Enjoying Work
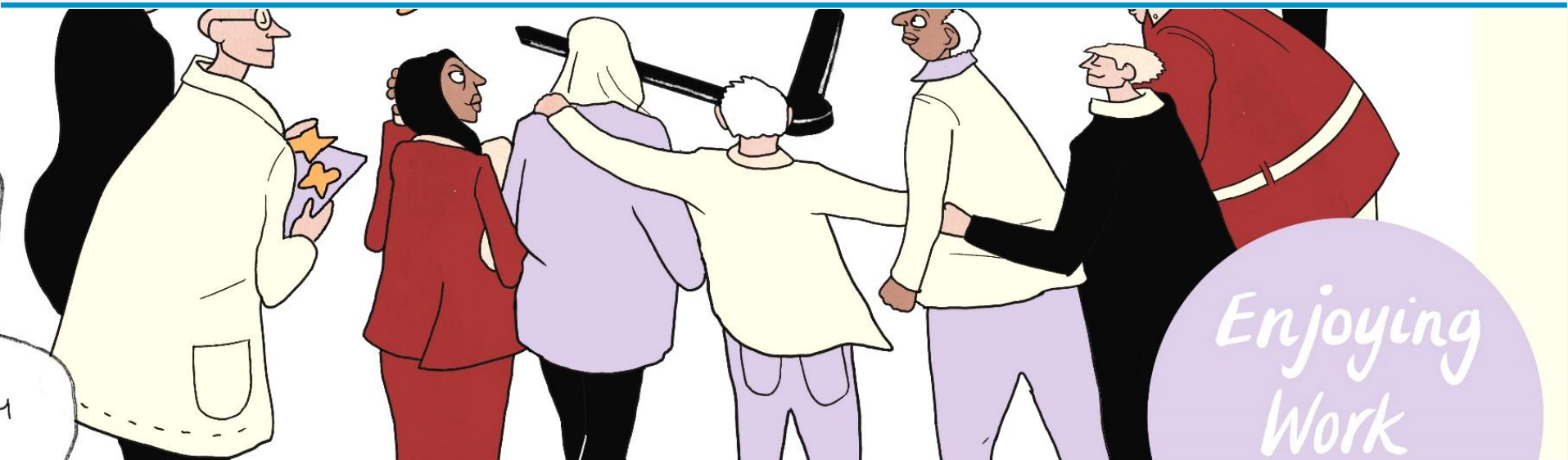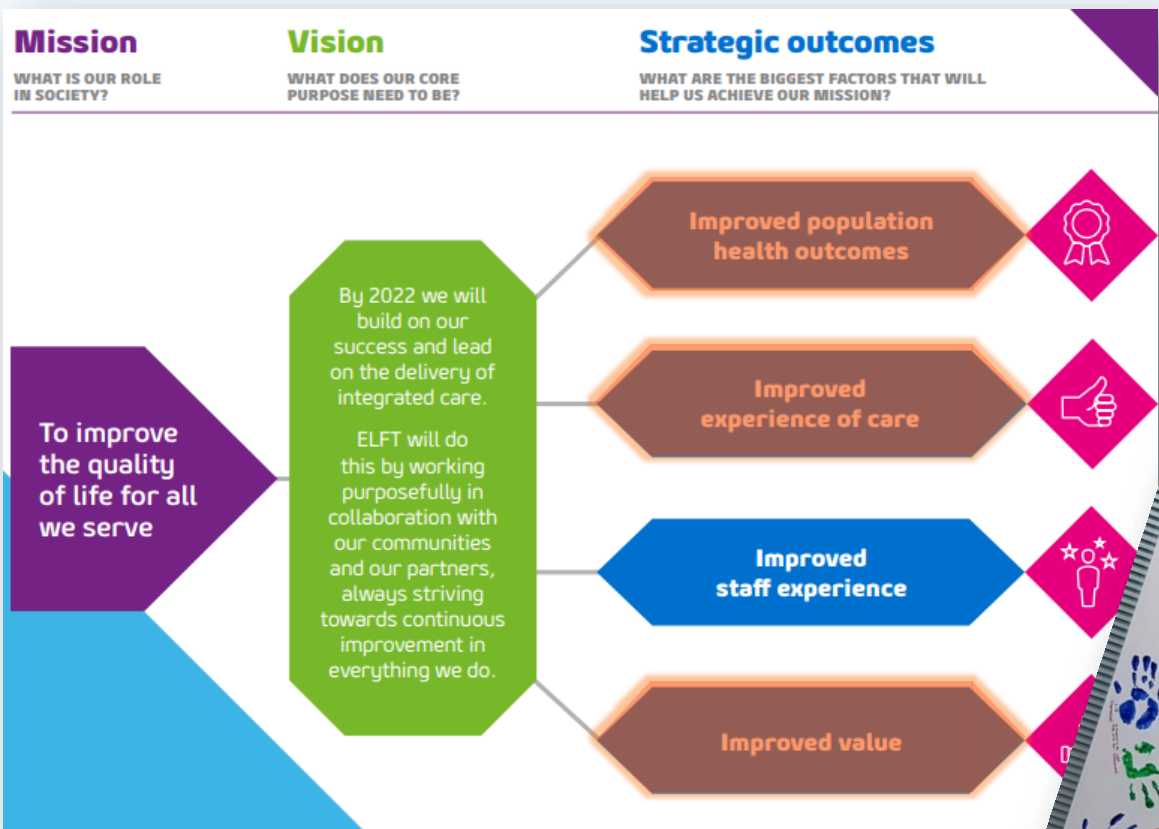## **Learning Collaborative**
Learning Set 1

Quality Improvement Department

Overview of the Learning System

ELFT Strategy

Timeline of Enjoying Work

Health Improvement Alliance Joy in Work initiative

Cohort Two Collaborative Learning System (21 Teams)

Covid19 and the Working Well Handy Guide

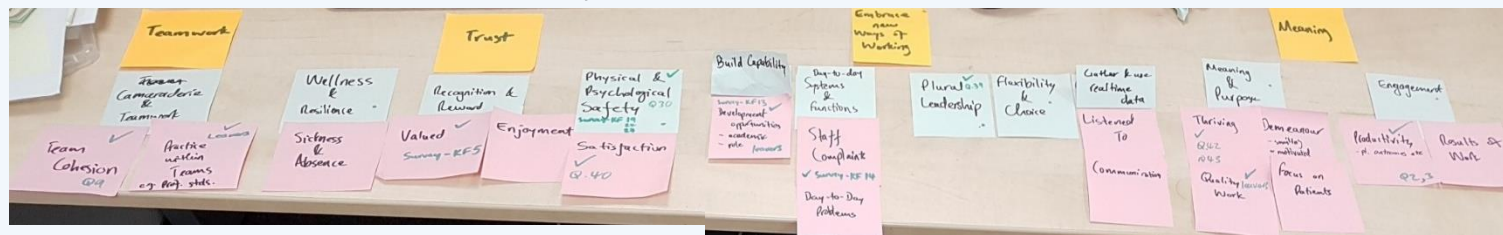| December 2016 | January – June 2017 | March 2017- June 2018 | June 2018 – February 2019 | September 2019-March 2020 | March – July 2020 |

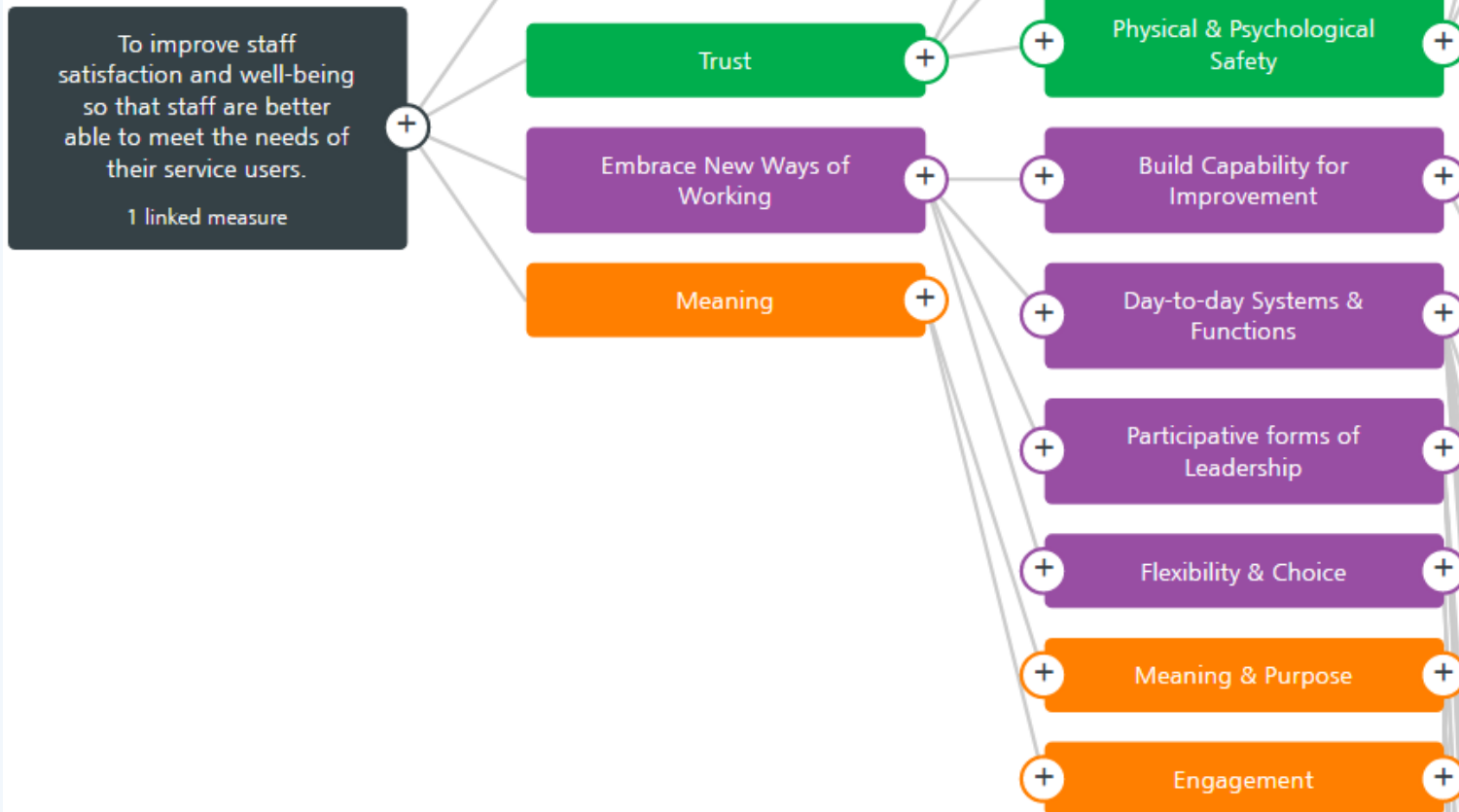Isle of Dogs CMHT and Newham Extended Primary Care team pioneer the work at ELFT

Cohort One Collaborative Learning System (5 teams)

"What matters to you exercise" with the teams and pulse survey with 200 staff
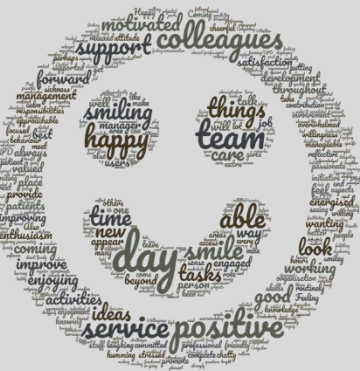
Cohort Three Collaborative Learning System (32 teams)

ELFT Enjoying Work Driver Diagram

How we are doing it

Identification of quality issue → Understanding the problem → Developing a strategy & change ideas → Testing → Implementation & sustaining the gains

Leadership

Storytelling

Support structures

Implementation

Intro Sessions

Learning Set · ACTION PERIOD (APSD) · Learning Set · ACTION PERIOD (APSD) · Learning Set · ACTION PERIOD (APSD) · Celebration event

Discussion Space
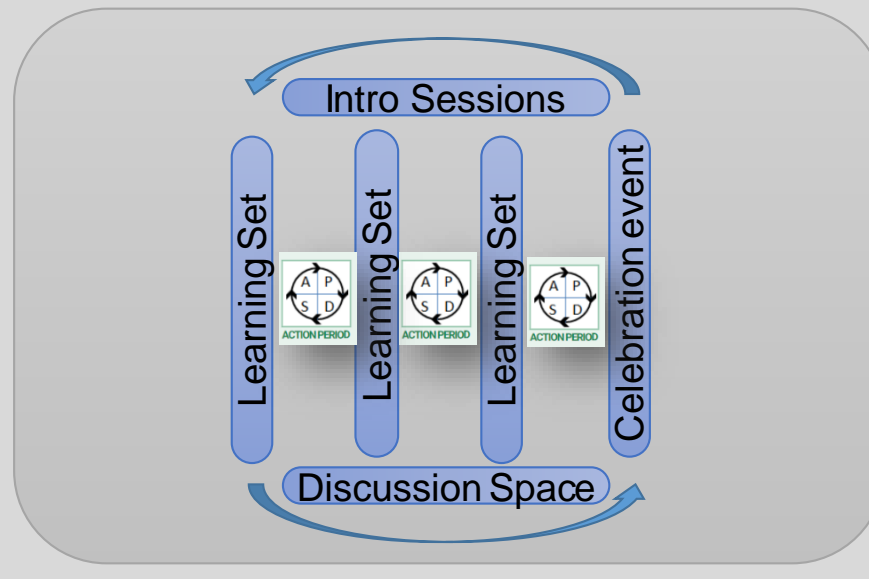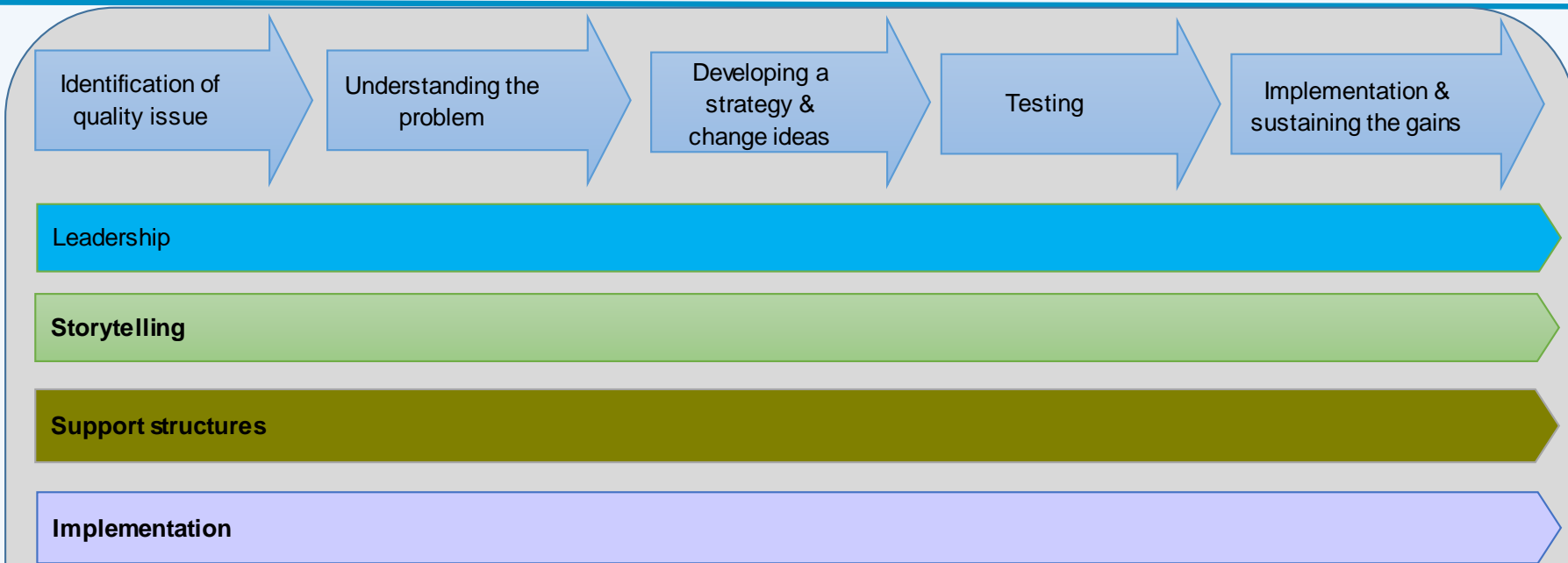
Learning Sets

Structure:

- 2 hours once a month
- Invite up to 3 people from your project team

What to expect:

- **Interactive sessions** using the QI Dept's Working Well Handy Guide
- **Share** experiences and stories
- **Community** of learning
- Accelerate your **learning and testing**
- Some **theory** and testing out t**eam engagement, QI and leadership tools and methods**

Support System

Learning System

Teams across ELFT

Improvement Advisors

Cath Heaney

Nicola Ballingall

Discussion Space

T

Local Support

Sponsor

Coach & People and Culture Business Partner

QI Forum

Launch of Discussion Space

- You are invited to an 'Enjoying Work Community' team on **MS Teams** (details given towards the end of the session today)

- Colleagues can use this to **share resources** and **support** each other

- There will be **lunch time drop-in** sessions with an Improvement Advisor every 10days
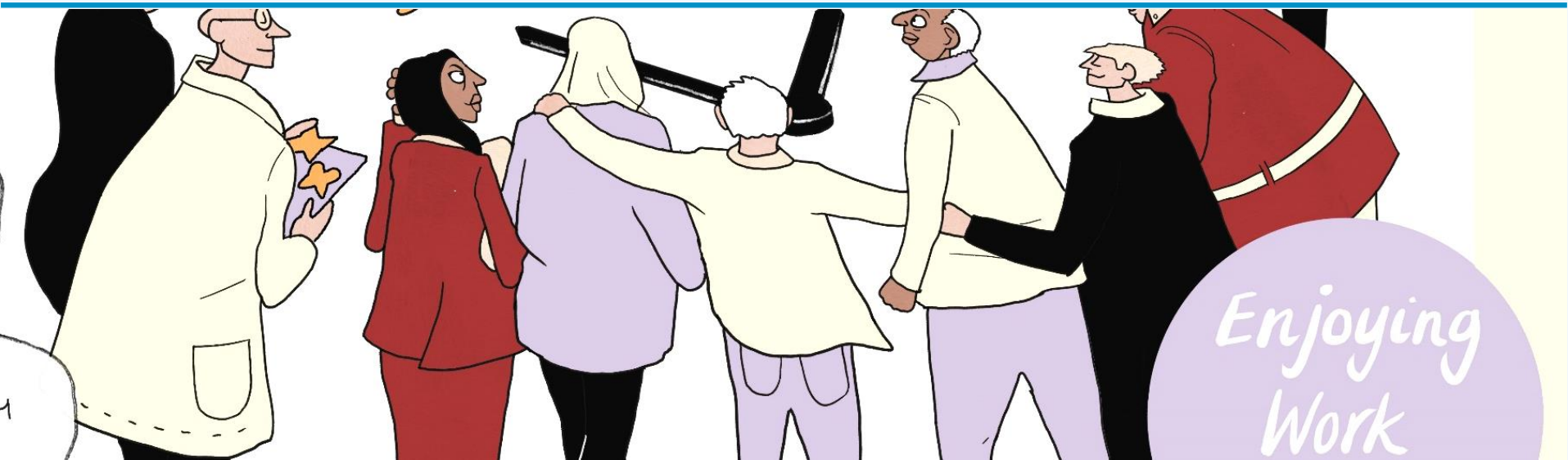
Key Dates

- Learning Set 2: **13th October** 10-12pm

- Learning Set 3: **19th November** 2:30-4:30pm

- Celebration Event: **17th December** 11-1pm

- Learning Set 5: **13th January 2021** 9:30-11:30am

- Learning Set 6: **24th February** 10:30-12:30pm

IHI Framework

Critical Components for Ensuring a Joyful, Engaged Workforce
Interlocking responsibilities at all levels

SENIOR LEADERS

MANAGERS & CORE LEADERS

INDIVIDUALS

Real Time Measurement

Physical & Psychological Safety

Meaning & Purpose

Wellness & Resilience

Happy Healthy Productive People

Autonomy & Control

Daily Improvement

Recognition & Rewards

Camaraderie & Teamwork

Participative Management

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

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Happy Healthy Productive People

Three Good Things

THE CHALLENGE

"THE NEGATIVE **SCREAMS AT YOU**, BUT the **positive** only W H I S P E R S,"

- **Barbara L. Fredrickson**
Kenan Distinguished Professor of Psychology, University of North Carolina

We are hardwired
to remember the
NEGATIVE

THE EXERCISE

Just before sleep, ask yourself:

"What are three things that went well today and what was my role in making them happen?"

You remember best what you've reviewed during your last two wakeful hours.

- For best results, write it down.
- Repeat for 2 weeks to make effects last longer.

Clinical Trials Demonstrate Significant Benefits

LOWER
Burn-out and
Depression

BETTER
Work-Life
Balance
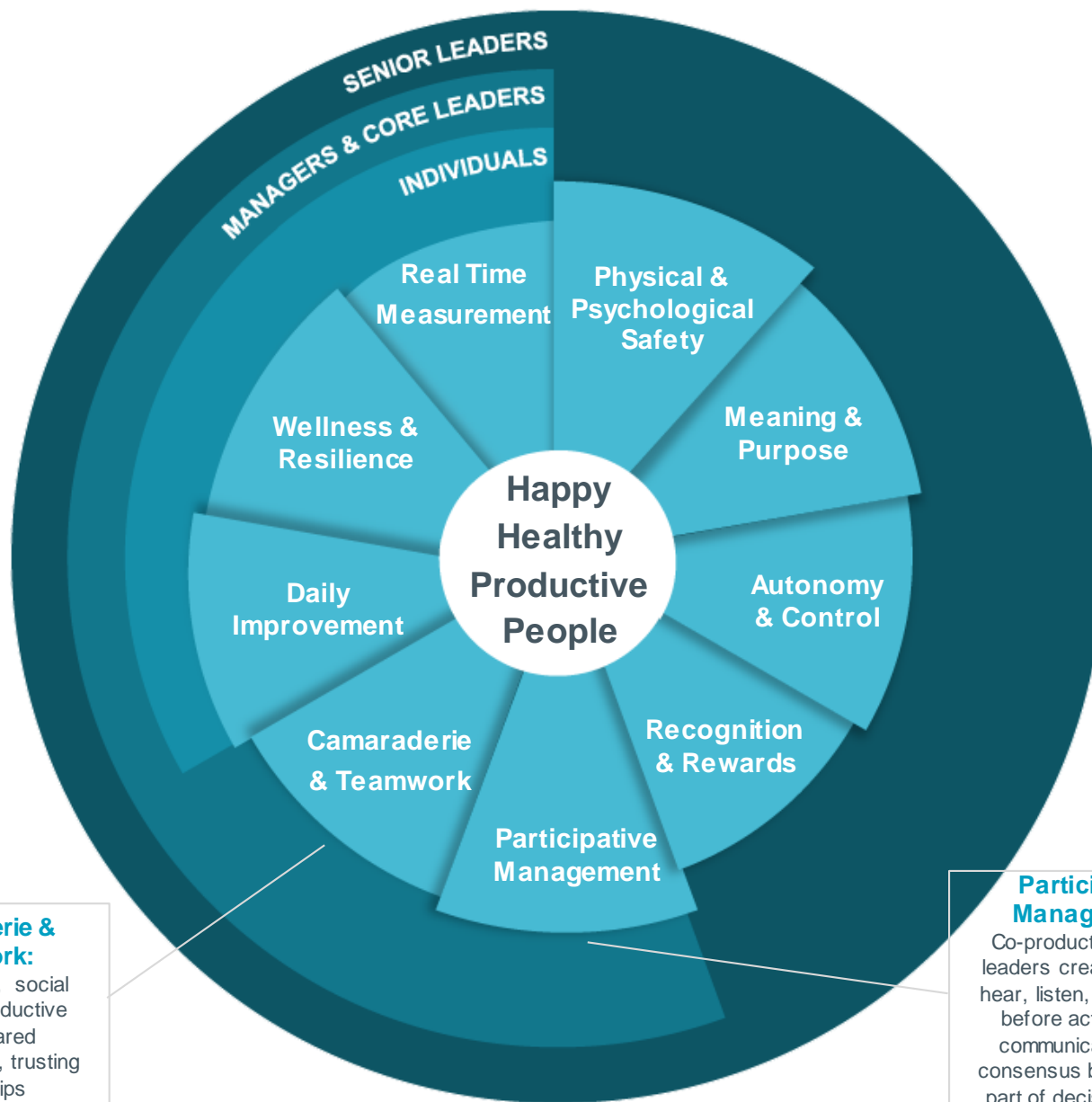
LESS
Conflict
at Work

HIGHER
Levels of
Happiness

IMPROVED
Sleep Quality

Critical Components for Ensuring a Joyful, Engaged Workforce
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Daily Improvement

Autonomy & Control

Camaraderie & Teamwork

Recognition & Rewards

Participative Management

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

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

"mutual trust and friendship among people who spend a lot of time together"

GALLUP®   State of the American Workplace

U.S. EMPLOYEES   WORLD'S BEST ORGANIZATIONS
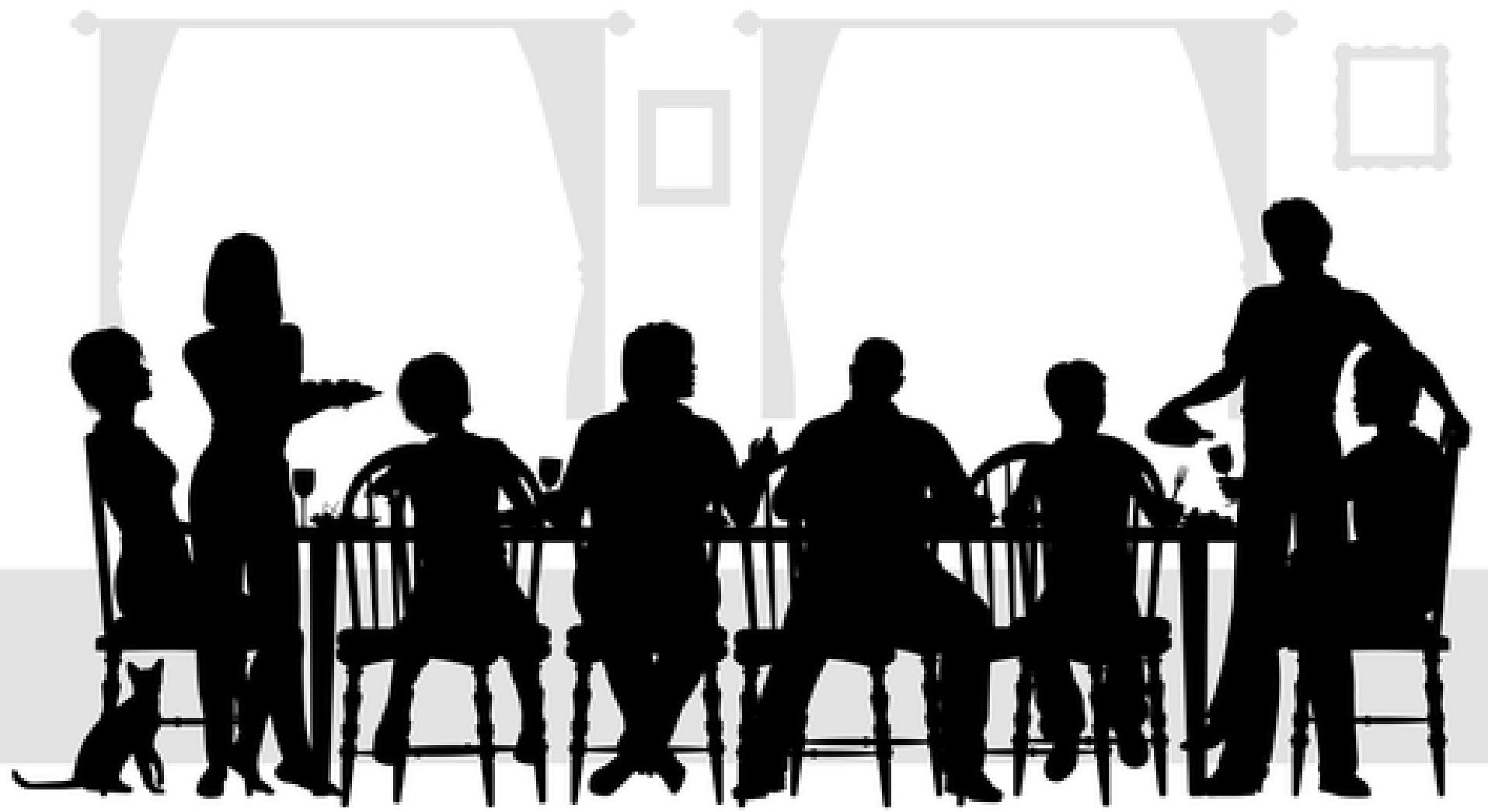
33% vs. 70%

ARE ENGAGED AT WORK

WORKPLACE LOVE

DEVELOPING EFFECTIVE OFFICE CAMARADERIE

Kevin M. Kniffin; Brian Wansink; Carol M. Devine; Jeffery Sobal; Human Performance **2015,** 28, 281–306.

Team vs Group?

Distinguishing factors:
1. Commitment
2. Purpose
3. Relationship

Typically no more than 12 members who:

- Have shared objectives in common
- Need to work together to achieve these objectives
- Have defined roles in the team
- Meet regularly to review performance and to improve

Over to you... how to engage and involve your team!

OUR

Who defines the benefit we're after? Who is going to make it happen and who is it going to affect? All these people need to be involved in designing and delivering change.

+

SHARED

We all have individual values, experiences, beliefs and aspirations. We need to discover where these overlap. What is it we share? We can only find out by talking to each other.

+

PURPOSE

This is the 'WHY' not the 'what' or the 'how' of change. It is where vision, values and goals meet and create energy and commitment.
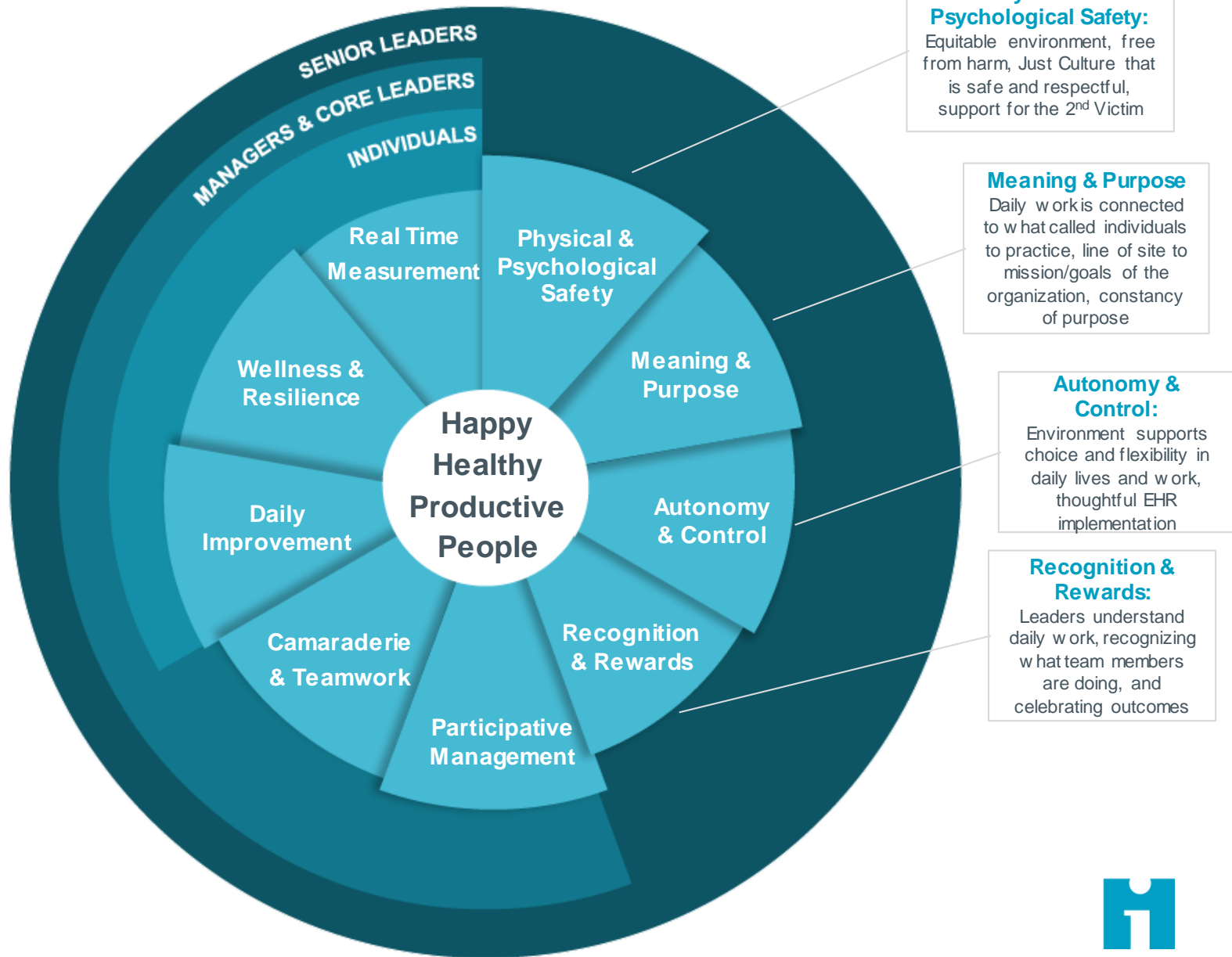
So, what can we do in our team to develop shared purpose?

Reflexivity

Teams are more productive, effective and innovative to the extent that they routinely take time out to reflect upon their objectives, strategies, processes and environments and make changes accordingly.

Schippers, West & Dawson, 2012, *Journal of Management*
Tannembaum & Cerasoli, 2013, *Human Factors*

Critical Components for Ensuring a Joyful, Engaged Workforce
Interlocking responsibilities at all levels

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

SENIOR LEADERS
MANAGERS & CORE LEADERS
INDIVIDUALS

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

Happy Healthy Productive People

What Google Learned From Its Quest to Build the Perfect Team

New research reveals surprising truths about
why some work groups thrive and others falter.

By CHARLES DUHIGG   Illustrations by JAMES GRAHAM

FEB. 25, 2016

Critical Components for Ensuring a Joyful, Engaged Workforce
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Happy Healthy Productive People

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- Meaning & Purpose
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- Recognition & Rewards
- Participative Management
- Camaraderie & Teamwork
- Daily Improvement
- Wellness & Resilience
- Real Time Measurement

http://www.ihi.org/resources/Pages/IHIWhitePapers/Framework-Improving-Joy-in-Work.aspx

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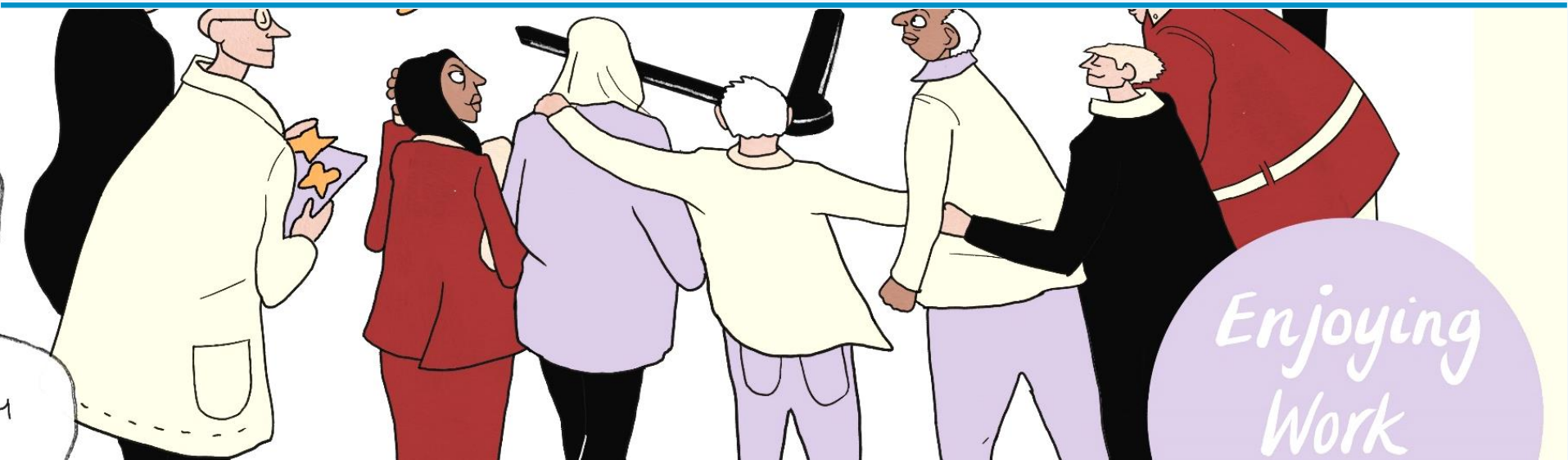
3. Commit to making *Joy in Work* a shared responsibility at all levels

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

1. Ask staff "what matters to you?"

Understanding the Problem

Sequence of Improvement

Identification of quality issue → Understanding the problem → Developing a strategy & change ideas → Testing → Implementation & sustaining the gains

Appreciative Enquiry

Discover

- **What matters to you** when you come to work?
- What was **one memorable 'good' day** at work for you?
- What **components** made it a good day?

Dream

- Using paper sculpture, **create something to represent everyone having a good day** everyday

- Give your creation a **descriptive name**

Dream

- **Show and describe their creation**

Design

- What would we **need to do differently** to achieve this?
- Put your ideas in the chat box

Delivery

- Think about how you could **run an Appreciative Enquiry** by the next learn set on 13th October

- **Plan the 'who, what, where, when and how'** of:
  - communications
  - tasks
  - follow-up
  - completion
  - feedback to team
  - recording.
  How could you run it **virtually** if needed?

- You can use **this resource** from our microsite

Delivery

- **Test different ways of understanding the problem** using the plan, do, study, act cycle

Other Tools

- There are a range of other QI tools that can **help you understand the problem**, such as:
  - 5 whys
  - fishbone diagrams
  - Maslow's hierarchy of needs
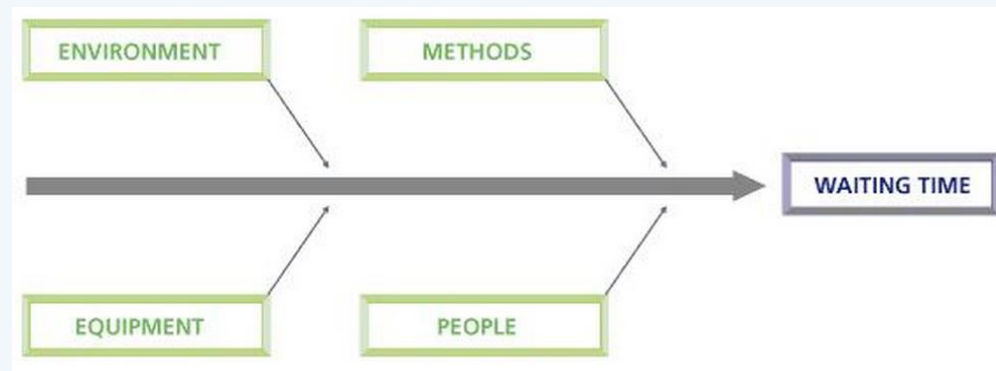
- For more information on how to use these, ask your **QI coach** and take a look at the 'QI Toolbox' on our **microsite**
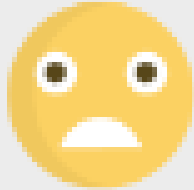
Measurement

Measurement for Testing

Share your thoughts in the chat box.

- **Why do we measure** in QI?
- **What would you like to measure** for your project? How **frequently**?

Have you had a good day?

MOSTLY YES

MOSTLY NO

Data collection

Type of Measure	Example
Subjective Regular Measure	Good Day Measure
Objective Periodic Measure	Pulse Survey, MS Forms
Storytelling	Appreciative Inquiry, blogs, Twitter
Process Measure	Project health Self-assessment

Top Tips for Measurement

- **Get to testing** as soon as possible
- Test the **quick wins**
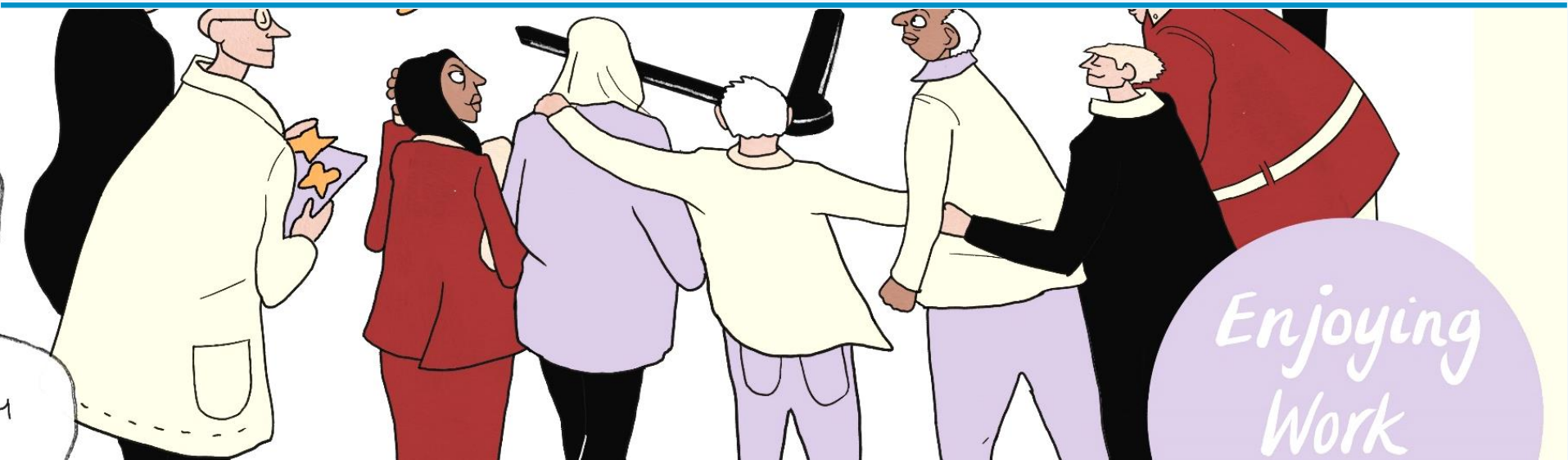- Complete the **feedback loop**
- Make it **visual and visible**

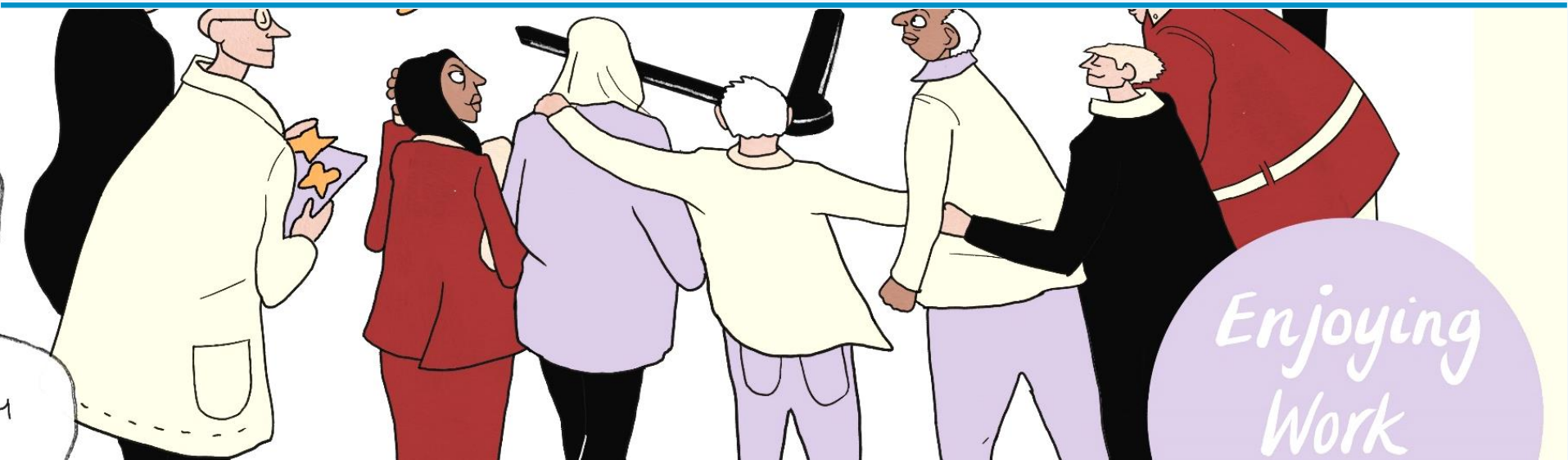# Planning Baseline Data Collection

- **How will you collect** baseline data by 13th October?

- Use the handout to **plan the 'who, what, where, when and how'** of:
  - communications
  - tasks
  - follow-up
  - completion
  - feedback to team
  - recording
  - planning tests for quick wins
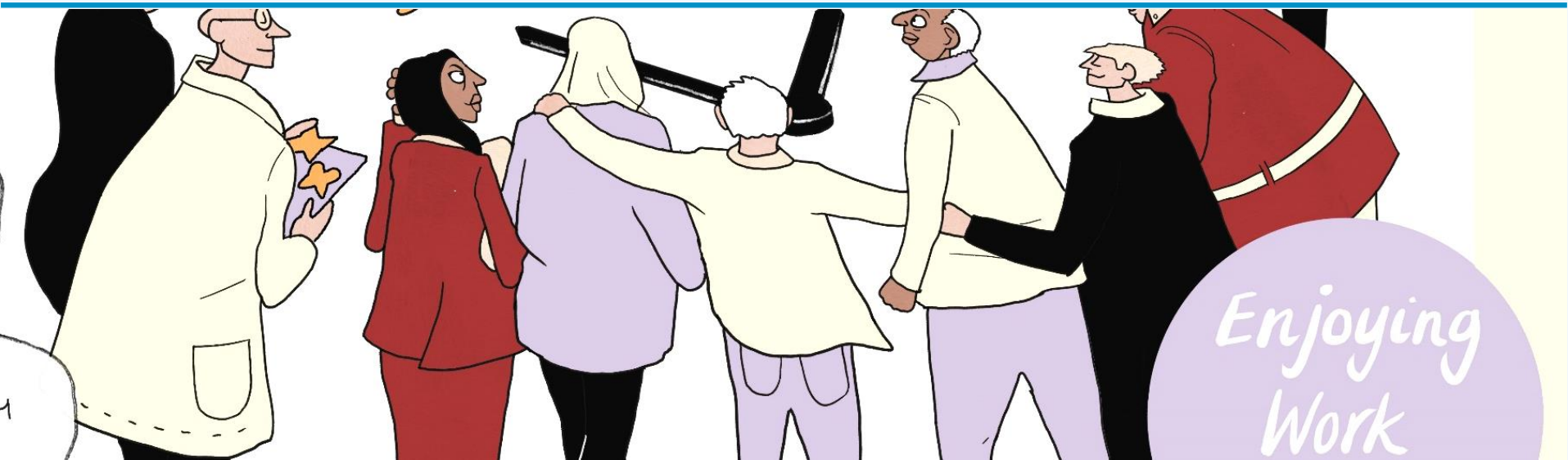
Self-assessment

Discussion Space

How to join the Discussion Space

- We will now do a quick demo on how to join the Discussion Space on MS Teams

- Code to join: **"asc8lus"**

Action Period Work

Action Period Work

1) Test out a way of **understanding the problem**, eg. appreciative enquiry or Maslow's hierarchy of needs

2) Start collecting **baseline data**

3) **Test** a 'quick win'

4) **Tell your project story** within your service

5) Let us know if we can **follow your journey**

Quality Improvement Department
East London NHS Foundation Trust
4th Floor 9 Alie Street
London
E1 8DE
020 7655 4200
✉ elft.QI@nhs.net
🐦 @ELFT_QI