Overcoming Burnout – Leader and Team Actions

Summit on Improving Patient Care in the Office Practice and the Community

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Get Ready to Share

- We will be using Poll Everywhere during our presentation.
What We Will Do Together

- Examine causes of burnout that may be present in your organization
- Identify high-impact behaviors for short- and long-term results in tackling burnout
- Design and construct a working path to create joy in work
Trissa’s Sources of Joy
Barbara’s Sources of Joy

JOY in Work
Draw a Picture that Shows Your Sources of Joy
Think of a time –
When you routinely experienced joy in work

- What did it look and feel like?
- Use 1 word to describe your experience
- Enter into Poll Everywhere
Poll Everywhere

- Word cloud created
Why Was it Joyful?

- Do a mini-root cause analysis at your table
  - Ask why 5 X
- Choose an example to share with the whole group
- Language matters
Joy in Work –
Poll everywhere –

In your organization, have you taken action?

1. Nothing underway yet
2. Just starting with a few small projects
3. Several things underway but no improvement yet
4. A well-developed plan with some improvement
Why are you here?

- 1-2 things you want to take away
- Share at table
- Share with larger group
Personal Why – The First Step

Personal Why/Purpose – Be very clear on:
- What joy in work means to you
- Why it is personally important

20 foot Conversation – practice your personal why
- 3 min in silent reflection – draft personal why
- Pair with a partner
  - Practice sharing, walking 20’ and sharing ‘Why’
  - Listener offers feedback
  - Switch roles and repeat
What – Burnout
Urgency for Action

- 54% of physicians are burned out
- 60% respondents of MD survey are considering leaving practice
- 70% knew at least one MD who left practice due to poor morale
- 37% of newly licensed RNs are thinking of leaving their job
- 13% vacancy rate for RNs
- Few CEOs have taken up the challenge to transform their organizations
- Health care work force injuries are 30x greater than other industries


Burnout

Engagement → Burnout

- Workload/Staffing – Balanced vs. Overload
- Control/Choice – Some control/choice over work or not
- Value match between personal and work – or Disconnect
  - Fairness – Fair or Not
- Community – Civility and camaraderie or Incivility

Joy requires both organizational and personal resilience
What – 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.


Dimensions of Joy in Work

Joy in Work

- Workload & Job Demands
- Meaning in Work
- Social Support & Community at Work
- Control & Flexibility
- Work – Life Integration
- Organization Culture & Values
- Efficiency & Resources

What Joy in Work is Not

- Something you announce
- Flavor of the month – a project
- 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’
Why – Joy in Work?
Why Work on *Joy in Work*?

- Work climate predicts patient and caregiver safety; clinical outcomes; patient experience

- Growing issues with burnout – Maslach\(^1\)
  - Mental exhaustion and lack of emotional strength
  - Depersonalization/cynicism
  - Lack of a sense of personal effectiveness

\(^1\)Maslach, C., Schaufeli, W., Leiter, M. *Job Burnout*. Annu. Rev. Psychol 2001. 52:397-422
Why Work on *Joy in Work*? (cont.)

• Burnout is accelerated by systemic disrespect
  • Systemic disrespect = systems that:
    • Waste time, energy, and goodwill
    • Tolerate incivility
    • Design work without actively involving those who do the work\(^1\)
  
• Healthy work environments stem from both organizational systems and personal resilience

Why Work on *Joy in Work*? (cont.)

- Management’s overall aim should be to create a system in which everybody may take joy in their work
  - Dr. W. Edwards Deming

- 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 Healthcare, 2013, Lucian Leape Institute, NPSF
Measures – Understand Current State

What Measures do you currently use?

Options:
- MiniZ Survey
- Maslach
- Safety Culture Surveys
- Engagement Surveys
- Pulse Surveys
Mini Z burnout survey – sample

- Overall, I am satisfied with my current job: 1-5
- I feel a great deal of stress because of my job: 1-5
- Using your own definition of “burnout,” please circle one of the answers below:
  - I enjoy my work. I have no symptoms of burnout.
  - I am under stress, and don’t always have as much energy as I did, but I don’t feel burned out.
  - I am definitely burning out and have one or more symptoms of burnout, e.g., emotional exhaustion.
  - The symptoms of burnout that I am experiencing won’t go away. I think about work frustrations a lot.
  - I feel completely burned out. I am at the point where I may need to seek help.
- My control over my workload is:
- Sufficiency of time for documentation is:
- My professional values are well aligned with those of my department leaders:

StepsForward: stepsforward@ama-assn.org
Free downloadable materials and tools
The Mini Z was developed by Dr. Mark Linzer and team at Hennepin County Medical Center, Minneapolis.
How – Joy in Work
Joy in Work Framework

A field tested guide for this work:

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

1. Psychological needs of humans
2. Participative management
3. 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
4 Basic Human Needs for Engagement

The Need for Trust
At the heart of tapping passion & effort of people

The Need to Have Hope
Leaders are dealers of hope
Foster hope

The Need to Feel a Sense of Worth
People derive tremendous sense of worth from work
Rewards & recognition

The Need to Feel Competent
Challenging work that helps people grow
What is Your Experience?

- How are the 3 disciplines similar to your best Joy in Work story?
Joy in Work Framework

A field tested guide for this work:

- Grounded in three disciplines
- Comprised of four steps
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
First –
Get Ready to Ask “What Matters”

**Action:** Pull out your Road Map – Fill in:

- Assure capacity – do leaders have it?
  - Time for small tests
  - PI skills to take action

- Senior leader champion – who is it?

- Prepare for conversation – use conversation guide
  - Why is this important – Personal Why
  - Practice your 20 foot conversation
    - Commit to 1 conversation first day at work
  - Label & link – to strategy & mission
What Matters?
Step #1: “What Matters to You?"

- Understand and identify through eyes of team opportunities to improve (participative management)
  - Leaders show genuine interest in team members’ wellbeing
  - Understand what brings joy; what impedes it
What Matters Conversations

Listen to Learn – A Skill

- Effective, meaningful conversations to understand –
  - Build on bright spots:
    - What makes a good day?
    - “When we are at our best, what is that like?”
    - “What matters” in your work?
- Ask, then listen
- Be comfortable with silence, practice curiosity to listen, not just to hear, but also to understand.
Step #1 – Start with Bright Spots

Start with bright spots – what’s working now – energy for change; celebrate positives

- Ask one:
  - I got into healthcare because . . .
  - What makes me proud to work here is . . .
  - What matters to me in my work is . . .
  - The most meaningful or best part of my work is . . .
  - I know I make a difference when . . .
  - When we are at our best, here’s what it looks and feels like . . .
Simulate a ‘What Matters’ Huddle

- 3 Team Coaching:
- Simulate huddle or team meeting asking What Matters:
  - 2 talk
  - 1 observe/coach
  - Switch roles
Lucy & Ethel teach us about Systems
Step #2: Identify Impediments – Pebbles in Shoe

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

- Helps to meet the 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
Step #2 – Pebbles in Shoes

- Ask team to share:
  - What gets in the way of “what matters”?
  - What gets in the way of a good day is . . .
  - What frustrates me in my day is . . .
  - What pebbles in your shoe get in the way of what matters?

- Seek to understand – not immediately fix:
  - “Help me understand what that looks like?”
  - “What happened yesterday that would be an example of that?”
Step #2: Fix it – Together

Work on this together:

- How can we approach this together?
- Link to assets/bright spots – “What from our bright spots list would help us with this pebble?”
- What one step can we take today/tomorrow to test?

- Pebbles not Boulders
Step #2: Frequent Challenges

- “What are we talking about?” “Aren’t we busy enough?”
- “We have to fix everything”
- “If they (fill in the blank) would change, things would be better”
- “It didn’t work before, it won’t work now”

Ideas to try:
- “Where can we start now?” – tests of change/day
- Learn by doing – teach as you go
- Start small, fail forward fast, celebrate the small win
- Clear purpose – everyone on the team can describe to others
- Act our way into new ways of thinking – not the reverse
Simulate a Pebbles in Shoes Huddle

3 Team Coaching:

Simulate huddle or team meeting asking What Matters:

- 2 talk
- 1 observe/coach
- Switch roles
Step 3: Share Responsibility
Step #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,
Critical Components for Ensuring a Joyful, Engaged Workforce

*Interlocking responsibilities at all levels*

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

- INDIVIDUALS
- MANAGERS & CORE LEADERS
- SENIOR LEADERS
Step #3 – Share Responsibility

Some Examples:

- Senior leaders –
  - EHR
  - Workload/staffing

- Core leaders
  - Daily improvement
    - Leading & teaching Performance Improvement
    - Coaching in daily work

- Individuals
  - Healthy habits
  - 3 Good Things
Leaders Make a Difference
Leadership Dimensions

My Chair/Manager:
- 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

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

Satisfaction → 9.0%

Burnout → 3.3%

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

- What is need from leadership levels?
Three Good Things
THE CHALLENGE

"THE NEGATIVE SCREAMS AT YOU, BUT the positive only WHISPERS."

- Barbara L. Fredrickson
   Kenan Distinguished Professor of Psychology, University of North Carolina
We are hardwired to remember the negative.
THE RESPONSE

Turn up the VOLUME on the positive
THE EXERCISE

Just before sleep, ask yourself:

“What are three things that went well today and what was my role in making them happen?”

You remember best what you’ve reviewed during your last two wakeful hours.

• For best results, write it down.
• Repeat for 2 weeks to make effects last longer.
A Possible Test – 3 Good Things

- In team huddle, meeting or other gathering
  - Share 1 - 2 of your Good Things
  - Ask others to share 1 good thing they saw, experienced, heard yesterday
  - Repeat the next day
- They can be small – it all adds up

Action

- At you table: Test a huddle together – Moments of Joy
Step #4: Test Approaches
Step #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
    - Assess effectiveness of unit leaders
    - Support them in using best practices
  - Assure team members feel part of something important, have clarity about roles, tools to do their job
  - Physical safety
  - Effective orientation, development, compassionate support practices
Time for Action!

- Complete your roadmap
  - Share a sample of actions
- Public commitment to your table – what you promise by next Tuesday
- Share selected ones with whole group
- Share your learnings with us!
  - Barbara@AefinaPartners.com
How to ask ‘What Matters to You?’

- Put up a “What Matters to You” Board in a common area
- Talk about what a good day looks like in meetings
- Share bright spot self-reports during huddles or team meetings
- Set up regular huddles, workgroups, or team meetings – ask members to share what matters and “bright spots”
Prioritization Methods

• The Voice of the Staff – e.g.
  • Voting during a meeting or huddle
  • Responding with stickers to a list in common area at any time

• Categorize – some examples
  • Those issues that we can control vs. those that require outside help
  • Less vs. more expensive in time and other resources
  • Is meaningful to a number of the team
  • Can be a quick win
  • You are equipped to start small tests of change within 24 hrs.
  • Team members volunteer to test
## Leadership Dimensions – Assessment

<table>
<thead>
<tr>
<th>My Leader –</th>
<th>Yes/No/Sometimes</th>
<th>What it looks like when it happens –</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holds career development conversations with me</td>
<td></td>
<td></td>
</tr>
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Gallup 12

- I know what is expected of me at work
- I have the materials and equipment I need to do my work right
- At work, I have the opportunity to do what I do best every day
- In the last seven days, I have received recognition or praise for doing good work
- My supervisor, or someone at work, seems to care about me as a person
- There is someone at work who encourages my development
- At work, my opinions seem to count
- The mission or purpose of my company makes me feel my job is important
- My associates are committed to doing quality work
- I have a best friend at work
- In the last six months, someone at work has talked to me about my progress
- This last year, I have had opportunities at work to learn and grow

Healthy Habits used by Mayo

10 SIMPLE WAYS to Manage Stress at Work
for Health Professionals

**Breathe**

- **Practice belly breathing.** Place one hand on your chest and one on your belly. Take even, deep breaths, making sure your belly moves out when you inhale and comes in when you exhale.
- Do 4-7-8. Inhale to the count of four, hold your breath for the count of seven, and then exhale through your mouth slowly to the count of eight. Repeat three times.
- **Invoke the relaxation response.** Taking deep breaths, repeat a comforting word or phrase (“peace,” “calm”) with each slow exhale.

**Talk to Someone**

- If you’re feeling stressed, don’t let your worries consume you—talk to a friend or trusted colleague. Simply describing your feelings can often lessen the burden they impose, and by sharing you’re likely to learn that you’re not alone.

**Be Grateful**

- In the middle of a tough day, take a moment to focus your mind on something you feel grateful for, no matter how small. Go on a walk, step forward and write down your blessings in a journal or an app on your phone, or share them aloud with a colleague.

**Take 5 for Self-Compassion**

- Speak to yourself like you would speak to a friend. Psychologist Kristin Neff says, “Practicing self-compassion is honoring and accepting your humanness. Tamps won’t always go the way you want them to. There will be losses and frustrations. You will bump up against your limitations, fall short of your ideals. This is the human condition, a reality shared by all of us. Acknowledge your own difficulties and stressful situations as you would for a friend, with kindness and compassion.”

**Walk Mindfully**

- Anytime you’re walking down the hall, you can take a break. Rather than thinking about the place you’re heading to, let your attention focus on the journey there—the sensations and sounds of your shoes on the floor, the firmness of the floor beneath you, the air on your arms or face.

**Live Your Values**

- Chances are that if you work in healthcare, you value compassion, integrity, and wellbeing. Reconnecting to those values during the workday can help mitigate the stress of working in a demanding field. Take a few moments to recall your core values and actively integrate them into your work—one easy suggestion is to silently wish your patients well whenever you see their names.

**Connect With Nature**

- If you can, take a walk outside for a few minutes in the fresh air. Can’t get outside? No problem. You can take a nature break indoors by watering a workplace plant, gazing out a window or at nature photography, or watching a 2-minute Wallscapes nature video on your phone.

**Inhale Calm**

- Tuck an essential oil inhaler in your pocket so you can breathe in a relaxing scent when you’re feeling overwhelmed. Lavender, rosemary, and citrus are particularly healing during stressful times.

**Stretch**

- Get your blood moving and endorphins pumping by bending over to touch your toes slowly, stretching your arms above your head, and rolling your ankles in small circles. Stretch out tense neck muscles by gently dropping your chin to your chest and rolling your head from side to side.

**Laugh**

- A sense of humor can boost resilience and get you through the really tough days. When appropriate, find ways to laugh with a colleague, watch a funny video on your phone, or recall the last time you had a deep belly laugh.
IHI High-Impact Leadership Framework
Where Leaders Focus Efforts

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

Engage Across Boundaries

Shape Culture

Critical Components for Ensuring a Joyful, Engaged Workforce

Interlocking responsibilities at all levels

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

Senior Leaders

Managers & Core Leaders

Individuals
Critical Components for Ensuring a Joyful, Engaged Workforce

*Interlocking responsibilities at all levels*

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