it mean?
Trusting	I empower others to do their job Others trust me to do what I promise
Flexible	I am open to new and different ways of working
Continuously Learning	I demonstrate a growth mindset and pursue continuous improvement I use intelligence and best evidence to inform decisions
Enabling	I create psychological safety I use coaching to help others be at their best
Connected	I show unwavering resolve to our shared purpose I am clear about purpose and demonstrates our values

People Promise

Participative Management

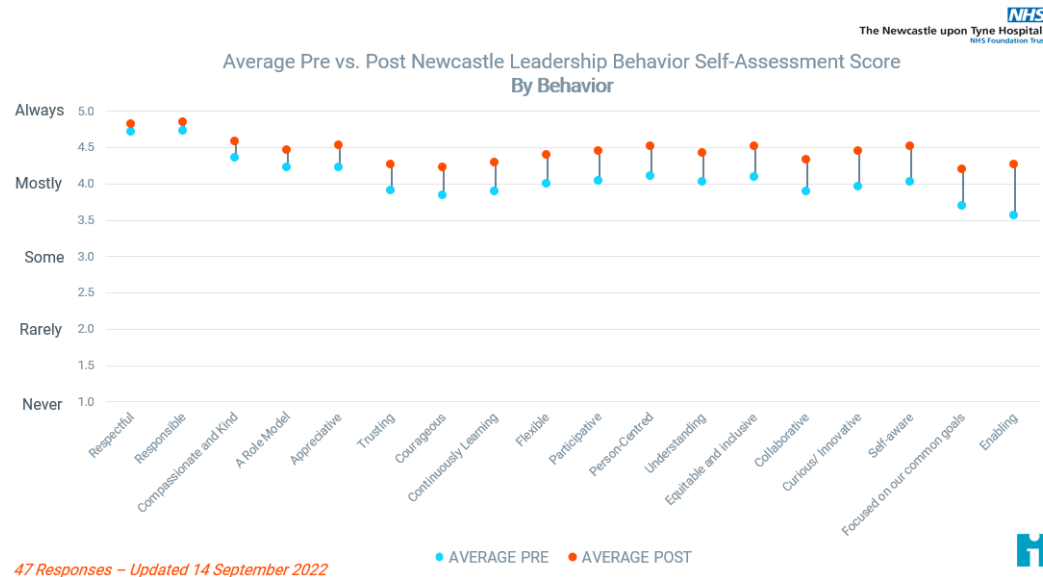| Behaviour	What does it mean?
Curious and Innovative	I encourage suggestions for improvement I explore innovative solutions I am open to all ideas
Collaborative	I partner with others to achieve the best for our patients and population I invite others' participation and input
Inclusive and Appreciative	I ensure everyone's voice is heard and contribution is valued I work intentionally to develop equitable practices I recognise and value everyone's contribution
Responsible	I accept responsibility for own actions I am accountable
Participative	I am interested in others' opinion and ideas I co-produce solutions with others

Physical and Psychological Safety

Behaviour	What does it mean?
Respectful and Understanding	I actively listen to seek understanding of different perspectives I treat others with respect and dignity
A Role Model	I inspire others to do their best I demonstrate integrity and authenticity
Person-Centred	I focus on patients, families and the wider population and individuals within the team
Compassionate and Kind	I treat everyone with compassion, acknowledging that we all make mistakes and are human I practice self-compassion
Courageous and Self-Aware	I stand up under conditions of uncertainty I challenge the status quo I am comfortable with ambiguity I understand and reflect on the impact of my own behaviours

2022 Strategic Leaders Programme Results

8.91 Net Promotor Score

All "Our Newcastle Way" behaviors improved post-SLP

Average Pre vs. Post Newcastle Leadership Behavior Self-Assessment Score
By Behavior

The Newcastle upon Tyne Hospitals
NHS Foundation Trust

47 Responses – Updated 14 September 2022

● AVERAGE PRE ● AVERAGE POST

Beginning to see proof of Our Newcastle Way & WMTY being embedded across Trust leaders

Results of actions participant took to improve leadership behaviors post-SLP

- Increased trust with team

- Teams report feeling more valued, appreciated, and motivated, and part of the wider organization

- Feel like a more able leader
  - More comfortable in difficult situations
  - More consistent approach
  - More understanding
  - Deeper 1:1 conversations

- New solutions that work better – supported by team members who developed them

- Longer work hours (listening takes time)

- Increased agile/flexible working agreements

- Requesting increased support in implementing WMTY in follow-up coaching calls

Overlapping Workstreams
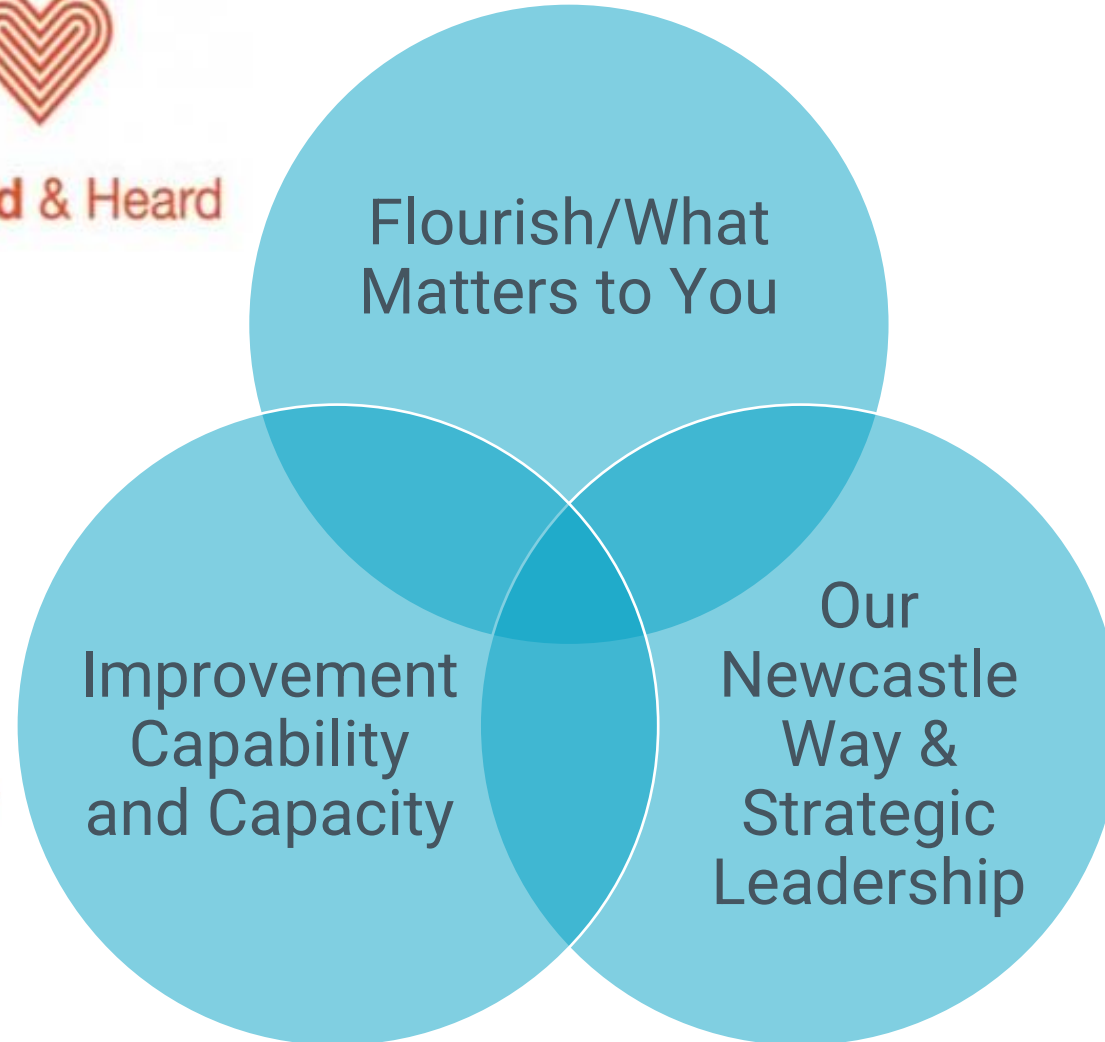
Final Tips

Invest in your initial teams – first PDSA to build support intrastructure

Keep refining your pitch to your audience

Work hard to join the dots – strategic alignment

Accept that this work is hard – don't underestimate

Encourage Collective Leadership

Not everyone will find the reality easy to hear

Embrace learning from other organisations – before and during

Tenacity is essential – keep going it will take longer than you think

Align improvement & OD early

What does it look like in practice?

![NHS]

ROLN Team – Dental Radiology

Steps Completed

1. Generating ideas and engagement
2. Using IHI JIW Framework and categorising
3. Driver diagram, smart aim, and start measuring a baseline
4. Testing changes

Learnings

- Recruit lead(s) and hold preparatory conversations
- Dedicate time and space for WMTY conversations
- Start with the positives, but accept and recognise the pebbles
- Be patient, don't challenge/defend
- Identify quick wins
- Guide without prescribing
- Encourage change ideas and revisit often
- Reinforce local ownership

Maternity Summary Slide

Steps Completed

- Got to know our team, our project, and what matters to our people
- Created driver diagram with changes ideas
- Began testing quick wins (key locator, music, etc.)
- Iterative tests with huddle structure and feedback loops

Next Steps

- Sustainability – continuing through challenging times
- Progression from organic to intentional spread
- Celebrating achievements
- Sharing, learning and supporting the next wave
- Normalise this approach
- Develop our leaders to become enablers
- Empower our staff to recognise WMTY and patient impact and support service improvement
- Senior leadership team holding themselves to account to listen, acknowledge & respond

What We've Seen

Culture shift with teams involved

- Local ownership & autonomy
- Feeling valued & listened to
- Energy & confidence
- Breakdown of hierarchy

Impact on staff

- Increased retention & recruitment
- Increased staff capability & capacity
- Increased trust and psychological safety
- Improved communication

Impact on patients

- Decrease in adverse events & near misses
- Faster discharges & improved flow
- Reduction in patient complaints

IHI Framework for Well-being & Joy in Work

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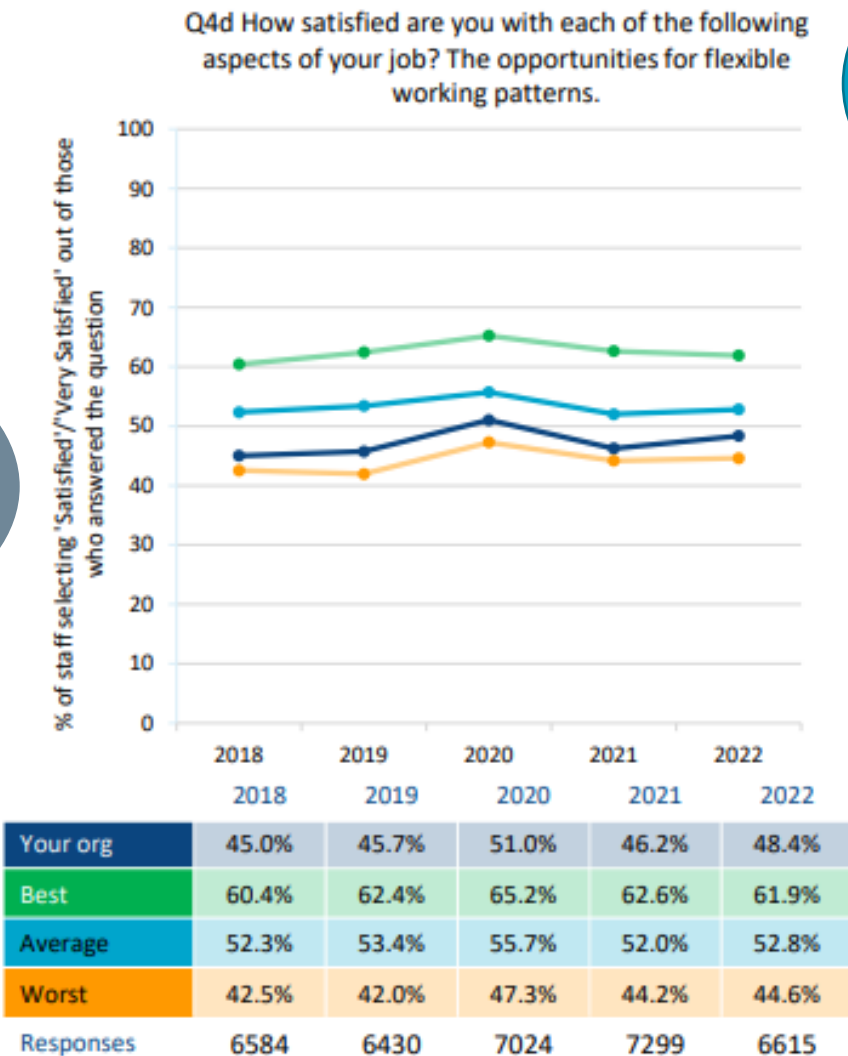Source: Perlo J, Balik B, Swensen S, Feeley D. *IHI Framework for Improving Joy in Work*. IHI White Paper. Cambridge, MA: Institute for Healthcare Improvement; 2017. http://www.ihi.org/resources/Pages/IHIWhitePapers/Framework-Improving-Joy-in-Work.aspx

Organisational Level Green Shoots

Q3f I am able to make improvements happen in my area of work.

+3%

	2018	2019	2020	2021	2022
Your org	59.4%	58.4%	54.6%	50.8%	53.2%
Best	66.2%	67.8%	63.7%	61.6%	61.9%
Average	56.4%	56.5%	55.6%	53.4%	54.7%
Worst	45.9%	44.7%	45.1%	43.6%	42.9%
Responses	6604	6414	7006	7281	6606
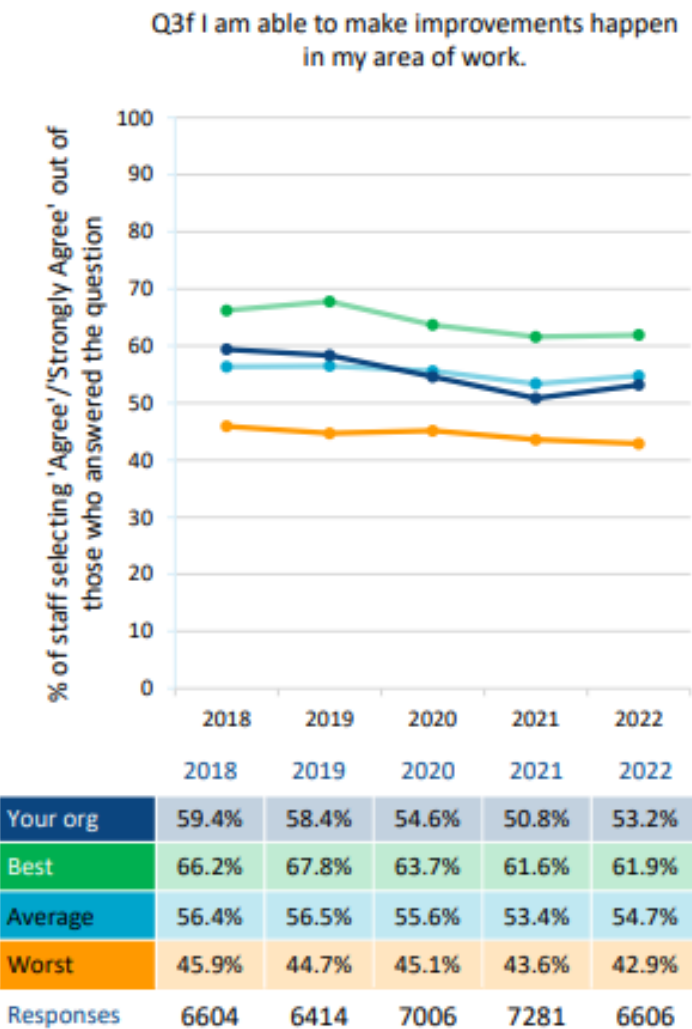
Both directly linked to key WMTY Driver: Autonomy and Control

Q4d How satisfied are you with each of the following aspects of your job? The opportunities for flexible working patterns.

+3%

	2018	2019	2020	2021	2022
Your org	45.0%	45.7%	51.0%	46.2%	48.4%
Best	60.4%	62.4%	65.2%	62.6%	61.9%
Average	52.3%	53.4%	55.7%	52.0%	52.8%
Worst	42.5%	42.0%	47.3%	44.2%	44.6%
Responses	6584	6430	7024	7299	6615

Quick Number Rundown (May 2021 - May 2023)

25 Group Facilitation Training

8 more planned for the remainder of the year

225 Teams have held WMTY conversations

9 Cohorts of Strategic Leaders Programme

4 more planned for 2023

12 of Dame Jackie's blogs have focused on or referenced WMTY & Leadership Behaviours

4 Pop-ups and 6 Bitesize sessions promoting Our Newcastle Way

211 people attended Group Facilitation Training

12,750 people involved in WMTY conversations

4 WMTY Learning Loops

3 more planned for the remainder of the year

6 Waves have taken place

4 more planned for the remainder of the year

70 Teams have gone through the Waves

1,530 improvements made from WMTY conversations

13,380 Staff Surveys completed

46% response rate

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Let's reflect on what you've heard...

What did you hear today that you can take away?

As a leader, how will you start WMTY conversations in your local context?

Newcastle WMTY Team

If you'd like to get in touch, please email Gill at

gillian.long@nhs.net

Ending with Gratitude

What is one thing you're grateful for today?

Health Improvers Alliance Europe - Staff Wellbeing Collective Impact Workgroup - Call for examples

Tell us what you are doing about Staff Wellbeing. We would like to build a repository of examples from practice and create more shared learning across the European Region. Please share your experience and insights from any staff wellbeing / what matters to you work from your organisation.

*One completed form will be selected at random, and the winner will receive free entry to the IHI / BMJ Forum in 2024 in London. Estimate time to complete - 4 minutes