Creating Joy in Work: Your Best Day in Healthcare

Chris Hayes, Hans Hartung

Tuesday Dec 8 9:30-10:45
Session Objectives

- Identify attributes of an environment that promote joy in work
- Discover strategies to increase joy in work
Agenda

- Introduction to session and introductions – 5 min
- Exercise # 1 – 12 mins
- Discussion – 8 mins
- Exercise # 2 – 12 mins
- Discussion – 8 mins
- Hans slides – 15 mins
- Chris closes – 15 mins
The current state

The service mission of people caring for people in times of their greatest vulnerability and need. This is the mission of the health care workforce—the mission from which its members derive their meaning as well as their experience of joy.

- 60% of providers say they are burned out on their jobs
- 34% plan to look for a new job
- More work days are lost in health care than in industries such as mining, machinery manufacturing, and construction
Back to basics

- Why did we enter the profession?
- What makes us joyful at work?

- Let’s create a Manifesto of the need for greater attention to our ‘joy in work’
Your best day in healthcare

Think of a day when you said to yourself…

“This is the reason I chose a career in healthcare”

Discuss the scenario with your table members

Ask each other what were the attributes that made this day joyful/meaningful

Write down the list of attributes
How often does that happen?

- How often do you experience those days?
  - Every day?
  - Once a week?
  - Once a month?

- Why not? **What prevents or gets in the way of everyday not being your ‘best day in healthcare’?**
- Discuss at your table
- Right down a list of things that need to change for everyday to be your ‘best day in healthcare’
Influencing joy in work

Individual

Organization
Crossing the chasm

From random acts of kindness to ‘care that welcomes me to assert my humanity and my individuality’

Don Berwick 2009

Museum of Fine Arts, Boston 2014
Why?

- Story
- Partnership
- Co-creation
- Joy and pride

Catalysing quality
How the Health Foundation is working with others to change the face of healthcare
‘Without joy and meaning, the workforce cannot perform to its potential’

Lucian Leape Institute

- Lower quality of care
- Diminished patient satisfaction
- Increased medical errors

5. King’s Fund 2012
Through the Eyes of the Workforce

Lucian Leape 2013

Every workers experience 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?

Paul O’Neill, CEO Alcoa
Progress Principle

**JOY**

Progress in meaningful work

- ‘Good days’
- Positive inner work life
- Small wins
- Breakthroughs
- Goal completion

**Frustration**

Setbacks

- ‘Bad days’
- Negative inner work life
- Small losses ++
- Carry over
Inner Work Life

- ‘Perception, emotions and motivations that people experience as they react to and make sense of events in the workday’

Teresa Amabile, Steven Kramer. The Progress Principle 2011
Inner work life and performance

Positive Inner Work Life

- **Motivation**
  - Creativity
    - \(\uparrow\)

- **Perception**
  - Productivity
    - \(\uparrow\)
  - Commitment
    - \(\uparrow\)

- **Emotions**
  - Collegiality
    - \(\uparrow\)

- **↑** Productivity
- **↑** Commitment
- **↑** Collegiality

High Performance
Inner Work Life Balance

‘You have got to love what you do to really make it happen’.

Philip Green
Helping Relationships

Helping is an essential component of social life and the core of teamwork – social process
Attitude, set of behaviours, skill

Edgar Schein 2009
Helping Situation

‘One up’

‘One down’

Imbalance

Balance

Thank you!
Equilibrium

Trust
Confidence
Eliciting valid information
Better collaboration
Humble Inquiry is the fine art of drawing someone out, of asking questions to which you do not already know the answers, of building a relationship based on curiosity and interest in the other person.

Edgar Schein
Principles and Tips for effective helping relationships

1. Know your own emotions and intentions
   - Being ready to give or receive help

2. What and how? Feedback!
   - Equity

3. Communication is an intervention
   - Be aware of everything you say

4. Proper helping role
   - Expert
   - Doctor
   - Process Consultant

5. Pause and reflect! ‘Access your ignorance’
   - Always start with humble inquiry!

6. Help the client to figure it out
   - The ‘client’ owns the problem

7. Every situation is a new one
   - The helper never has all the answers

Edgar Schein 2009
‘Me and us’

Helping Relationships

Joy in Work ↔ Co-Creation
A Service

What Patients Want

What Providers Cherish

What the System Demands

What Policy Drives

Disconnect creates:

Challenge to Person-Centered Care

Loss of Purpose for Providers / Depletes Joy at Work
A Service

Relation

What Patients Want

What Providers Cherish

Activity

What the System Demands

What Policy Drives

Coordinated Approach

Patient / Provider / System Centered Approach
A Highly Valued and Joyful Service

Relation

What Patients Want

What the System Demands

What Providers Cherish

What Policy Drives

Activity

Coordinated Patient / Provider / System

Centered Approach
Summary

- Healthcare is a calling, provides meaning and joy in work
- Joy in work is at risk and burnout amongst providers is high
- Research, strategies and action needs to be taken to address this problem
- Our collective voices will help raise attention to this important issue

- Let’s aim to make everyday “your best day in healthcare”