

Joy in Work: Creating a Vibrant Workforce (S17)

International Forum on Quality and Safety in Healthcare, Hong Kong

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President Emerita and Senior Fellow
Institute for Healthcare Improvement

Lessons From My Mother



Maureen's Mom's Door



And the New Door



COMPASSION OMICS

THE REVOLUTIONARY
SCIENTIFIC EVIDENCE
THAT CARING
MAKES A DIFFERENCE



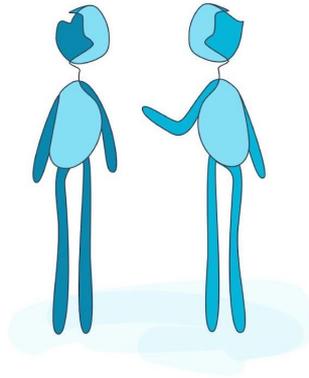
STEPHEN TRZECIAK
ANTHONY MAZZARELLI

Foreword by SENATOR CORY BOOKER



Going from a question to a movement

What Matters To You?



What Matters to You?

FROM

What's the matter?



Jenn Rodgers

TO

What matters to you?

What Matters to You Movement [\(https://wmtty.world/\)](https://wmtty.world/)



O QUE
Importa
PARA VOCÊ?
POR UM CUIDADO
CENTRADO NA PESSOA





Active Recovery Service
Equipment
Homecare
Rehabilitation Needs

Flipped Discharge



Buurtzorg



Backpack Nurse

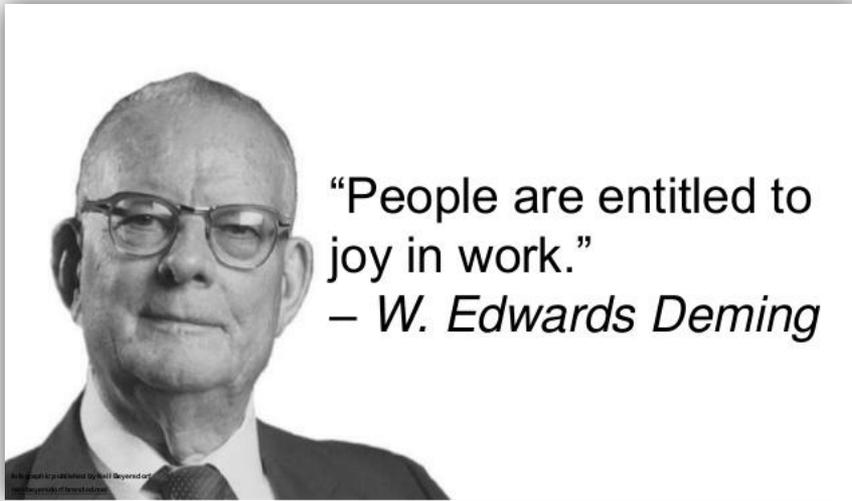


Hospital at Home



CAPABLE

Why Joy in Work?



“Management’s overall aim should be to create a system in which everybody may take joy in [their] work.”

– Dr. W. Edwards Deming



Safety and Staffing

When a 16-hour shift work limit is placed on residents:

"resident-physician-reported medical errors and adverse events dropped by more than a third, and medical errors resulting in patient death declined by almost two-thirds"



How to Create a Joyful, Engaged Workforce

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

1. Ask staff “what matters to you?”

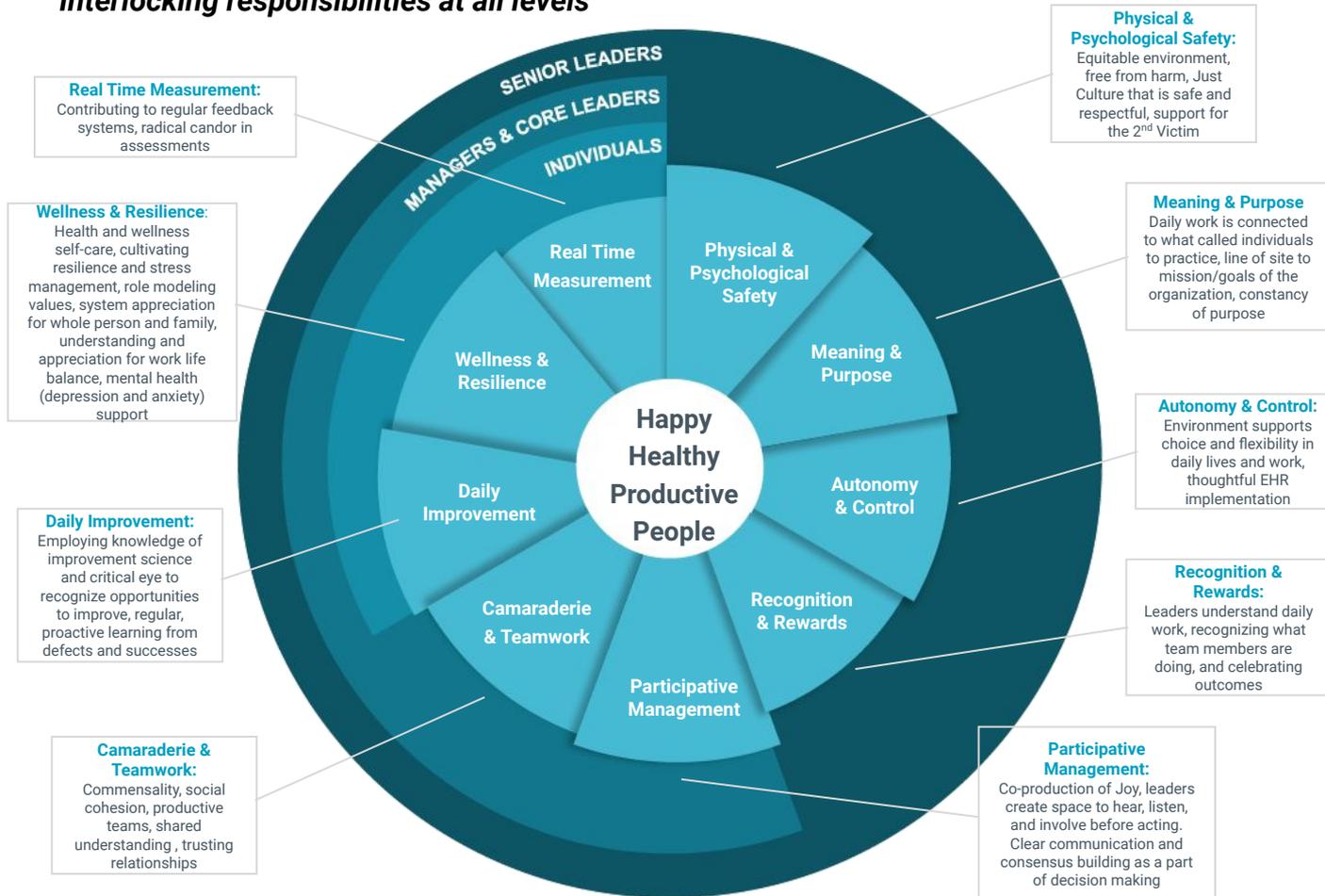
Critical Components for Ensuring a Joyful, Engaged Workforce

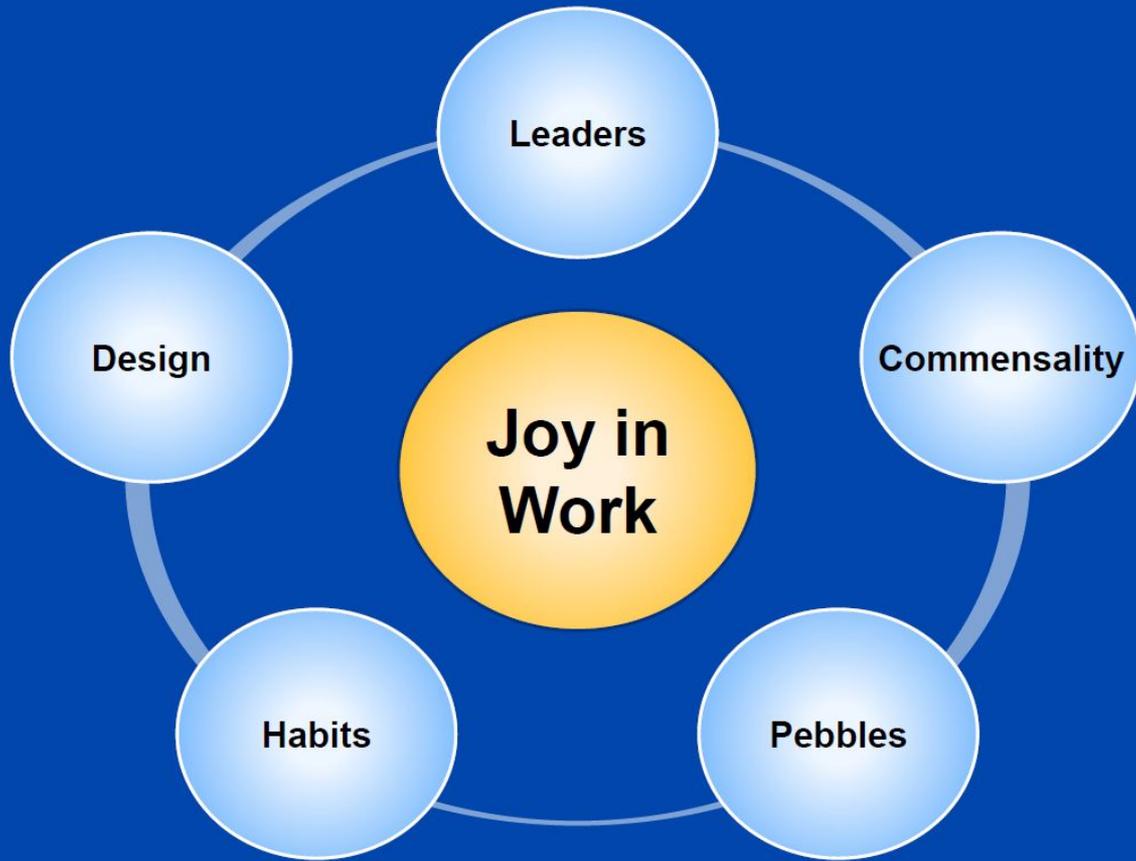
Interlocking responsibilities at all levels



Critical Components for Ensuring a Joyful, Engaged Workforce

Interlocking responsibilities at all levels

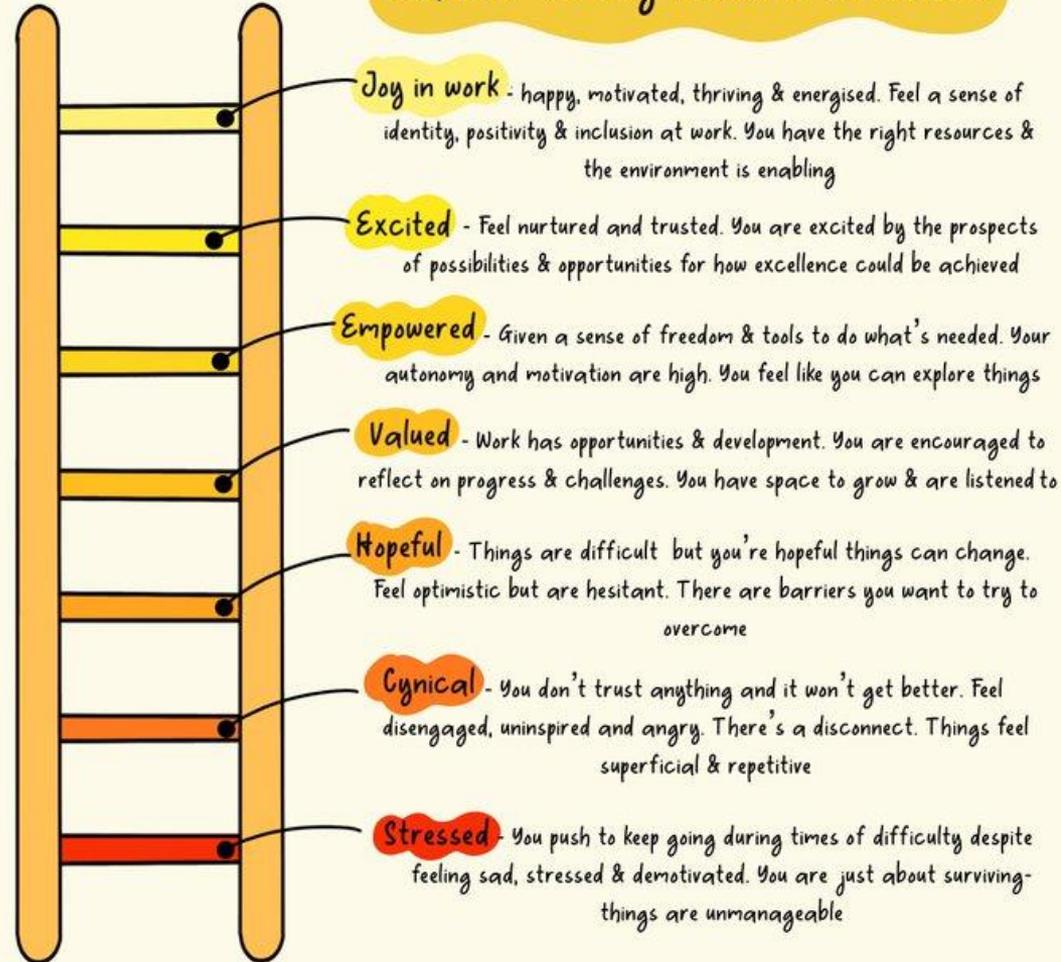




Swensen, Kabcenell, Shanafelt. *Journal of Healthcare Management*. 61:2 105-127 March/April 2016

Joy In Work – Ladder of Emotions

Ladder to Joy in Work: Emotions



Based on the framework 'Joy in work' by IHI - available at IHI.org

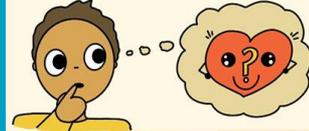
JOY in WORK



Joy In Work

① Ask staff what matters to you?

- This relies on trust and feeling comfortable to be honest



② Identify unique impediments to joy in work - make the right change



③ Commit to a system wide approach to improve joy in work - Shared responsibility across all levels



④ Use improvement science to test approaches: Joy in work - change for improvement



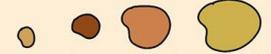
Use appreciative inquiry

- What makes a good day?
- What makes you proud to work?
- What does our best look like?



Get rid of pebbles in your shoes

- What are the barriers?
- What is stopping joy?
- Why are there problems?
- What do you need to overcome?



No matter how small or big the pebbles

Dedicate to staff:

- Time, attention + skill development
- Leaders at all level need to invest
- Agree- what shall we tackle first?
- Inspire action - don't delegate it



Model for improvement

- Aim: what are we trying to achieve?
- Data: How will we know change is an improvement?
- Test: What change ideas will we try?
- Start small - Plan-Do-Study-Act



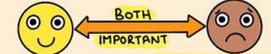
Reflect, listen - involve before acting

- Do people find meaning in work?
- Do they feel like they are making a difference?
- Are they able to make their voice heard?



Address the impediments

- What is/ What isn't working?
- Co-create solutions with team
- Work across departments
- Seek joint solutions



Working well Not working well

Contribution

- Everyone has something to give
- Use strengths in staff
- Use their passion, drive + motivation
- Different levels of authority are responsible for different components of a happy workforce

Data

- Track results for everything you try
- Understand what the data is telling
- Include system level data e.g. staff satisfaction or turnover
- Include local level data e.g. survey, performance

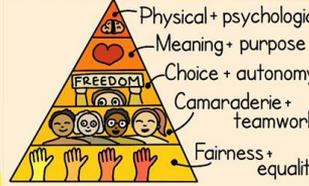


Create a shared understanding

- Transparent communication
- Build trust - Involve everyone
- Agree on where you went to be
- Make everyone feel cared for



Are needs being met?



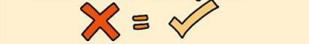
Role modelling

- Leaders need to lead by example
- Show expected behaviours
- Be authentic and compassionate
- Be consistent in their approach
- Culture is long term



Collaboration

- Improvement involves everyone
- Failures are opportunities to learn
- Social movement is fun
- Working together makes it easier
- Makes it more manageable



Listen to understand

- Be comfortable with silence
- Welcome difference
- Don't judge
- Build consensus
- Influence decisions
- Find the bright spots



Understand frustrations

- What gets in the way?
- Appreciate work/life balance
- Identify opportunities to improve
- Acknowledge feelings



Be kind

- Be respectful to each other
- Make people feel confident
- Cultivate personal resilience
- Amplify gratitude



Improvements

- Improvements add value
- Don't increase workload
- Make sure they stick
- Keep on embedding them
- Work on spreading them
- Celebrate your success



What Matters to Staff

Royal Free Hospital @ IHI International Forum

London 2017



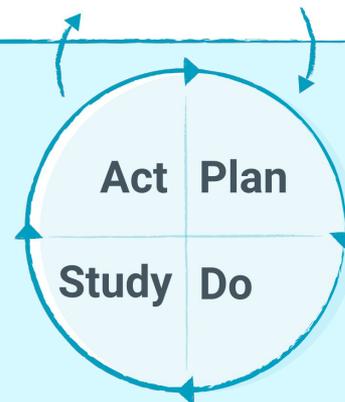
...5 weeks before WMTY17

Model for Improvement

What are we trying to accomplish?

How will we know that a change is an improvement?

What change can we make that will result in improvement?

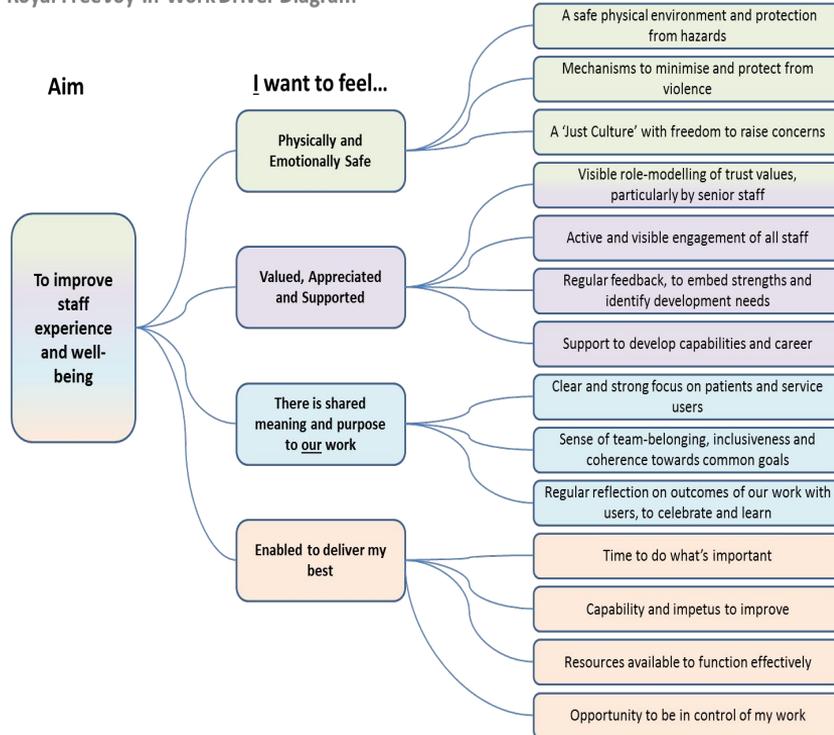


Joy in Work Collaboration

Karen Turner
Senior Improvement Advisor
Royal Free Hospital, London



Royal Free Joy-in-Work Driver Diagram



What Matters To Staff

8 Step Improvement Cycle

6. Feedback and discuss with whole team

QI team to feedback survey results and key themes to whole team, including leadership. Identify key escalated issues and brainstorm change ideas for improvement with team.

7. Create & Share Team Action Plan

Whole team to contribute to creation of the action plan using survey report and insights and learning from step 6 (feedback from whole team). Action plan creation facilitated by leadership team and once completed, shared with whole team including the divisional leads for review and inclusion in DQSB meetings.

8. Test & Implement Change Ideas

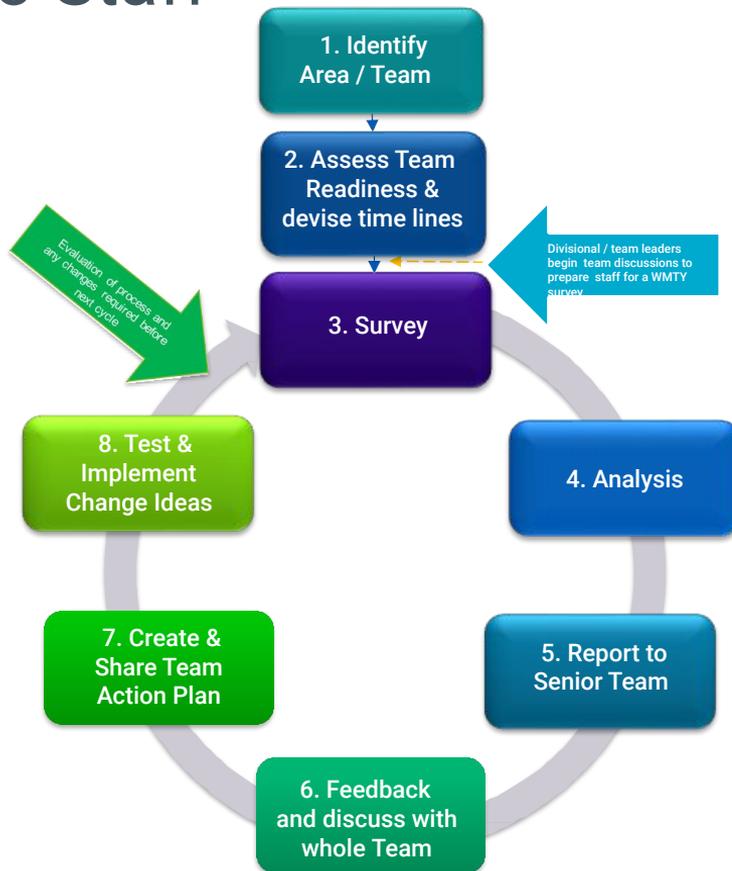
Action plan change ideas prioritised, straightforward change ideas implemented, more complex change ideas may need to be tested and require additional support.

Initial cycle

Minimum 3 months between survey 1 & survey 2

Subsequent cycles

2 per year (avoiding timeframe of annual staff survey)



1. Identify Area / Team

Divisional teams to express interest to RF QI or Workforce Teams identify areas. Teams can email: karen.turner7@nhs.net & jane.cov-terry1@nhs.net

2. Assess Team Readiness & Devise Time lines

This involves a meeting with QI team and 2 levels of team leadership to check that teams are committed to the whole cycle and can plan time scales for steps 3-8 in advance of the survey. It is also an opportunity to identify known issues in the team (turnover, sickness, vacancy rate) and measure these.

3. Survey

QI team to produce materials required for customised team survey including mobile friendly QR codes, the survey link, and email example. Divisional teams to promote and encourage staff to complete. Survey kept open for minimum of 2 weeks.

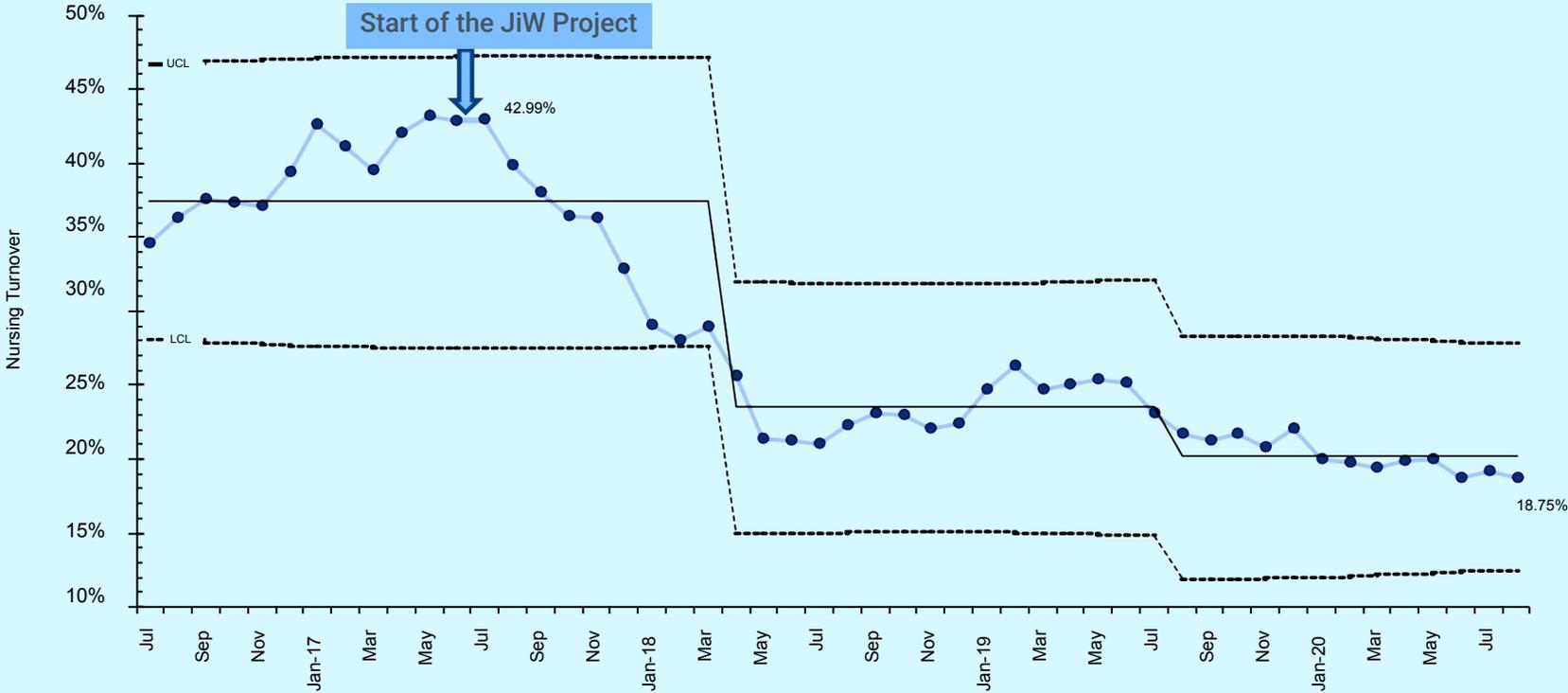
4. Analysis

QI Team conduct a divisional data analysis, identify key themes from the survey & prepare findings for report. Set templates are used & provided. Takes approx. 2 weeks.

5. Report to senior team

Share initial findings in a meeting with leadership team to begin discussion on addressing key themes and issues identified in the survey.

ICU Nursing Turnover at the Royal Free and Barnet Hospital in London

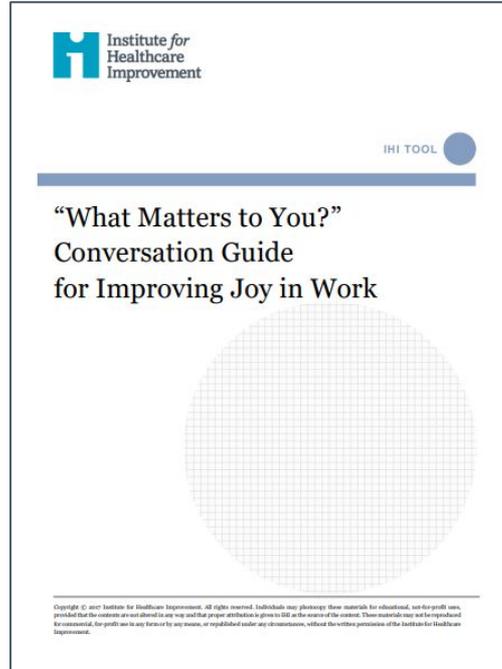


Learning So Far

-  Importance of carrying out this work in multi professional teams
-  Leaders often aware of the issues but don't have evidence and find process helpful
-  Leadership, Teamwork and Resourcing are major themes
-  Area which scores lowest is around staff feeling involved in decision making
-  Approx 50% staff complete the survey in each team
-  Highlights that many good practices pre covid (regular team meetings / teaching sessions) hadn't been restarted.
-  Feedback session (6 on the cycle) is key in engaging staff in the programme and hearing their ideas for improvement
-  Important that all actions are spread within the team and do not all fall to the manager



A Very Helpful Resource



Source: <http://www.ihl.org/resources/Pages/Tools/Joy-in-Work-What-Matters-to-You-Conversation-Guide.aspx> or Google "What Matters to You Conversation Guide"

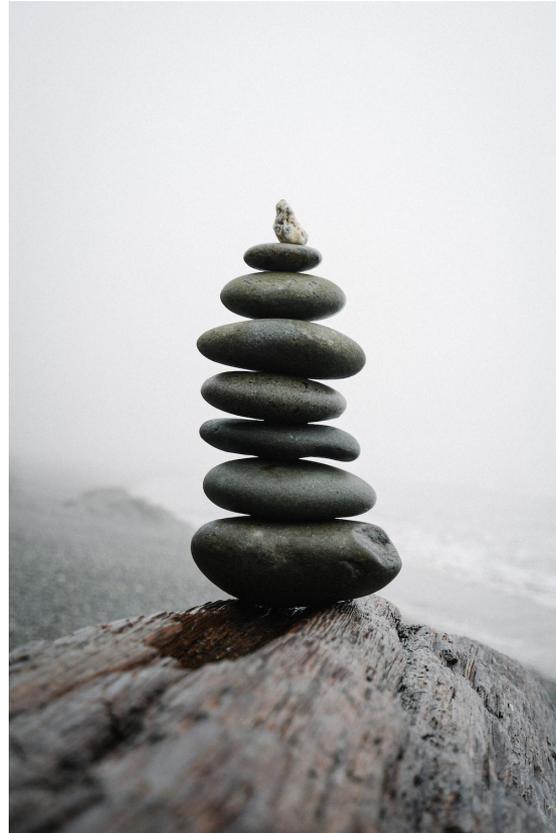


Ask team to share:

- What gets in the way of “what matters”?
- What gets in the way of a good day is . . .
- What frustrates me in my day is . . .
- What pebbles in your shoe get in the way of what matters?

Seek to understand – not immediately fix:

- “Help me understand what that looks like?”
- “What happened yesterday that would be an example of that?”
- “What ideas do you have?”



Physical and Psychological Safety



Physical and Psychological Safety Change Concepts

- Create a just culture that is free from fear (i.e. one that balances a systems approach and individual accountability)
- Destigmatize mental illness
- Promote an environment that supports mental health and wellness of employees
- Strive to create a more equitable workplace
- Work to reduce cognitive overload
- Establish and support a physically safe work environment



Your Psychological PPE

to Promote Mental Health and Well-being



These recommendations are based on a review of published literature and the experience of health systems.
For more information visit <http://www.ihl.org/joy-in-work>

Individual



Take a day off and create space between work and home life



Avoid unnecessary publicity and media coverage about COVID-19



Receive mental health support during and after the crisis



Facilitate opportunities to show gratitude



Reframe negative experiences as positive and reclaim agency

Team Leader



Limit staff time on site/shift



Design clear roles and leadership



Train managers to be aware of key risk factors and monitor for any signs of distress



Make peer support services available to staff



Pair workers together to serve as peer support in a “buddy system”



Leading for Joy

Tempo, touches, teamwork and trust

- Staff meetings and patient/staff stories
- “One Good Thing”
- Grrrrrr list
- Updates and notes
- Pre-hiring and boomerang hires
- Open offices and the candy bowl
- Compassion and WMTY



Ideas for a more vibrant future

- More flexible scheduling
- New roles for nurses
- Development opportunities
- Ask “What matters to you?” to balance home and work
- Pipeline for new nurses
- Need more innovative education models



IHI's Joy in Work Framework: The Victorian Experience



Burnout is a big (and global) issue

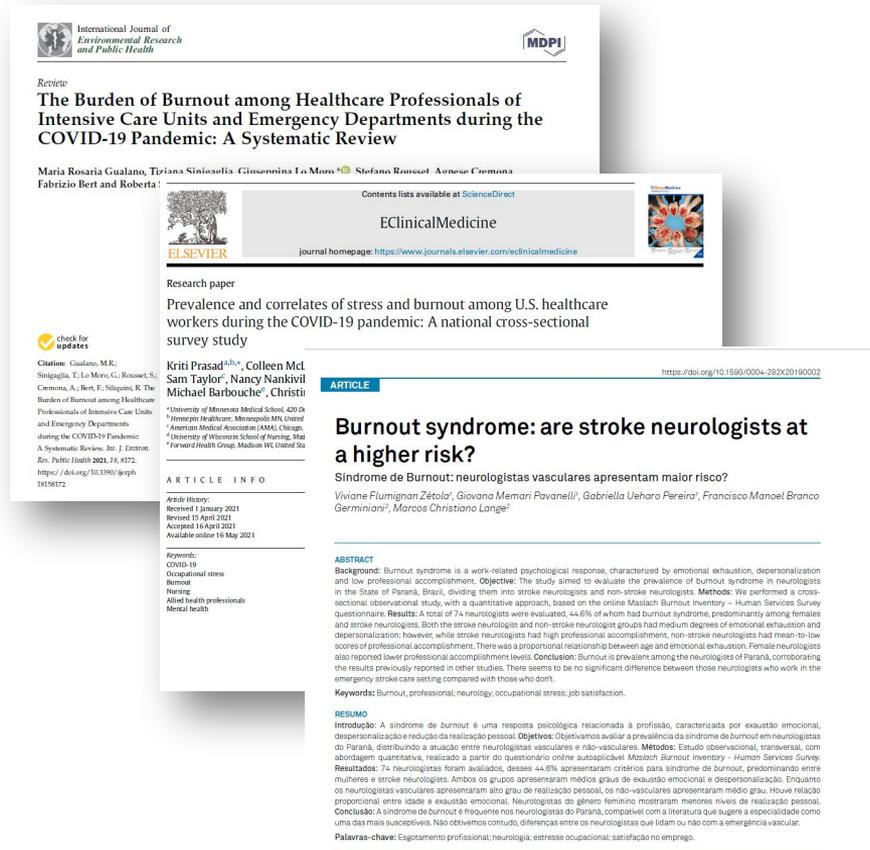
Depletion or emotional exhaustion

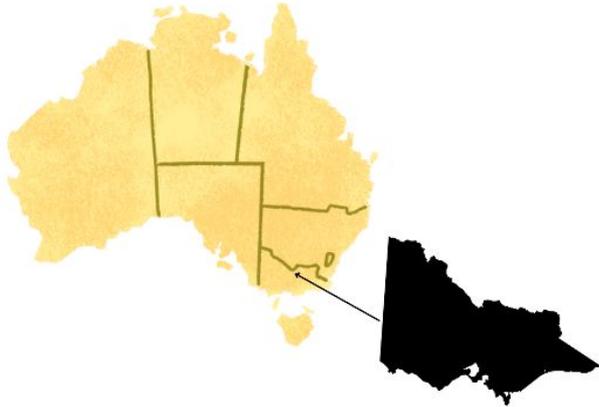
Increased mental distance from one's job or feelings of negativism related to one's job

Reduced feelings of personal accomplishment¹

1. Maslach, C., et al. (2001). Job burnout. *Annu Rev Psychol*, 52, 397-422.

2. Khullar D. (2023) Burnout, Professionalism and the Quality of US Health Care. *JAMA Health Forum* 4(3):e230024





Victoria, Australia¹

- 6.5 million people
- Area of 227, 600 square km
- 4 out of 5 people live in greater Melbourne (capital city)
- 70% of residents were born in Australia

Victorian healthcare services:

- Victoria has over 300 hospitals and health services
- Mix of public and private health services
- Victorian Government is the predominant funder of public hospitals.



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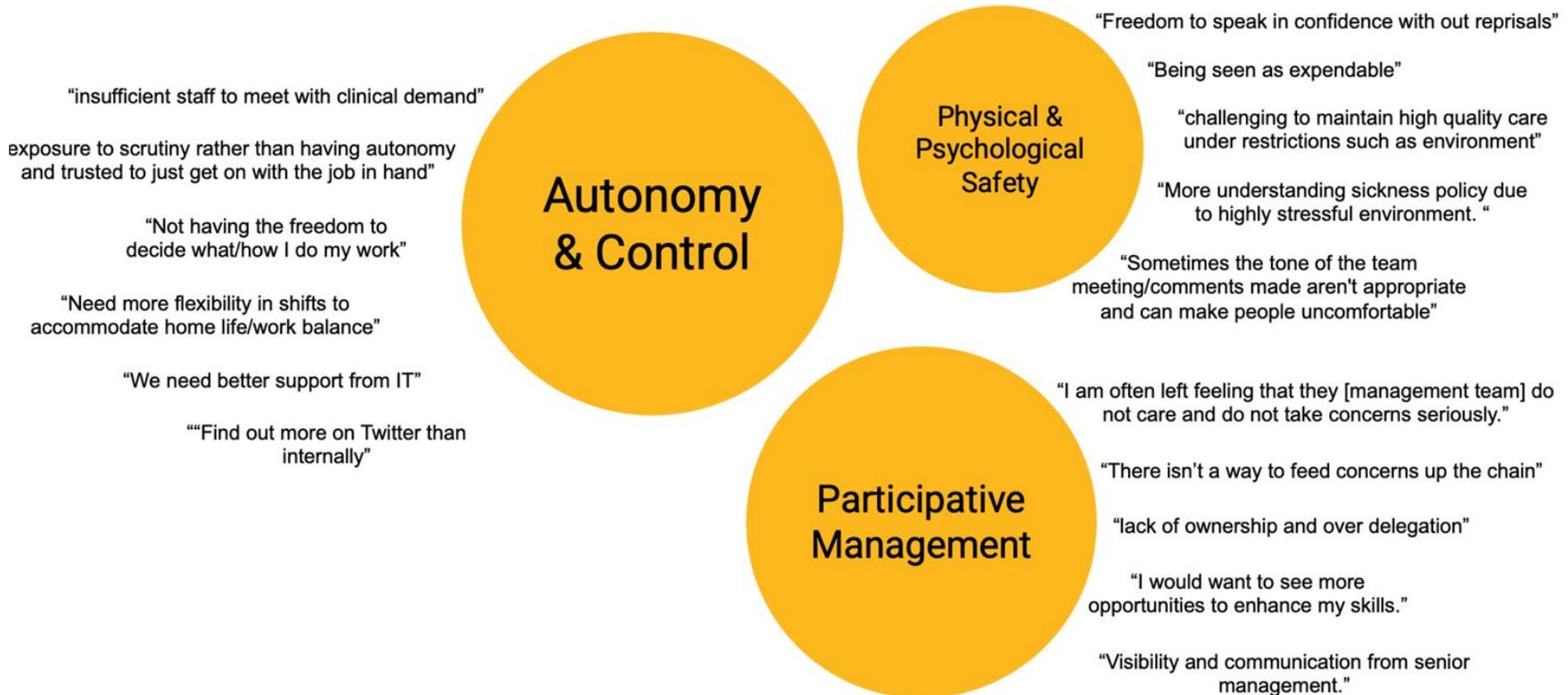
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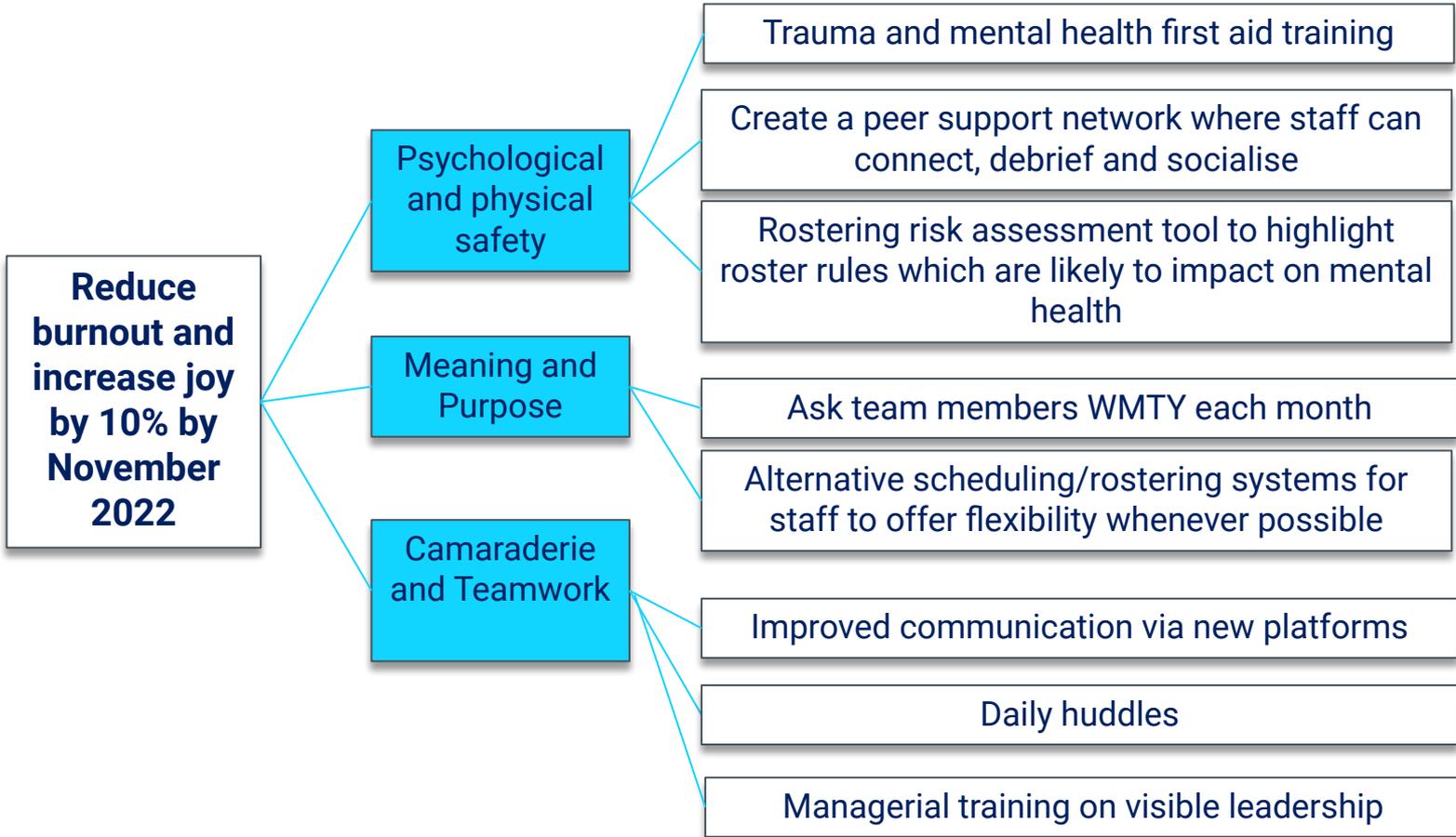
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↑ Organisational performance
↓ Staff burnout



What gets in the way of a good day?





Key Learnings

- Catalyst for cultural shifts
- Permission
- Common vocabulary
- Structure
- Tailor to the local context



Kindness and Compassion



If you want to be
happy, practice
compassion.

~Dalai Lama

Thank You

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