Who is Here? A test with Poll Everywhere

Instructions for Poll Everywhere (to follow)

Discipline?
Favorite Flavor of Ice Cream or Sorbet?

More Engagement, Less Burnout: High Quality Care

Pierre Barker, MD
Stephen Swensen, MD
Andrea Kabcenell, RN, MPH

December 9, 2015

The presenters have nothing to disclose
High Impact Leadership: What Leaders Focus On to Make a Difference

Objectives

- Identify three factors that decrease burnout and raise engagement
- Describe the actions of leaders that engage physicians in quality and safety
- Plan next steps for their organizations in reducing burnout and raising performance
Agenda

- Your Experience
- Less Burnout: Steve Swensen
- Engagement in Your Organization
- Engaging Providers-Pierre Barker
- What Can You Do Right Now?

What is our focus today?

- Engagement
- Joy in Work
- Burnout
- None of the Above

Which of the above would your senior executives say is a critical factor in the organization’s well-being?
What Makes You Feel Engaged at Work?

Turn to the person next to you and take just 3 minutes each to:

- Introduce Yourself
- Describe what makes you feel engaged or joyful at work

Less Burnout...

Stephen Swensen, MD, MMM, FACR
Senior Fellow, Institute for Healthcare Improvement
Mayo Clinic Director for Leadership & Organization Development

This Presenter has nothing to disclose.
Innate Human Needs

- Camaraderie
- Engagement
- Equity
- Choice
- Excellence


syndrome of depersonalization, emotional exhaustion, cynicism

To eradicate burnout:

- Deliver psychological needs
- Mitigate drivers
- Bolster resiliency

...a strategy

- Leaders
- Drivers
- Resiliency


...leaders

Leaders derail when it is more about them than it is about the mission. Shape culture one behavior at a time. Currency = attention and role modeling. Humility.

Emotional & Social Intelligence

Productivity
Satisfaction
Engagement
Patient Outcomes
Team effectiveness

12 Leadership Dimensions

Shanafelt, Menaker, Buskirk, Gorrinne, Swensen. 12 Leadership Dimensions. Mayo Clinic Proceedings. April 2015: 90(4); 432-440
Shanafelt, Menaker, Buskirk, Gorringe, Swensen. 12 Leadership Dimensions. Mayo Clinic Proceedings. April 2015: 90(4); 432-440
5 “Drivers” of Burnout


...resiliency

Colleagues Meeting to Promote And Sustain Satisfaction.


Social Isolation (PROMIS)

12 Habits of Highly Healthy People

- Forgiveness
- Preventative Medicine
- Strength and Flexibility
...a strategy

- Leaders
- Drivers
- Resiliency


Less Burnout...

Stephen Swensen, MD, MMM, FACR
Senior Fellow, Institute for Healthcare Improvement
Mayo Clinic Director for Leadership & Organization Development

This Presenter has nothing to disclose.
Leadership Dimensions

- Holds career development conversations with me
- Inspires me to do my best
- Empowers me to do my job
- Is interested in my opinion
- Encourages suggestions for improvement
- Treats me with respect and dignity
- Provides helpful feedback on my performance
- Recognizes me for a job well done
- Keeps me informed about changes taking place
- Encourages me to develop my talents and skills

Reflection

What stands out for you as something you can take back and start working on right away?
Better Partnering With Physicians

Pierre Barker

Background: IHI 90-day Innovation Cycle on “Better Partnering with Physicians”

The problem we are trying to solve:
While physicians as a group are highly focused on the care of their individual patients, they are often disengaged from organization-wide efforts to improve quality.

The underlying issues:
Physicians often feel overwhelmed by their work and mistrust the intentions of health system leaders.

There are two broad groups of physicians to consider:
System/Improvement leaders, and physicians at the front lines of care. There are also multiple sub-groups of front line physicians to consider (hospital based, primary care, private/public, specialists/generalists, etc)
Another way of looking at the problem.....

is it like this??

...or is it more like this??

Drivers of Successful Partnering with Physicians

- Direct line of sight between improvement work and obvious provider and patient benefit
- Make participation in improvement work "effortless"
- Co-production approach to spread
- Provide support and meaningful data for new approaches
- Forms Teams that manage transitions and remove inappropriate work from physicians
- Focus all spread initiatives on Patient and Family, Clinical Quality: those things that have meaning
- Executive and physician leadership engage and role model
- Balance workload among providers
- Eliminate work inefficiencies

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<thead>
<tr>
<th>Outcome</th>
<th>Primary Drivers</th>
<th>Secondary Drivers</th>
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<tr>
<td></td>
<td>Make Improvement Attractive</td>
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<td></td>
<td>Raise Joy in Work</td>
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<td>Prevent &amp; Reduce Burnout</td>
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<td>Partner with Physicians in organization-wide goals of high clinical quality and waste reduction to drive the Triple Aim</td>
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IHI Leadership Alliance: Joy in Work Sub-group

Overview

Patients, families, providers, and communities are looking for bold and visionary health care leaders — leaders who believe that now, perhaps more than ever before, we must change the dialogue about health care from one that focuses on reimbursement and regulation to one that makes the pursuit of health and healing paramount. Leaders who have the courage to move beyond traditional health care rules that hold us back.

The IHI Leadership Alliance is a dynamic collaboration of health care executives who share a goal to work with one another as well as in partnership with our patients, workforces, and communities to deliver on the full promise of the IHI Triple Aim. We

Drivers: Leadership Alliance “Joy in Work” sub-group

- Leaders at all levels both model and promote pride and joy in work
- Excellent Care and Outcome Improvement are part of everyday work for everyone
- Everyone works as a valued member of a team
- Individuals are welcomed, supported, and equipped to be capable and effective

A Healthy, Happy, and Resilient Workforce, Fully Engaged in Organization-Wide Goals
Drivers: Leadership Alliance “Joy in Work” sub-group

- **Leaders at all levels** both modes and promote pride and joy in work
- **Excellent Care and Outcome Improvement are part of everyday work for everyone**
- **Everyone works as a valued member of a Team**
- **Individuals are welcomed, supported, and equipped to be capable and effective**

A Healthy, Happy, and Resilient Workforce, Fully Engaged in Organization-Wide Goals

- Systematic approach: standard work for leaders
-Communicates connection between org goals & work
-Role model, teach, mentor just culture transparency
-Managers with capability to drive daily improvement
-Use improvement tools: eg. daily huddles, learning boards
-On the job training: team work, QI skills
-Routine use of methods that reduce inefficiency
-Everyone is in a team or dyad
-Clear assignments and roles
-Huddles and other team-based methods
-Cohesion and belonging: social and wellness activities
-Ensure work is linked to personal passion
-Warm welcome, ongoing development
-Expanded benefits (e.g. tuition, fitness, development)
-“My supervisor knows what I do, and cares about me”
-Resilience training

Discussion: Drivers of Joy in Work in Your Organization

- Gather in groups of three
- For each of the drivers of Joy in Work – discuss which secondary driver is most likely to drive Joy in work in your organization
- Vote for top secondary driver in each category
Leaders at all levels model and promote Joy in Work

1. Systematic approach: standard work for leaders
2. Communicates connection between org goals & work
3. Role model, teach, mentor just culture transparency

Vote for the change that you would most like to see your leaders working on (1,2 or 3)

Excellent Care and Outcome Improvement are part of Everyday work for Everyone

1. Managers with capability to drive daily improvement
2. Use improvement tools: eg. daily huddles, learning boards
3. On the job training: team work, QI skills
4. Routine use of methods that reduce inefficiency

Vote for the change that would most likely result in joy in work (1,2, 3 or 4)
Everyone Works as a valued member of a team

1. Everyone is in a team or dyad
2. Clear assignments and roles
3. Huddles and other team-based methods
4. Cohesion and belonging: social and wellness activities

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Vote for the change that would be most likely to increase joy in work (1, 2, 3 or 4)

Everyone is Welcomed, Supported and Equipped to be Capable and Effective

1. Ensure work is linked to personal passion
2. Warm welcome, ongoing development
3. Expanded benefits (e.g. tuition, fitness, development)
4. “My supervisor knows what I do, and cares about me”
5. Resilience training

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Vote for the change that is most likely to raise joy in work (1, 2, 3, 4 or 5)
**Discussion/Summary**

Three Drivers of Burnout
Leader’s Actions
What will you do next?

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**Thank You!**

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ihi.org/2016IHIChangeConference