IHI Expedition

Build Joy in Work and Prevent Burnout

Session 2: From the Top – Igniting Passion and Purpose: Key Changes that Raise Joy in Work

April 12, 2016
Begins at 1:00pm EST

These presenters have nothing to disclose

George Kerwin, CEO
Barbara Balik, RN
Andrea Kabcenell, RN
Today’s Host

Julie Landsman is a Project Coordinator with the Institute for Healthcare Improvement. She works with the Building Capability Group coordinating web-based offerings, as well as with the IHI Open School on video resources and course development. Julie graduated from Northeastern University in Boston, MA where she received a Bachelor of Arts Degree in Sociology with a focus in International Affairs.
Audio Broadcast

You will see a box in the top left hand corner labeled “Audio broadcast.” If you are able to listen to the program using the speakers on your computer, you have connected successfully.
To join by phone:

1) Click on the “Participants” and “Chat” icons in the top right hand side of your screen.
2) Click the button on the right hand side of the screen.
3) A pop-up box will appear with the option “I will call in.” Click that option.
4) Please dial the phone number, the event number and your attendee ID to connect correctly.
WebEx Quick Reference

• Please use chat to "All Participants" for questions

• For technology issues only, please chat to "Host"
Expedition Objectives

At the conclusion of this Expedition, participants will be able to:

• Document the engagement of their staff or identify current engagement data.
• Describe the key leadership behaviors that raise staff engagement.
• Identify the key changes in the system of staff engagement.
• Institute or expand at least one intervention to assure staff feel psychologically and physically safe.
Schedule of Calls

Session 1 – What is Staff Joy and Engagement? – The wind in your sails
Date: Tuesday, March 29, 2016, 1:00PM – 2:00PM Eastern Time

Session 2 – From the Top – Igniting Passion and Purpose: Key changes that raise joy in work
Date: Tuesday, April 12, 2016, 1:00PM – 2:00PM Eastern Time

Session 3 – Stop Wasting My Time – I have important work to do
Date: Tuesday, April 26, 2016, 1:00PM – 2:00PM Eastern Time

Session 4 – My Leader Cares About Me and What I Do
Date: Tuesday, May 10, 2016, 1:00PM – 2:00PM Eastern Time
Today’s Objectives

- Describe what the most effective leaders know and do to engage staff and reduce burnout
- Select at least one leadership behavior to learn about and test in the coming weeks
- Plan and test an opportunity to learn what could quickly engage staff to reduce work inefficiencies
Today’s Agenda

- Action Period Assignment
- How Leaders Nurture Joy in Work
  - Joy in Work Framework – Steps 1 and 2
- Lessons from the Field – High Performance Culture Model
- Action Period Assignments
Expedition Faculty

Barbara Balik, RN
Principal Co-Founder, Aefina Partners

George Kerwin, FACHE
President and CEO, Bellin Health
#1 Action Period Assignment

- Confirm site/team; have conversations about the Expedition
- Identify partners – who do you need on the journey?
- Review data; what does it tell you?
- Volunteers to share learning from test at next session
Chat – What did you learn?

- What surveys do you use?
  - Does anyone use Maslach Burnout Survey?
- How often do you get data?
- What surprised you about the data?
  - Highs – Lows?
- What observations do you have about the data?
From the Top

*Igniting Passion and Purpose: Key Changes that Raise Joy in Work*
Steps to Joy in Work

1. Ask team members “what matters to you?”

2. Address unique local impediments to joy

3. Commit to shared responsibility at all levels

4. Use systematic approaches to improve joy

**Outcome:**
- ↑ Patient experience
- ↑ Organizational performance
- ↓ Staff burnout
How Leaders Nurture Joy in Work

- Are you doing To, For, or With?
- Link Joy in Work to mission and strategy
- Can each person answer yes to these questions every day?
  - Am I treated with dignity and respect by everyone?
  - Do I have what I need so I can make a contribution that gives meaning to my life?
  - Am I recognized and thanked for what I do?

  *Through the Eyes of the Workforce: Creating Joy, Meaning, and Safer Health Care (NPSF)*
Step #1: What Matters to You?

- Understand and identify (through eyes of team) opportunities to improve (participative management)
  - Leaders show genuine interest in wellbeing of team members
  - Understand what brings joy and what impedes it
    - When we are at our best – what does it look like?
    - What gets in the way of being our best?
    - or
    - What makes a good day?
    - What limits a good day?
- Identify unique local and organizational opportunities
- A place to start to improve both work life and patient care
Step #2: Address impediments

- Address systems that sap joy (Process Improvement)
  - Together: See the impediments, analyze, devise solutions
- Meets five social and psychological needs required for people to flourish
  - Physical and psychological safety
    - Physical = free from harm
    - Psychological = feel secure and capable of changing
  - Meaning and purpose in their work
  - Some choice and control over their time
  - Camaraderie with others at work
  - Work life is fair and equitable
Bellin Health: Creating Engagement & Joy in our Work

George Kerwin
President/CEO
High Performance Culture Model

**Shape Culture**

**Key Drivers**
- Leadership Development
- Professional/Personal Development
- Quality Improvement
- Organizational (Strategic) Learning
- Strategy Execution
- Wage, Benefit and HR Related Policies
- Reward/Recognition
- Recruitment & Acclimation to the Culture *Preceptor/Mentor
- Evaluation Methods *Individual Scorecards *Performance Feedback
- Future Sustainability

**People Platforms**
- Leadership Development
- Promotes a Culture of Safety
- Pride in Organization
- High Engagement
- Innovative Thinking
- Individual Professional Growth
- Highly Empowered
- Contributes to Strategy
- Act Like You’re an Owner - Stewardship
- Highly Productive Performance
- Positive Interdisciplinary Relationships
- Individual Accountability
- Creates Patient Satisfaction
- High Quality Work Performance
- High Personal Satisfaction
- Effective Leadership
- Healthy Lifestyle
- Champions Mission Vision Values
- Effective Communications

**Scorecard High Performance Culture**
- Retention
- Engagement
- Employee Health & Safety
- Performance

**Individual Attributes of High Performance Culture**
- Pride in Organization
- High Engagement
- Innovative Thinking
- Individual Professional Growth
- Highly Empowered
- Contributes to Strategy
- Act Like You’re an Owner - Stewardship
- Highly Productive Performance
- Positive Interdisciplinary Relationships
- Individual Accountability
- Creates Patient Satisfaction
- High Quality Work Performance
- High Personal Satisfaction
- Effective Leadership
- Healthy Lifestyle
- Champions Mission Vision Values
- Effective Communications
High Performance Culture Measures
Employee Retention Rates
Pulse Survey Results

Bellin Health System
Employee Engagement

2007 Actual = 68%
2008 Actual = 70%
2009 Actual = 80%
2010 Actual = 82%
2011 Actual = 82%
2012 Actual = 82%
2013 Actual = 81%
2014 Actual = 84%
2015 Actual = 84.1%
2016 Goal = 84.5%
Employee Health & Safety

Work Comp MOD Factor

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Employee Performance Feedback & Development

High Engagement/Low Performance

High Performance/High Engagement

Low Engagement/Low Performance

Low Engagement/High Performance
Specific Examples in place:

SYSTEM LEVEL

- VIP – expectation of all leaders to nominate & encourage staff to as well
- Pulse Survey – all leaders review with staff prior to survey to be sure they understand importance of participation as well as what the questions mean to gain more meaningful feedback
- Employee Performance & Development Process – quarterly meetings to keep employee & leader connect to each other & their priorities
- Corporate Challenge
- Star Awards
- Anniversary Recognition in Mid-Week Update
Specific Examples in place:

SYSTEM LEVEL (cont’d)

- Shopko gift card given in increments of 5-10-15-20, etc.
- Reward & Recognition Closet for spontaneous gifting
- Reward & Recognition discounts on Julius (Noah’s Ark, 6 Flags, occasional shopping/theatre trips to Chicago)
- Employee Discounts on Julius
- Health System Week activities, discounts & gift
- Holiday activities & gift
- Children’s Holiday Party
- 120-day System Wide Strategy Update
Specific Examples in place:

NURSING

- Nursing Advancement Program – celebrates success of individual nurses
- Nurse Residency Program
- Bush Excellence in Nursing Award
- Daisy Award – monthly recognition of nursing excellence
- Nursing Councils provide shared governance – gets front line staff involved & engaged in making decisions that impact their work
Specific Examples in place:

NURSING (cont’d)

• Provider/Nursing Rounding – improving relationships
• Multi-disciplinary Rounding – team approach to patient care
• Team Based Care in Primary Care
• Leaders send personal notes & get out to talk with staff regularly – learn about staff & their families
• Team Building off-site events
• BSN Completion Program with Bellin College
Specific Examples in place:

**Ortho**

- Ortho’s formal department goal: To help team members find their purpose & the contribution they make to the System
- Bi-annual meetings of all staff members:
  - November – Year in Review & New Year Priorities – at System, Brand & Department level
  - April – Annual Staff Award Breakfast – including several awards, recognition by peers - equally important to recognize others as to be recognized
- Two annual voluntary parties with the goal of relaxing, having fun, & getting to know each other & their families
- Department Leaders designate a portion of all staff meetings for recognition, customer feedback, & health & wellness tips
Specific Examples in place:

Human Resources

- Walk to Mexico by Cinco de Mayo – using Fitbits to encourage each other to meet their daily step goals
- Include breathing or stretching exercise in every team meeting
Specific Examples in place:

Bellin Health Foundation

- Team get-together for lunch or coffee to enjoy each other’s company & get to know each other as individuals
Specific Examples in place:

Bellin Health Partners

- Annual New Provider Social – welcome to our system – relaxing evening of food, drink & mingling
Specific Examples in place:

Project Management Office

- Sharing Events – time reserved in team meetings for staff to share a skill they are passionate about so others can learn from them
Specific Examples in place:

Physician Division

- Celebrating successes with QIDW boards
- Healthy lunches as reward for meeting goals
- Personal “thank you” notes for employees going above & beyond
Specific Examples in place:

Marketing & Administrative Services

• Packers Connection – a significant source of joy in work comes from working events with the Packers – exposure to anything Packers related is greatly appreciated
• Customer feedback – we review internal & external feedback – there is great joy derived from receiving positive feedback
• Seeing creative ideas implemented – team recognition of a job well done & individual recognition for contributions
• Periodic department lunches & after hours social events have been successful
Specific Examples in place:

Bellin Health Oconto Hospital

- Sunshine & Fun Club – sponsors events & contests, has pot lucks, recognizes birthdays & anniversaries, corporate wellness events
- Share Patient Voices in every meeting & through weekly update
- Leadership walk around – visibility & relationship building
- Weekly e-mails – to minimize individual e-mails – includes kudos given by staff, patients, families & leaders to recognize extra efforts or achievements
- Community engagement – encourage all employees to participate
- Community give backs – collections/donations or resources & time
- Employee Entrance Message Board – welcomes new employees, acknowledges healthcare observation days
Specific Examples in place:

Environmental Services, Transport & Nutrition

• Five week challenge (before Valentine’s Day)
• “Who has the most wellness (exercise) in their work”? Team members individually compete to see who walks the most miles in a day’s work
• Which team walks the most Bellin Runs in the 5-week period?
• Safety Video – many members of the teams volunteered to be “stars” for the safety video we are creating for the System with the intent to have a little fun, but make people more mindful through something other than reading safety tips
• Special Food days that student dietician interns create as the last part of their internship – has to have a central theme & meet healthy guidelines – very tasty & healthy items are added to regular menus.
Specific Examples in place:

Invasive Clinical Services

• Center of Excellence Celebration at Lambeau
• Stroke Celebration at Lambeau
• Individualized handwritten notes recognizing staff & providers for their performance & customer service
• Potlucks
• Sharing patient comments with staff & providers
Specific Examples in place:

Invasive Clinical Services (cont’d)

- Educating Team Leaders on Shared Governance
- Recognition wall displaying awards & certifications earned by staff
- Staff accomplishments announced in the Mid-Week Update
- Staff identify goals for the department & come up with awards when the goals attained
- Total redesign of our patient care process
Specific Examples in place:

Business Support & IT

- IT Project Team Celebrations
- Revenue Cycle Celebration & Recognition
- Fitbit Challenges – various departments
- Culture of Health topics as standing agenda items on various division & department meeting agendas
Specific Examples in place:

The Cancer TEAM

- Offers Reiki/movement sessions one day per week for relaxation/meditation for Cancer TEAM providers, staff & patients
- Periodic debriefings to help staff & providers cope with patient deaths
Questions/Discussion

Raise your hand

Use the chat
Action Steps

Option 1:
- **Ask team – “What Matters to You?”**
  - What makes a good day?
  - What one thing can we test right now to make more good days?
- **Co-design actions to take**
  - “Doing with”
  - Use IHI Model for Improvement resources

Option 2:
- **Use daily huddles to identify stones in shoes for 3-5 days**
- **Co-design actions to take**
  - “Doing with”
  - Use IHI Model for Improvement resources
Action Period Assignment

- Review data and identify key areas for improvement.
- Request for volunteers to share learning from test at start of next session
Expedition Communications

• All sessions are recorded and will be emailed to you
• Materials are sent one day in advance
• Listserv address for session communications: joyinwork@ls.ihi.org
  • Pose questions, share resources, discuss barriers or successes
  • To add colleagues, email jlandsman@ihi.org
• The primary enroller for your organization was automatically added
Next Session

- **Title:** Stop Wasting My Time — I Have Important Work to Do
- **Faculty:** Helen MacFie, Barbara Balik, Andrea Kabcenell
- **Date:** Tuesday April 26, 2016
- **Time:** 1:00 PM – 2:15 PM EST
Thank You!

Please let us know if you have any questions or feedback following today’s Expedition.

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