Forum Excursion: 
The Gaylord Palms Hotel 
Joy in Work and Customer Satisfaction
Eric Dickson and Christina Gunther-Murphy 
IHI Liaison: Owen Harrelson

December 5, 2016

Objectives

- Identify strategies to increase joy in the work place that can be applied in your environment
- Recognize and analyze key concepts of employee motivation and staff engagement.
- Develop ideas for increasing staff satisfaction in their work environment
- Learn how to run a ‘snorkel’ exercise in your own organization

These presenters have nothing to disclose
Welcome and Introductions

Today’s Agenda

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:30 am – 9:00 am</td>
<td>Welcome and Introductions</td>
</tr>
<tr>
<td>9:00 am – 10:05 am</td>
<td>Learning on Joy in Work</td>
</tr>
<tr>
<td>10:05 am – 10:25 am</td>
<td>Break</td>
</tr>
<tr>
<td>10:25 am – 12:20 pm</td>
<td>Hear about the Gaylord Palm’s Work</td>
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<tr>
<td>12:20 pm – 1:05 pm</td>
<td>Lunch</td>
</tr>
<tr>
<td>1:05 pm – 2:20 pm</td>
<td>See the Gaylord Palm’s Work</td>
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<tr>
<td>2:20 pm – 2:45 pm</td>
<td>Break</td>
</tr>
<tr>
<td>2:45 pm – 4:30 pm</td>
<td>Reflection and Action Planning</td>
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Introductions

- Get up and find someone you don’t already know
- Introduce yourself and spend a minute or two talking about something that brings you joy at work
- At the sound of the alarm, find someone else you don’t know and repeat
- Share with the larger group some of the interesting things you heard

IHI Forum Excursion Fun Fact

Name:
Organization:

List one interesting or unique thing about yourself below that you don’t mind sharing. Once complete, please give this card to the nearest IHI team member.
Learning on Joy in Work

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
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

**Physical & Psychological Safety**
- Equitable environment, free from harm, Just Culture, respect, support for 21st victims

**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, 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

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

**Daily Improvement**
- Employing knowledge of improvement science and critical eye to recognize opportunities to improve, regular, proactive learning from defects and successes

**Camaraderie & Teamwork**
- Commendably, social cohesion, productive teams, shared understanding, trusting relationships
UMMHC Experience

How to Create a Joyful, Engaged Workforce

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Outcome:
† Patient experience
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Information, Updates, Barriers, Metrics
Goals Defined, Metrics, KBI’s
Mentor, Coach, Resources
Caregivers
Leads
Supervisors
Coordinators
Managers
Directors
Executives
System
"Catch Ball" Information Flows
The Best Place to Give Care  
The Best Place to Get Care

Our Patients
- Mortality
- ED Borders
- HCAHPS
- Access Scores
- AQC Gale Scores

Our People
- Caregiver Satisfaction
- Wellness Participation

Our Discoveries
- Number of Ideas Implemented
- Clinical Research Funding

Our Long-Term Financial Health
- Operating Margin

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

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Outcome:
- ↑ Patient experience
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Goals Defined, Metrics, KBI’s
Mentor, Coach, Resources

Caregivers
Leads
Supervisors
Coordinators
Managers
Directors
Executives
System
CEO
Core Executives

“Catch Ball” Information Flows
How to Create a Joyful, Engaged Workforce

**Outcome:**
- ↑ Patient experience
- ↑ Organizational performance
- ↓ Staff burnout

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

**2017 Goal Setting**

“Catch Ball” Information Flows

- Status of Goal Success
- Information, Updates, Barriers, Metrics
- Goals Defined, Metrics, KBI’s
- Mentor, Coach, Resources
- Caregivers
- Leads
- Mentors
- Coordinators
- Managers
- Supervisors
- Directors
- Executives
- Core Executives
- System

**PDSA**
Unit Based Idea System (Level 3 VMS)

A place on every unit where the team comes together at an idea board, talks about performance (TNM), ideas for improving performance, tracks progress on ideas being implemented (PDSA) and celebrates success.

Flow of Ideas From Frontline

How to open the valves?
Inpatient Nursing Units

6 West
3 Lakeside Step Down
4 East & West
5 East
3 East & West
4 Admissions Unit

Watch Our Ideas Bloom
Model Cell Intervention

- Assigned executive rounder to each area (listening, coaching, barrier removal and celebration)
- 6 standard work components for managers
- **Idea system training for each team (goal 1 idea per person/per year)**
- 8 step local action planning process for local manager to deal with specific issues
- Created Innovation Fund
- Created innovators of the year program
- Employee gift program
- Revamped new employee orientation
- PDSA after each measurement

Overall we have implemented 35,000 Caregiver ideas since 2014

Model Cell Results

Ratio of (Advocates + Bought in) : (Complacent +Disconnected)
The Best Place to Give Care
The Best Place to Get Care

Our Patients
- Mortality
- ED Borders
- HCAHPS
- Access Scores
- AQC Gate Scores

Our People
- Caregiver Satisfaction
- Wellness Participation

Our Discoveries
- Number of Ideas Implemented
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Our Long-Term Financial Health
- Operating Margin

Does It Work?

Tips for the Excursion at the Gaylord Palms
Astute Observation Is Important

"The results of our medical investigations appear to suggest that you have an axe in your head."

Find the 12 differences
Find the Similarities

<table>
<thead>
<tr>
<th>Area of Work (How does the Gaylord Palms?)</th>
<th>Your Notes (What ideas resonate most with me?)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure they hire individuals that fit with the culture</td>
<td></td>
</tr>
<tr>
<td>Recognize and reward staff</td>
<td></td>
</tr>
<tr>
<td>Increase teamwork and camaraderie among staff</td>
<td></td>
</tr>
<tr>
<td>Create mindsets and a culture that support staff and customers</td>
<td></td>
</tr>
<tr>
<td>Support supervisors in supporting staff</td>
<td></td>
</tr>
</tbody>
</table>
Some Principles of Observation

- Introduce yourself to the people you are observing
- Discovery shopping v. mystery shopping
- Focus on listening
- Don't make meaning
- Record your observations
- Make notes and be specific

Gaylord Tour
Reflection and Action Planning

Afternoon Process

HARVEST
Create list of observations and thoughts from day

ORGANIZE & EXTRACT
Develop actionable ideas from the thoughts and observations

Prioritize and APPLY
Prioritize actionable ideas and plan implementation
Record Your Observations/Ideas

- Silently (privately) 10 Min
  - Write down your thoughts and observations from the day
  - Aim for quantity, not quality
  - Be creative – use both sides of your brain

- At your table
  - Rapidly share “round robin” style (1 person share sticky and put on flip chart, then next person shares one, etc.)
  - Seek clarity, not agreement
  - Add new ideas that pop-up as you listen to one another

- As a room 10 min
  - Each team share a few ideas that “rose to the top”

Share Your Observations
Afternoon Process

HARVEST
Create list of observations and thoughts from day

ORGANIZE & EXTRACT
Develop actionable ideas from the thoughts and observations

Prioritize and APPLY
Prioritize actionable ideas and plan implementation

You are here

From Idea to Concept

- Select one of the areas you are interested in working on
- Identify the theme (from worksheet) or create another theme
How might we….?

- Ensure that the CEO knew the first names of all the front line staff?
- Make sure that all meetings started on time?
- Recognize staff more frequently?
Hire those that fit with the culture

Recognize & reward staff

Increase teamwork & camaraderie

Other?

Meaningful support for staff (e.g., training, orientation)

Support wellness & resilience in staff

Use real-time data

Mindsets and culture

Support supervisors in supporting staff

Engage senior leaders

Other?

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Other?

Rotate to three tables or stay at the same table and develop out different ideas!

Hire those that fit with the culture

Recognize & reward staff

Increase teamwork & camaraderie

Other?

Meaningful support for staff (e.g., training, orientation)

Support wellness & resilience in staff

Use real-time data

Mindsets and culture

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Other?
At Your Table

- Go around and ask each person to share a concept or idea they want to try or figure out how to adapt to their environment
- Build on and help each other develop an actionable idea to try in their organization
- Don’t be afraid of wild ideas; they may spark new ways of thinking
- And remember…find the similarities or adaptation

Creativity Techniques

Take your idea and...

- Add constraints — if you only had $10, if you only had 1 minute or 1 day, if you had a team of 1, 10, 100...

- Random word exercise — pick a random word and see if it generates additional ideas on that topic

- Reverse or rearrange it — sequence, layout, schedule, environment, priorities, people, goals, roles...

- How might we…?— “blue sky” questions that allow us to imagine a different future
From Observations to Improvement Ideas

On a sheet of paper, write down three specific actionable ideas you have for increasing employee satisfaction in your organization based on the group conversation.
Moving from Inspiration to Action: Note Taking and Idea Sheet
Institute for Healthcare Improvement (IHI)'s 28th Annual National Forum Excursion

Gaylord Palms: Joy to Work and Customer Satisfaction

<table>
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<tr>
<th>Area of Work</th>
<th>Your Notes (What ideas resonate most with me?)</th>
<th>Examples (How might I apply this concept in my setting?)</th>
</tr>
</thead>
</table>
| Ensure they hire individuals that fit with the culture | • Use group interviews to let the “cream rise to the top”
• Remember “you cannot change a person’s attitude”
  “A couple of employees had good technical work skills and expertise, but their presence lowered everyone’s morale and interfered with overall productivity because of their attitude toward the job. If I ever run across this problem again in the future, I will cut my losses sooner and move forward.”
• Ask about candidate attitude from anyone that interacted with the interviewee (e.g., front desk staff) | |

| Recognize and reward staff | • Recognize staff in little ways:
  “While I’m not in a position to provide material perks, I was reminded of all the little ways I can recognize staff every day.”
• Host a Champions of Excellence celebration where we give awards to our 16 best idea systems
• Keep boxes of Umbrellas ready for rainy days so managers can hand them to employees with uncovered parking
• Provide an employee gift at the end of every fiscal year that we hit budget
• Contract with Dry Cleaner for onsite pick up
• Find reasons to celebrate & ask leaders and managers to be the ‘hoos’ | |
What can you do by next Tuesday?

- Identify the idea and the next step to move it forward
- Consider:
  - Identifying a Plan-Do-Study-Act cycle
  - Identifying the “tasks” needed to make it happen
- Share on a post-it to help future Excursion-ers!

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**Model for Improvement**

<table>
<thead>
<tr>
<th>What are we trying to accomplish?</th>
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<tbody>
<tr>
<td>How will we know that a change is an improvement?</td>
</tr>
<tr>
<td>What change can we make that will result in improvement?</td>
</tr>
</tbody>
</table>

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From: Associates in Process Improvement
The PDSA Cycle

Act
- What changes are to be made?
- Next cycle?

Plan
- Objective
- Questions and predictions (why)
- Plan to carry out the cycle (who, what, where, when)

Study
- Complete the analysis of the data
- Compare data to predictions
- Summarize what was learned

Do
- Carry out the plan
- Document problems and unexpected observations
- Begin analysis of the data

Develop Your PDSA

- Follow the Model for Improvement
- Focus on the Plan and the Do
- What can you do by next Tuesday?
- Consult your neighbors
Enjoy the rest of your time at the Forum!

Questions?

Please contact:
- Christina Gunther-Murphy – cgunther-murphy@ihi.org
- Eric Dickson – Eric.dickson@umassmemorial.org

Break
Whose Shopping Cart Idea Did They Choose?

http://vimeo.com/16456835