IHI’s Joy in Work Framework: The Antidote to Burnout

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Sunday, December 4, 2016
Objectives

1. Describe key leadership behaviors that raise staff engagement and restore joy
2. Identify the key changes in the system for joy in work
3. Develop and plan at least one intervention to assure staff feel meaning, choice, camaraderie, and equity at your institution
# Today’s Agenda

<table>
<thead>
<tr>
<th>Time</th>
<th>Session Title</th>
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<tbody>
<tr>
<td>1:00</td>
<td>What brings you Joy? Welcome and Introductions</td>
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<td>1:20</td>
<td>What is Joy in Work? Definitions and Measurement</td>
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<td>The IHI Joy in Work Framework and Mayo’s Experience</td>
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<td>2:30</td>
<td>Break</td>
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<td>2:45</td>
<td>How to Get Started Improving Joy in Work</td>
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<td>The Scottish Experience</td>
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<td>3:20</td>
<td>The Joy in work “Obstacle” Course</td>
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<td>4:20</td>
<td>Summary and Adjourn</td>
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What Brings You Joy?
What is Joy in Work?
What is *Joy in Work*?

- Intellectual, behavioral and emotional commitment to meaningful and satisfying work.
- "By joy, we refer to the feeling of success and fulfilment that results from meaningful work… without joy and meaning in work, the workforce cannot perform at its potential. Joy and meaning are generative and allow the best to be contributed by each individual, and the teams they comprise, towards the work of the Triple Aim every day."
- Employee engagement is about how connected an employee is to the culture, mission and values of your organization and the degree to which they are enabled and inspired to participate in furthering them.

What Joy in Work is Not

- Something you announce: flavor of the month
- Superficial one-time actions
- Pizza parties
- Tokens not linked to purpose, e.g. thank you notes
- Something done ‘to’ or ‘for team members not ‘with’
Would “Joy” Work for You?

Talk to your Colleagues about why or why not.
Measuring Joy: How Do You Know?

The IHI Joy in Work Worksheet
Measuring Joy: What do you know in your organization?

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<tr>
<th>Indicator/Data Source</th>
<th>Frequency</th>
<th>Leading Indicator(s)</th>
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<tbody>
<tr>
<td>Staff Satisfaction</td>
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<td>Employee Engagement</td>
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<td>Burnout</td>
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<td>Turnover Rates</td>
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A Look at Some Data

The organization supports my learning and development

I feel that people at IHI respect and take into consideration all views expressed

I feel comfortable bringing up problems and tough issues
Percent Agree or Strongly Agree that:

1. Overall this is an excellent place to work
2. I would recommend my health system to family and friends
3. I rarely look for opportunities outside my organization
4. I take pride in my organization.
5. I am a valued member of the organization
6. I trust my supervisor
Why Joy in Work?

Management’s overall aim should be to create a system in which everybody may take joy in their work

-----Dr. W. Edwards Deming
...joy in work

the opportunity
...a friend
54%

- Cynicism
- Depersonalization
- Emotional exhaustion
- Low personal accomplishment

Consequences

- Professionalism 5 6
- Medical errors 1-3
- Patient Satisfaction 7
- Reduce hours/turnover 9
- Suicidal Ideation 9 10

“There was no love in the system.”
Kindness

↓ Pain
↓ Anxiety
↓ BP
↓ LOS
↓ Readmissions
↑ Wound healing

PATIENTS COME SECOND

LEADING CHANGE BY CHANGING THE WAY YOU LEAD

PAUL SPIEGELMAN
BRITT BERRETT
...a strategy

- Leaders
- Drivers
- Resiliency
...leaders
Physician Leadership and Emotional Intelligence. J Grad Med Educ Mintz, Stoller


Physician Leadership and Emotional Intelligence. J Grad Med Educ Mintz, Stoller
Emotional & Social Intelligence

- Productivity
- Satisfaction
- Engagement
- Patient Outcomes
- Team effectiveness

12 Leadership Dimensions

Shanafelt, Menaker, Buskirk, Gorringe, Swensen. 12 Leadership Dimensions. Mayo Clinic Proceedings. April 2015: 90(4); 432-440
...drivers
From...

“What’s the matter?”

to

“What matters to you?”

...resiliency
Resiliency

32%
Joy in Work Framework

A guide for this work:

- Grounded in three disciplines
- Comprised of four steps
Grounded in Three Disciplines

- Psychological needs of humans
- Participative management
- Improvement science
Three Disciplines – 1

- Psychological needs of humans
  - Meaning and purpose
  - Choice
  - Camaraderie
  - Safe and fair
Three Disciplines – 2

- Participative management
  - Genuine interest in wellbeing of others
  - Continuously work together:
    - Analyze problems
    - Develop strategies
    - Implement solutions
Three Disciplines – 3

- Improvement science
  - Mastery to improve in daily work
  - Assure systems that work
  - Address systemic disrespect
How to Create a Joyful, Engaged Workforce

1. Ask staff “what matters to you?”

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

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

4. Use improvement science to test approaches to improving joy in your organization

**Outcome:**
- ↑ Patient experience
- ↑ Organizational performance
- ↓ Staff burnout
Four Steps - #1: “What Matters to You?"

- Understand and identify (through eyes of team) opportunities to improve (participative management)
  - Leaders show genuine interest in wellbeing
  - Understand what brings joy and what impedes
  - Identify unique local and organizational opportunities
  - A place to start to improve both work life and patient care
Four Steps - #2: Identify Impediments

- Identify impediments that sap joy
  - Together: See the impediments, analyze, devise solutions
  - Builds a sense of mastery

- First meet 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**
Four Steps - #3: Share Responsibility

- Organizational, leader, work unit, and individual level
- Participative management + collaborative process improvement = meet fundamental human needs
- Impediments addressed → team engagement improves and burnout recedes
- Individual shared responsibility:
  - Cultivate own resiliency and engagement – civility, physical fitness, stress reduction, personal development, mindfulness
Four Steps - #4: Test Approaches

- Use improvement science to test approaches that address impediments
- A brief list – not limited to:
  - Leader development in proven approaches that improve a sense of joy, meaning, and purpose; e.g. coaching
  - Measure engagement regularly
    - Gauge effectiveness of unit leaders; support them in using best practices
  - Assure team members feel part of something important, clarity about roles, tools to do their job
    - Safety, hiring, orientation, development, compassionate support practices
IHI High-Impact Leadership Framework
Where Leaders Focus Efforts

Create Vision and Build Will
Driven by Persons and Community
Deliver Results
Develop Capability

Shape Culture
Engage Across Boundaries

Critical Components for Ensuring a Joyful, Engaged Workforce

Interlocking responsibilities at all levels

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

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

Interlocking responsibilities at all levels

**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

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

**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

**Happy Healthy Productive People**
What are Your Questions?
Joy Worksheet
Exercise
Break

*Please return by 2:45 PM*
The Scottish Experience
Intelligent Kindness: reforming the culture of healthcare (Ballat and Campling 2011)

Diagram:
- Attentiveness
  - Directs
  - Enables
- Attunement
  - Builds
- Trust
  - Generates
- Therapeutic alliance
  - Produces
- Better outcomes
  - Produces
- Kinship
  - Whole process reinforces conditions for kinship/kindness
- Kinship

Intelligent Kindness: reforming the culture of healthcare (Ballat and Campling 2011)
I notice... I wonder... I realise...
What do you see?

GOOD
GOOD
Three levels of seeing...

1. What do you see or **notice**?
   – Observing without interpreting

2. What causes you to **wonder**, or arouses your curiosity?
   – Questioning, turning things over in your mind, being curious

3. What do you **realise** or perceive?
   – When the penny drops and you make connections
N........whose NEEDS were met/left unmet?
A........what does this tell us about my/our ABILITIES or capabilities?
V........whose VOICE is being heard/ignored in decisions or actions?
V........what was VALUED (or under/overvalued) in this situation?
Y........what does this say about YOU (me/us)?
<table>
<thead>
<tr>
<th>Impact on Practice</th>
<th>Impact on Team Relationships</th>
<th>Impact on Wellbeing and Motivation at Work</th>
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<tbody>
<tr>
<td>A lot</td>
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<td>A lot</td>
</tr>
<tr>
<td>55</td>
<td>65</td>
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<td>3</td>
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</tr>
<tr>
<td>2</td>
<td>4</td>
<td>6</td>
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<tr>
<td><strong>A lot or Somewhat</strong></td>
<td><strong>A lot or Somewhat</strong></td>
<td><strong>A lot or Somewhat</strong></td>
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<tr>
<td>95 %</td>
<td>87 %</td>
<td>83 %</td>
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Joy in work?

“I can talk through difficult cases with colleagues & feel less judgement & pressure. The 'safe space' is just that & is very powerful”

"Noticing & wondering has changed how I interact with patients & colleagues. I am now far less likely to make an assumption & find the realisation comes from the individual I'm conversing with & is all the more powerful for it"

"Asking 'Whose needs are being met?' on a ward round or in a clinical meeting can alter the flow of conversation. It brings us back to the patient & what truly matters"
I would like to discuss your difficult position of having a weekly update and sharing that some news. I am also sad for you and the lack of knowledge of someone in my family, I have been in a helpless situation of getting some face of someone. You have been very helpful in the West, you would say, but you have never been there. We’ll reflect on any further comments. Thank you Claire Gordon Consultant Acute Reg Alcohol & Drug Unit at West Glasgow Hospital Kind regards Jeannette

bordersgirl57 thinks this response is helpful
9 of 9 other people think so too

bordersgirl57 thinks this response is helpful
4 of 4 other people think so too

Update posted by bordersgirl57 (a relative) 2 weeks ago

Thank you for taking the time to respond to my story. I think I am quite philosophical about dad’s death. He didn’t want to be here any more, particularly after losing mum last year, and although we were very close and I miss him very much, I know it was best for him. Having watched my sister and mother die peacefully in very different situations, I was simply intent on managing the situation as best I could. I didn’t want to come over as micro-managing and controlling - but I probably did! I had been his advocate for so long, a buffer between him and healthcare professionals as he hated hospitals. Until 2 years ago - he had literally never been hospital!

I know that the out of hours palliative care knowledge will be sorted and involving them earlier will be addressed so I really have very little to complain about. I have come across the reluctance of doctors before in dealing with death and they have tended to leave it to the nurses - it’s a difficult situation and some of them are so young and perhaps it’s something you have to go through to be truly empathetic.

Happy to comment on anything else that you might want addressed, but overall let’s celebrate a job well done.

Kind regards
“Joy in work?”

Claire Gordon

“It gave me a degree of freedom to respond in a different way – I was amazed at the response! Lots of support from peers & even the CEO of the NHS in Scotland retweeted!”

“I felt exposed and vulnerable and it was difficult to respond – what would I say to her?”

“It made me think and we’ve done a lot – provoked more of a response and actions than if it had been a complaint.”
What matters to you?

‘What matters to you?’ day
Monday 6 June 2016
www.whatmatterstoyou.scot

Ask what matters
Listen to what matters
Do what matters

‘Tell me what matters to you?’

‘Ask what matters to me?’

Our Voice
Working together to improve health and social care.
Depth:

- **527 teams** across Scotland
- Health, social care, prisons, schools and early years teams....
Breadth:

- >21 million Twitter accounts
- >90 teams from other countries including:
  - Other UK nations
  - Republic of Ireland
  - Denmark
  - Norway
  - Kuwait
  - Ghana
  - New Zealand
  - Australia
  - Canada
  - USA
  - Brazil
Joy in work?

Camila Lajolo
Haematologist & Quality Manager
Sao Paulo

“What matters to you conversations reinforced to staff their values, the reasons why they are healthcare workers and the power of empathy. June 6th was a joyful day for our staff! “

“listening that what mattered to another patient, was that there was love in our work environment – this brought me joy and hope. There is still time to improve.” (Marcelo Anacleto, nurse manager, hospital, Espírito Santo)
Joy in Work
“Obstacle Course”
Thank You!

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

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