Enjoying Work – Change Ideas from the IHI

Theme	Leadership Behaviours	Change Ideas
Physical and Psychological Safety	• Set boundaries about acceptable behaviour and hold others accountable • Create a blame free and just culture • Acknowledge the limits of current knowledge • Have a willingness to show fallibility and humility • Be accessible, visible, and approachable • View failures as learning opportunities	• Improve group culture by encouraging equality in distribution of conversational turn taking and social sensitivity • Socialise failures into normal part of team dialogues – Start meetings with a failure • Build interdisciplinary teams • Address professionalism concerns through established mechanisms to hear complaints • Offer one-to-one, group, and peer support for adverse events
Establish/Promote Meaning and Purpose	• Put a human face behind every statistic • Share customer or patient stories/case studies • Emphasize the return on investment for these tactics • Focus on who is being served by the work	• Use methods to allow employees to review the mission of the organization and whether or not its lived up to • Remind staff of the "why" and find new ways to say it • Provide regular coaching and recognition of behaviours in service of the organization's mission • Highlight the importance of work in relation to existing goals • Try the "Don't walk past" exercise • Enlist staff participation in vision setting and critical analysis of the mission and goals
Ensure Flexibility and Choice	• Ensure staff can state what matters to them	• Encourage staff to make choices they see fit • Use flexible work arrangements
Participative Leadership	• Support staff through changes • Employ interdisciplinary shared governance model • Seek to understand and address what matters to direct supporting staff	• Involve teams and individuals in identifying the issues as well as creating and implementing the solutions • Enlist the folks with "the loudest voices" who seem to have a stake in improvement

		• Include staff in co-designing goals, strategies, and actions appropriate for the site or program • Use consensus decision making • Include leaders in rounds and discussions at the point of care or service
Build Teamwork	• Employ structured communal listening • Redesign work to ensure everyone is working to the top of their role or licensure • Invite participation	• Hold retreats to have important conversations, highlight linkages between the departments, focus on problems, and begin talking about solutions • Create courses, rounds, groups, programs and time for interdisciplinary interaction • Encourage "walk in each other's shoes" exercises • Organize social events for staff and families • Pair employees and switch pairs frequently to transfer knowledge, build capacity, and familiarize team members with each other and working styles • Use team building exercises to build trust and familiarity
Focus on daily improvements	• Focus on systems that don't work based on "what matters to you conversations" to ensure time, goodwill and energy aren't wasted • Reallocate work to have staff working to the top of their role or license and to the best of their abilities • Lead and teach improvement science so that improvement is part of daily work	• Keep a running list of "pebbles in the shoes" with the status of each: escalated in the organization; improvement in progress; status in the queue. • Construct a feedback loop system where things flow with space to bubble up pain points or new ideas 6 16 • Use daily huddles to monitor improvement efforts • Co-design improvement in partnership with patients and families to find better solutions for everyone • Charter two-person rapid improvement teams • Some dis-satisfiers can simply be eliminated. Just do it. • Visual tracking of successes and failures of interventions • Change things in real time
Encourage Wellness	• Encourage wellness and resiliency in staff so each team member has the tools to better handle stress and turn to healthy coping mechanisms	• Hold wellness retreats • Offer training on self-care • Provide space for meditation and yoga • Employ mindfulness techniques • Encourage team members to reflect on three good things every day

	• Reinforce individual responsibility by embodying core values of respect, civility, transparency, and personal responsibility for wellness	• Build in time for fitness, walking, or diet breaks instead of smoke breaks
Gather and Use Data	• Create measurement systems that show real time and ongoing improvement • Look for existing data in engagement surveys, safety culture surveys, turnover rates, vacancy rates, lost workday injury rates, or burnout scores • Use a comprehensive assessment to identify the unique impediments for each demographic • Chart engagement and burnout regularly	• Put up a "what matters to you" board • Establish what a good day looks like • Track staff good and bad days with tallies or putting marbles in buckets at the end of each day • Encourage team members to keep a personal weekly journal to clarify feelings or emotions and work through stress • Set up regular huddles, workgroups, team meetings and ask team members to share bright spots • Employ (pulse) surveys to gauge team engagement