Institute *for* **Healthcare Improvement**

Joy in Work
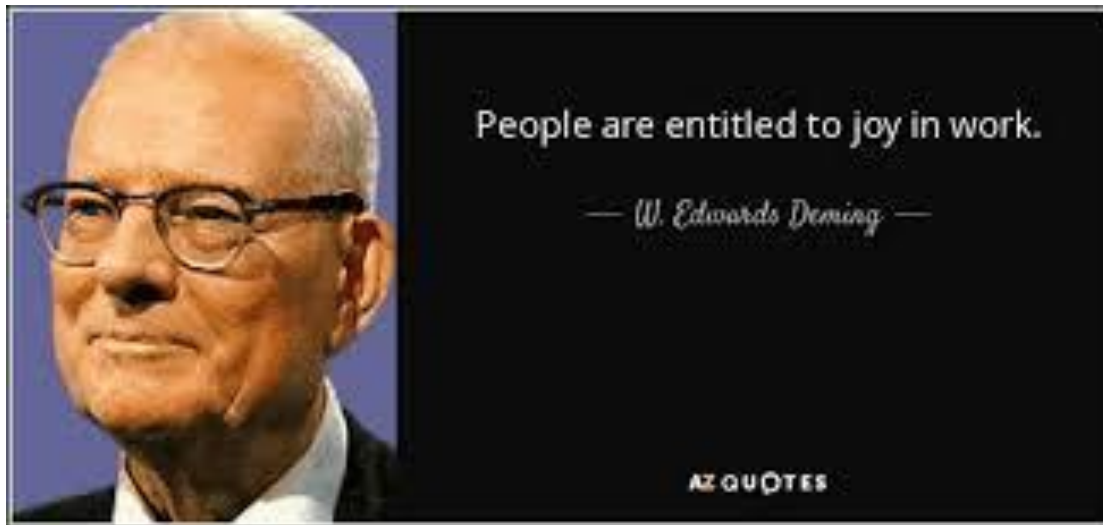
@derekfeeleyIHI

October 2018

Welcome to IHI

*We will improve the lives of **patients**,
the **health** of **communities** and the **joy**
of the health care **workforce.***

What is Joy in Work?

Deming and Joy

People are entitled to joy in work.

— W. Edwards Deming —

AZ QUOTES

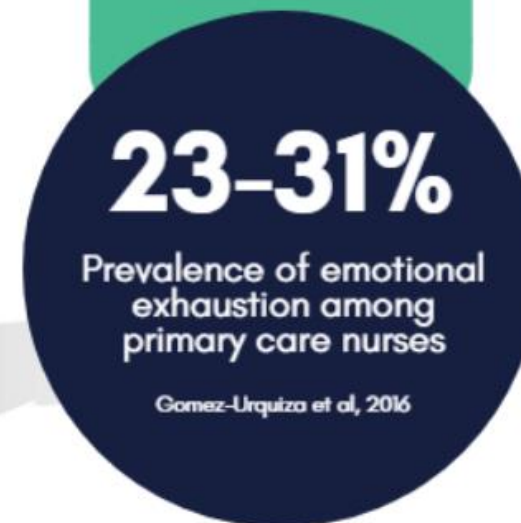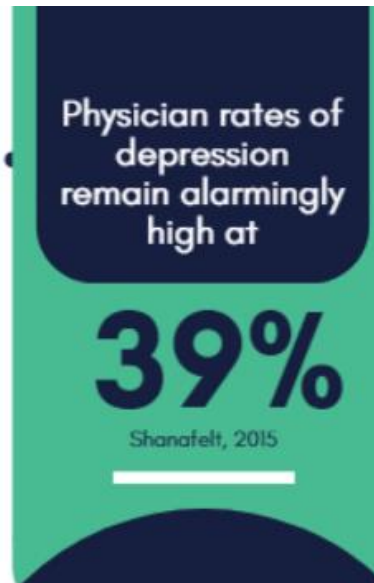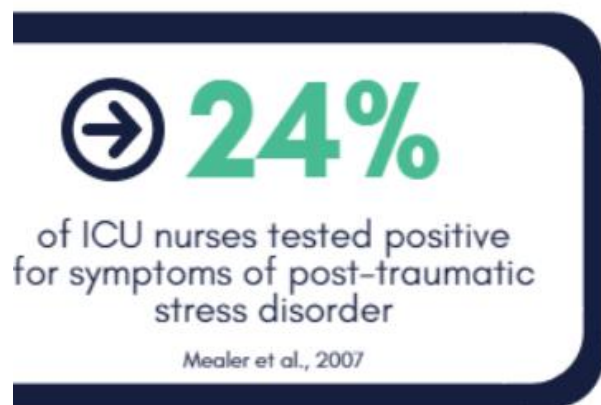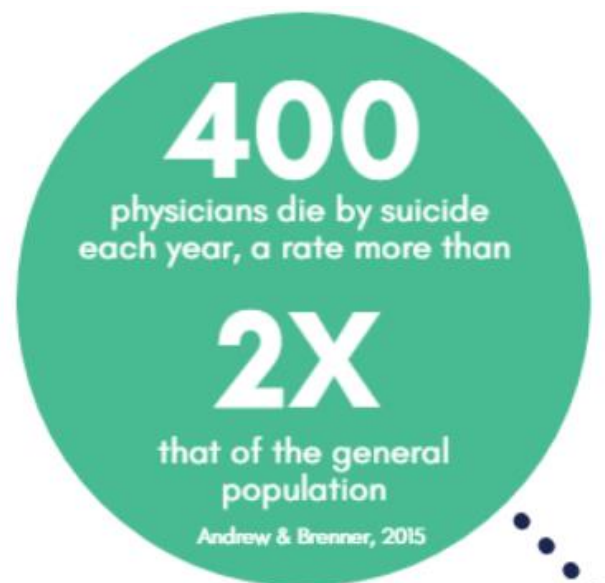*"Management's overall aim should be to create a system in which everybody may take joy in his work."*

– Dr. W. Edwards Deming

The Burning Platform

400 physicians die by suicide each year, a rate more than **2X** that of the general population

Andrew & Brenner, 2015

→ **24%** of ICU nurses tested positive for symptoms of post-traumatic stress disorder

Mealer et al., 2007

Physician rates of depression remain alarmingly high at **39%**

Shanafelt, 2015

23-31% Prevalence of emotional exhaustion among primary care nurses

Gomez-Urquiza et al, 2016

Source: www.nam.edu/perspectives

Joy is more than absence of burnout…

We are coming to understand health not as the absence of disease, but rather as the process by which individuals maintain their sense of coherence (i.e. sense that life is comprehensible, manageable, and meaningful) and ability to function in the face of changes in themselves and their relationships with their environment.

— Aaron Antonovsky —

AZ QUOTES

Sense of Coherence

Comprehensible
Life is structured, predictable and explainable

It makes sense to me

Manageable
Personal and external resources are available

I have what it takes to do this

Meaningful
Fits with sense of self

It's worth it!

Source: Antonovsky, A. (1979) Health, stress, and coping. San Francisco, CA: Jossey-Bass.

The path from burnout to joy?

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

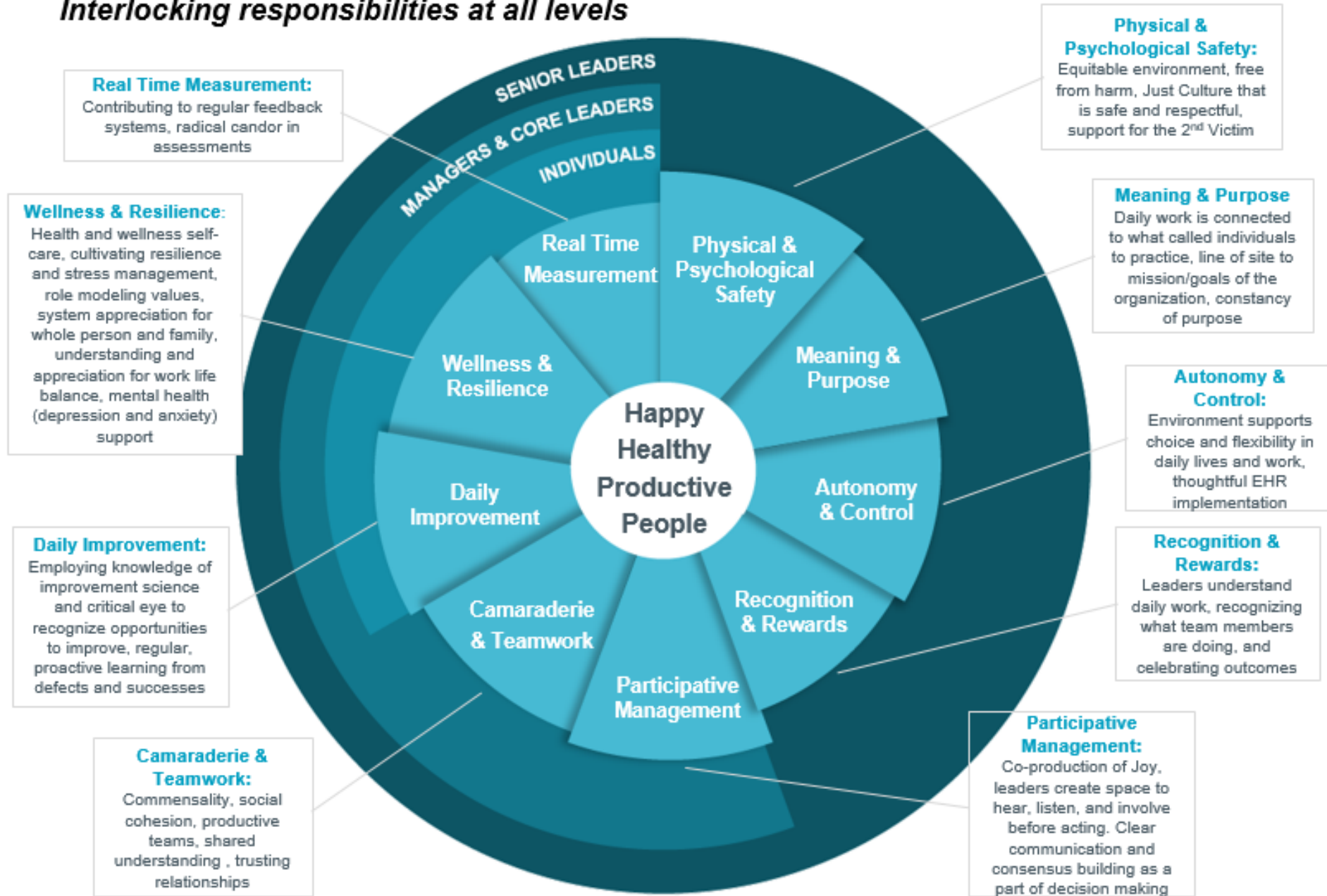**3**. Commit to making *Joy in Work* a shared responsibility at all levels

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

Real Time Measurement:
Contributing to regular feedback systems, radical candor in assessments

Wellness & Resilience:
Health and wellness self-care, cultivating resilience and stress management, role modeling values, system appreciation for whole person and family, understanding and appreciation for work life balance, mental health (depression and anxiety) support

Daily Improvement:
Employing knowledge of improvement science and critical eye to recognize opportunities to improve, regular, proactive learning from defects and successes

Camaraderie & Teamwork:
Commensality, social cohesion, productive teams, shared understanding , trusting relationships

Physical & Psychological Safety:
Equitable environment, free from harm, Just Culture that is safe and respectful, support for the 2nd Victim

Meaning & Purpose
Daily work is connected to what called individuals to practice, line of site to mission/goals of the organization, constancy of purpose

Autonomy & Control:
Environment supports choice and flexibility in daily lives and work, thoughtful EHR implementation

Recognition & Rewards:
Leaders understand daily work, recognizing what team members are doing, and celebrating outcomes

Participative Management:
Co-production of Joy, leaders create space to hear, listen, and involve before acting. Clear communication and consensus building as a part of decision making

SENIOR LEADERS
MANAGERS & CORE LEADERS
INDIVIDUALS

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

New Mental Models Needed

Reshape Improvement Efforts and the Culture

Old Thinking

Salary and benefits are what really matters to staff.

It is up to HR to raise satisfaction.

Joy work means resilience training, wellness programs, and pizza parties

Staff satisfaction leads to lower turnover

New Mental Models

Staff want meaning, purpose, camaraderie, choice, and equity

It is the job of leaders to drive a joyful workforce

AND happier patients and greater productivity

"What Matters to You?" Test of Change

**Nemours/Alfred I. duPont Hospital for Children
Pediatric Intensive Care Unit (PICU):**

Result: Almost 100 responses categorized into key areas for improvement and renewed sense of purpose within staff

"What Matters to You?" Test of Change

Mount Auburn Hospital Labor and Delivery Floor
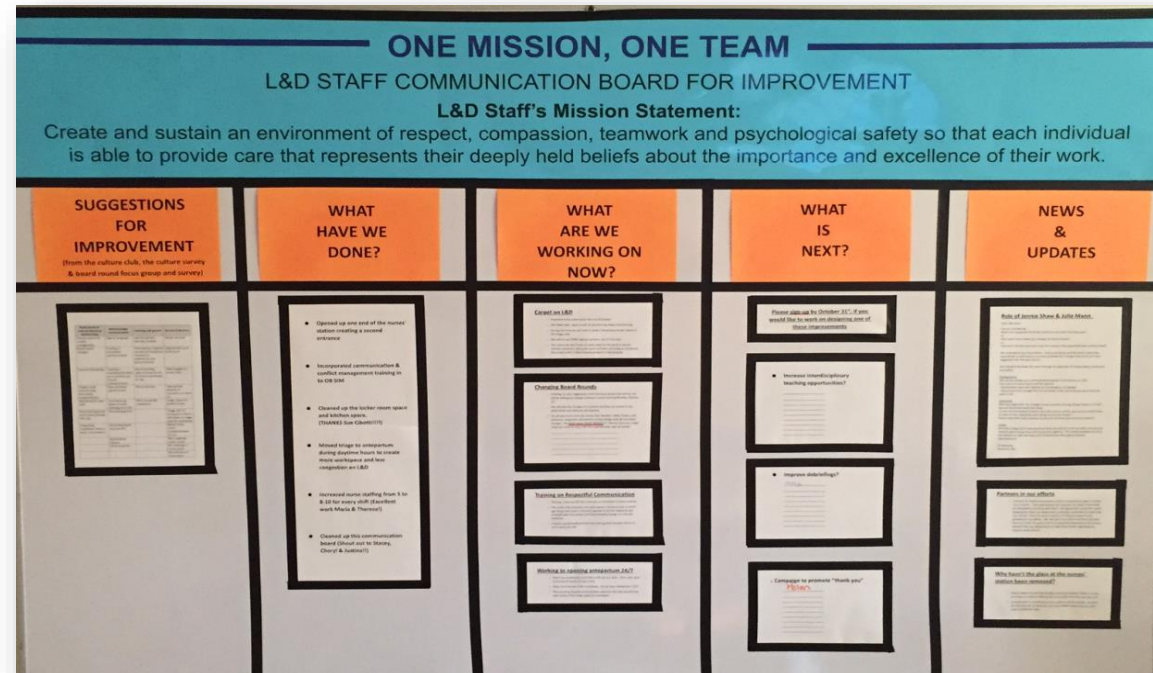
Result: Transparency and a sense of energy around three new improvement projects
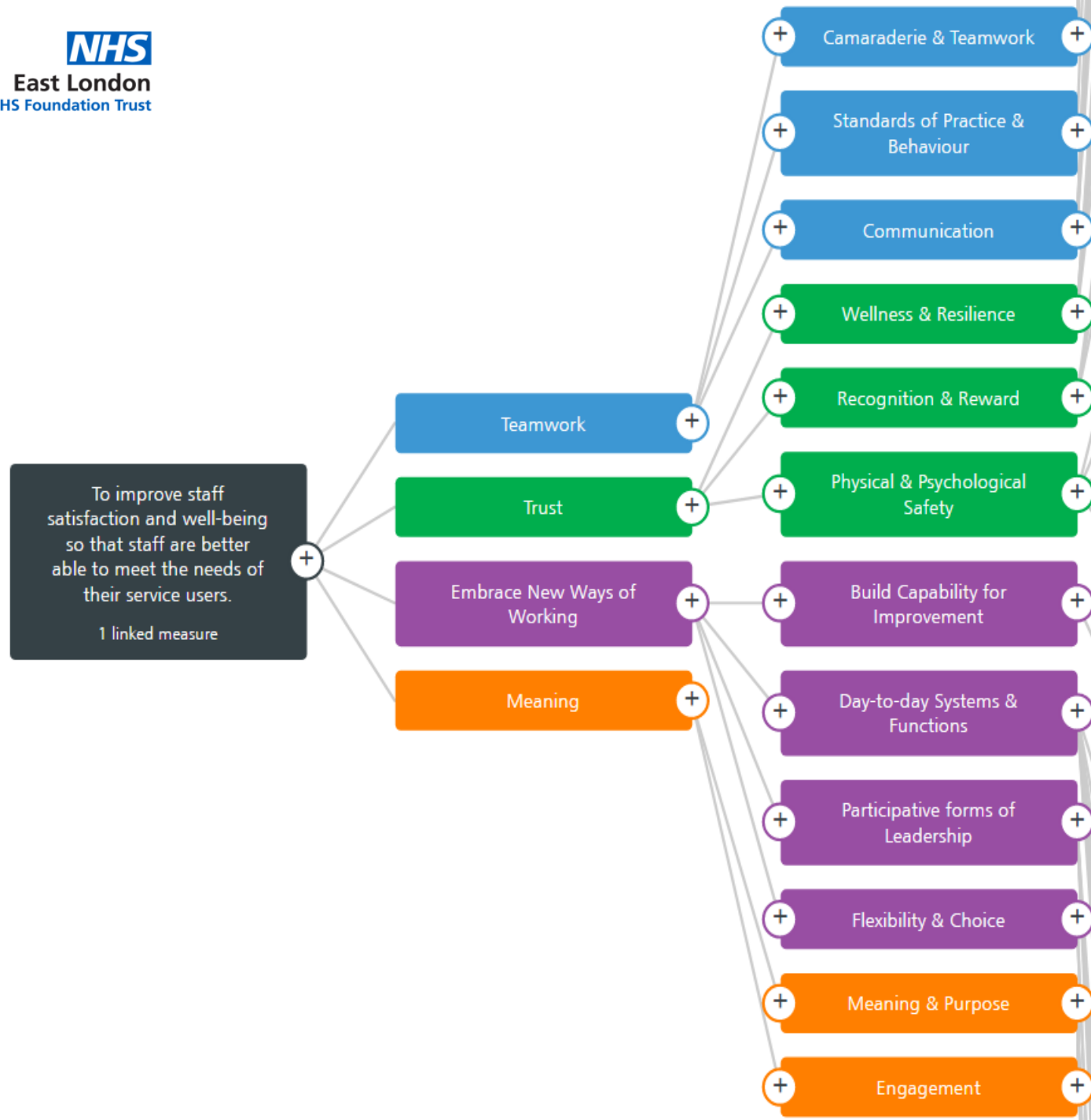
1. To what extent do you agree with the following statement? : "Did you have a good day at work yesterday?"

○ Strongly disagree
○ Disagree
○ Agree
○ Strongly agree

2. Please provide a short explanation for why you have given this response

3. What suggestions do you have to improve your experience at work?

SurveyMonkey®

app.sli.do

QI Team Joy in Work Project
QUESTIONS   POLLS

Live poll   11

Tuesday 14th November

Did you enjoy your day today? (Tuesday 14th November)

● Mostly Yes
○ Mostly No

Describe your reasoning in 5 words or less

Great time with data team

Back   Forward   Home   Bookmarks   Tabs

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QI PROJECT

Have you had a good day at work today?

Mostly Yes   Mostly No
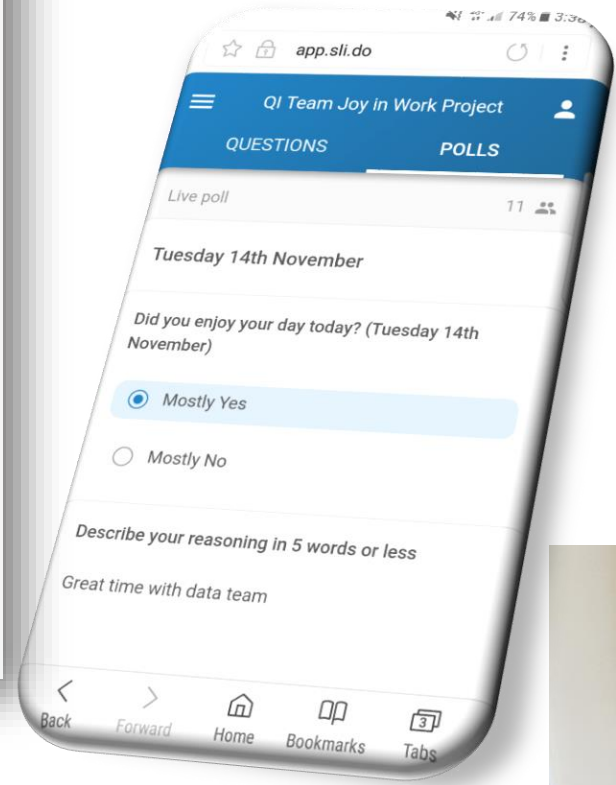
26 July

YOU SAID / WE DID 🙂

* Fans in all rooms
  - Fans have been ordered and should be with us soon
* You asked for the Managers to sign in each morning
  - They all do this now
* The keys on the keyboard in Rm1 faded
  - We put a new keyboard in Rm1
* Need comfy/therapy chairs in Room 101
  - We put x2 bucket chairs in Room101
* New headsets
  - These were ordered and George has them
* New 2nd screens in Admin
  - X3 were supplied
* WHITEBOARD PENS IN THE THERAPY ROOMS
  - We carried out an audit on all rooms and new pens and board rubbers were put into the rooms that needed them and more ordered for back-up

15 Aug

* more comfortable/ better work chairs

Derek has made available new chairs in Room 205.
He has also carried out an assessment of the chairs on the ground floor and will make changes where needed
— Thanks Derek :)

* You asked for a "Chill out" Room

Room 102 is now available to LWS staff only to chill out

18 Oct

YOU SAID / WE DID 🙂

* You asked for the "Chill out" room to be left open.
  - Cleaner will now open in the morning and Admin will lock @ the end of the day
* New board rubbers in all rooms
* Take excess furniture from Room 105 - Derek has done this and added therapy chairs
* x2 bucket chairs in Room 103
* Room 101 take out excess furniture - Derek has done this
* x3 new phones - 1- Nabile, 1- Room 103 + 1- Room 207
* Fans in all ROOMS + DESKS Now

Lessons Learned: Get Ready ✓

- Prepare for "What Matters?" conversations
  - What if they ask for things I can't do?
  - How am I going to fix all of the things they identify?
- Assure leader capacity
  - Time and performance improvement skills
- Identify a senior leader champion
  - Aids when issues are identified beyond local scope
- Including all stakeholders (staff, physicians, and administration) at the beginning makes for an easier adoption of the projects
- Joy (or enjoyment) is local and contextual – "once you've seen one, you"ve seen one"
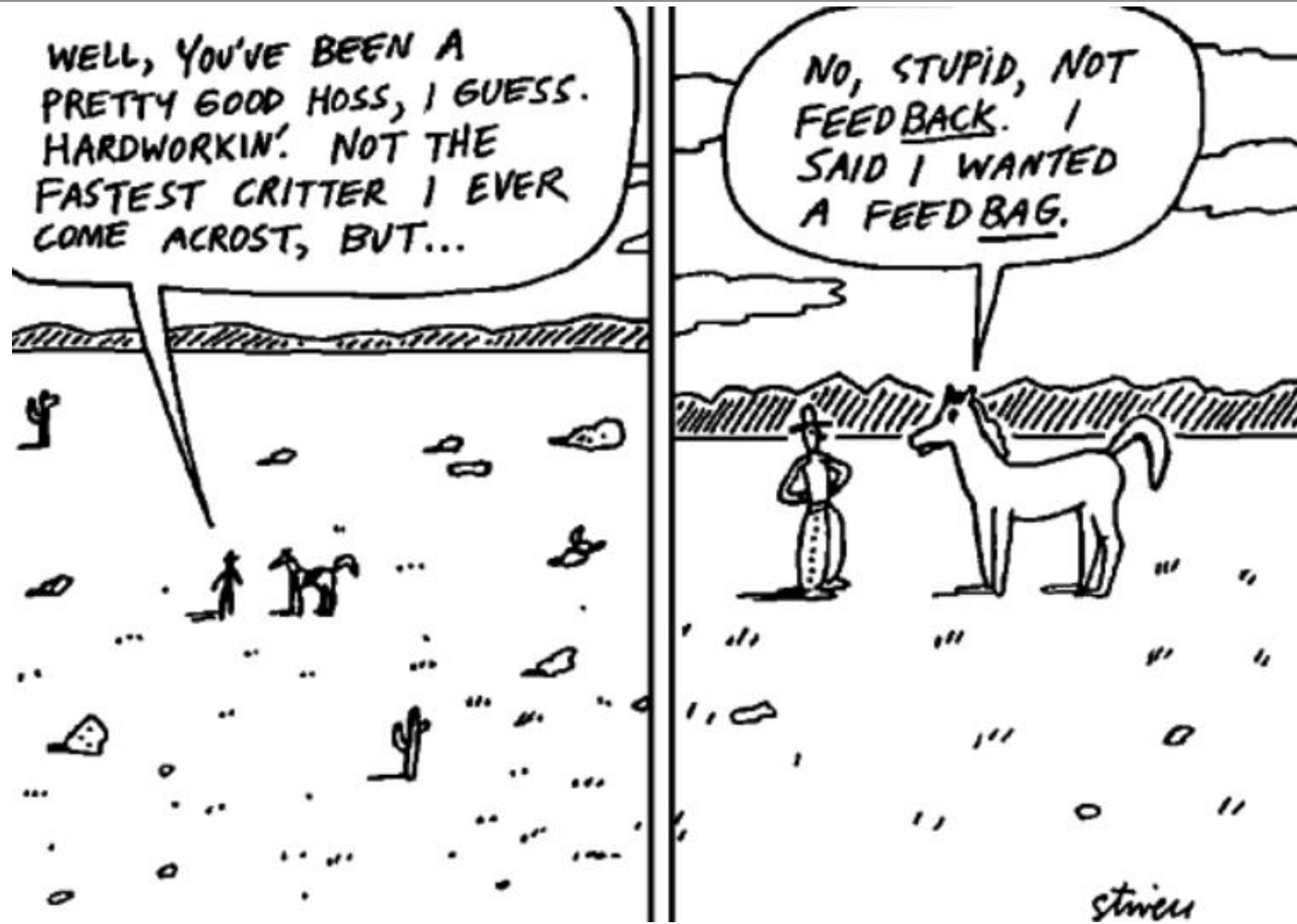
Lessons Learned: Language Matters

- *Joy in Work* may not resonate with everyone – find what works for your organization
- Make sure your word choice is aspirational enough to inspire action

Imperial College Healthcare **NHS** NHS Trust

"The word 'joy' was a barrier but meaningful interactions was well accepted."

Lessons Learned: Measurement

IHI Organizational Diagnostic

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Organizational Assessment of Conditions to Foster Joy in Work

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree	N/A
Organizational Factors						
Joy is an organizational priority.						
We have an understanding of baseline data related to the following measures: turnover, staff satisfaction, rates of employee physical harm.						
Efforts to improve joy are imbedded into ongoing organizational improvement efforts.						
Factors Relating to Physical and Psychological Safety						
Harm: Data of the types and prevalence of physical injuries in the organization, service line/unit, or practice; (for example, push/pulling injuries from helping patient on and off stretchers, slips, trips and falls, physical threats or injuries) are used and acted on regularly.						
Assistive Devices: Systems, assistive equipment or devices, and policies and practices that address workplace injuries are well established.						
Systems to Address Workforce Violence: Staff are prepared to de-escalate and respond to the potential for violence toward staff and other patients.						
Just Culture: When an error or harm occurs, leaders are trained to first examine for problems within the system that allowed the error or harm to occur.						
Safety Surveys and Culture Assessments: Reporting systems and resources for understanding of the safety culture are well established.						
Equity as a Systems Property:						