Joy in Work – Lessons from the Field

Barbara Balik, EdD, MS, RN; Senior Faculty, IHI; Aefina Partners
Julie Landsman, Project Coordinator, IHI
Alexander Rakul, NHA, PhD, AMGA, Kaiser Permanente
Cydnee Crawley, RN, BSN, Department Admin, Kaiser Permanente

April 21, 2017
Barbara’s Sources of Joy
Julie’s Sources of Joy
Alexander’s Sources of Joy

THE COLONY OF ARTISTS
Your Sources of Joy

Think about your sources of joy.

If you had to show this on a slide, what would it look like?

Instructions:
• 2 min. silent reflection
• 3 min. to share with a colleague
Language Matters

• *Joy in Work* may not resonate with everyone – find what works for your organization

• Make sure your word choice is aspirational enough to inspire action

“The word ‘joy’ was a barrier but meaningful interactions was well accepted.”
Your Experience with *Joy in Work*

Think of a time when you experienced *Joy in Work*.

What did it look and feel like in 1-2 words?
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
What – Burnout
Burnout is...

- A syndrome characterized by exhaustion, cynicism, or depersonalization
- Prevalent and growing in health care.
- Caused by:

  - Too many bureaucratic tasks
  - Spending too many hours at work
  - Feeling like just a cog in a wheel
  - Increasing computerization of practice (EHRs)
  - Income not high enough
  - Too many difficult patients
  - Insurance issues
  - Maintenance of certification requirements
  - Lack of professional fulfillment
  - Threat of malpractice
  - Too many patient appointments in a day
  - Difficult employer, colleagues, or staff
  - The impact of the Affordable Care Act
  - Inability to provide patients with the quality care that they need
  - Compassion fatigue (overexposure to death, violence, and/or other loss in patients)
  - Family stress
  - Inability to keep up with current research and recommendations

Burnout

Joy in Work

- 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
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

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

• Healthy work environments stem from both organizational systems and personal resilience

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’
What do you have to measure Joy in your organization?
Measurement

• Measured as key organizational health data point

• Successful practice is to:
  – Survey all team members
  – Transparently share results
  – Involve team in implementing improvements

• Don’t reinvent the wheel!
  – Use and refine assessments already in place
Joy Assessment Tools

• Daily Visual Measure
• Pulse Survey
• Three Questions
• Net Promoter Score
• Mayo Leadership Dimensions Assessment
• AHRQ Safety Culture Tool
• Maslach Burnout Inventory
• Mini-Z: stepsforward@ama-assn.org
• Physician and Staff Engagement Surveys
• Safety Culture Surveys
### Joy in Work survey, created in prototyping

Questions pulled from Mini-Z, Maslach’s burnout inventory, IHI Pulse Survey, and AHRQ Safety Tool

<table>
<thead>
<tr>
<th>Question</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither</th>
<th>Agree</th>
<th>Strongly Agree</th>
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</thead>
<tbody>
<tr>
<td>1. I feel burned out from my work...........................................</td>
<td>□</td>
<td>□</td>
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<tr>
<td>2. I have become more callous toward people................................</td>
<td>□</td>
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<td>3. Overall, this is an excellent place to work .</td>
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<td>4. People support one another in this unit....</td>
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<td>5. I feel comfortable bringing up problems and tough issues...............</td>
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<td>6. I feel well-informed about important decisions...........................</td>
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<tr>
<td>7. I am confident that I can participate effectively in efforts to improve unit processes</td>
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<td>8. I feel recognized for my contribution.......</td>
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<td>9. We are given feedback about changes put into place based on event reports</td>
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<tr>
<th>Poor</th>
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<th>Satisfactory</th>
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<th>Optimal</th>
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</table>

10. My control over my workload is ...........................................

<table>
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<tr>
<th>Question</th>
<th>Never</th>
<th>A few times a year</th>
<th>Once a month</th>
<th>A few times per month</th>
<th>Once a week</th>
<th>A few times per week</th>
<th>Every Day</th>
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</thead>
<tbody>
<tr>
<td>11. I feel tired when I get up in the morning and have to face another day at work</td>
<td>□</td>
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<td>12. In my work, I feel like I have a positive influence on people ...........</td>
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<td>□</td>
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</tbody>
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Joy as a Strategic Priority

- Innovation Cycle 1: Research
  - Engagement, Burnout, Satisfaction, Joy
Joy as a Strategic Priority

• Innovation Cycle 2: In and Out of Healthcare Expert Interviews
  – How do you think about joy in your organization?
  – Where does joy fit with mission, strategy or priorities?
  – Do you measure joy? How and How often?
  – Have you seen improvement or cost resulting in your joy in work improvement efforts?
## Joy as a Strategic Priority

- **Innovation Cycle 3: Prototyping**

<table>
<thead>
<tr>
<th>Outpatient</th>
<th>Inpatient</th>
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<tbody>
<tr>
<td>• Kaiser Permanente Erwin Street Medical Offices</td>
<td>• Mount Auburn Hospital Labor and Delivery Floor</td>
</tr>
<tr>
<td>• Charleston Area Medical Center</td>
<td>• Nemours/Alfred I. DuPont Hospital for Children Pediatric Intensive Care</td>
</tr>
<tr>
<td>• Glen Cove Hospital, Northwell Health</td>
<td>• University of Michigan Cardiac ICU</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Organizations and Trusts</th>
<th>Academic</th>
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<tr>
<td>• Institute for Healthcare Improvement</td>
<td>• University of Virginia School of Nursing</td>
</tr>
<tr>
<td>• iMatter NHS Scotland</td>
<td>• Penn State Altoona School of Nursing</td>
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<td>• Imperial College Healthcare Trust</td>
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<td>• NHS Highland</td>
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Joy in Work Framework

A field tested guide for this work:

- Grounded in three disciplines

- Comprised of four steps
Framework for Improving Joy

• Psychological Needs of Humans for choice, camaraderie, and meaning and purpose

• Participative Management when all of the stakeholders together analyze problems, co-develop strategies, and implement solutions on a continuous basis

• Improvement Science as a theory and method for continuously improving processes
Get Ready

- Prepare for “What Matters?” conversations
  - What if they ask for things I can’t do?
  - How am I going to fix all of the things they identify?
- Assure leader capacity
  - Time and performance improvement skills
- Identify a senior leader champion
  - Aids when issues are identified beyond local scope
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
Critical Components for Ensuring a Joyful, Engaged Workforce

Interlocking responsibilities at all levels

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

Happy, Healthy, Productive People
Which of the critical components did sites work on during prototyping?
“Sitting is the new smoking”

Turn to a colleague and show joy without words
Kaiser Permanente
Erwin Street Medical Offices

Joy In Work Team:
Salvador Flores, Service Rep.
Veronica Perez, LVN
Cydnee Crawley, RN, BSN, Dept. Admin
Alexander Rakul, MHA, PhD, AMGA

IHI Consultant:
Kaiser Permanente is America’s largest not-for-profit health plan.

Founded in 1945, it is a nonprofit, group practice program headquartered in Oakland, Calif. Kaiser Permanente serves 10.2 million members in seven states and the District of Columbia.

KP is a fully integrated system, which encompasses the nonprofit Kaiser Foundation Health Plan, Inc., Kaiser Foundation Hospitals and the for-profit Permanente Medical Groups.
Kaiser Permanente
Southern California

4,232,121 members
6,660 Physicians
14 Medical centers
221 Medical offices
67,756 Employees
Erwin Street Medical Office Building

- Part of the Woodland Hills and Western Ventura Service Area, serving 22,280 members
- Located 1 mile from the 220 bed Woodland Hills Medical Center
- Oldest MOB in the area, with challenges around layout of the facility, and maintenance/visual appeal
- 14 Internal Medicine MDs with 26 support staff (Receptionists, MAs, LVNs, RNs). Very stable team, for the most part – both MDs and staff, yet with significant influx of new people
Erwin Street
Medical office Building

• Managed by the Physician in Charge (Dr. Ted Amanios) and Department Administrator (Cydnee Crawley, RN)
• Both leaders just started in summer 2016
• There was a gap in leadership for almost a year, filled by the temporary managers. This led to decline in morale and teamwork.
Prototype Site

• Volunteered to become a prototype site for the IHI “Joy at work” program
• Secured Local and Regional sponsorship
• Identified Erwin Street MOB as a pilot site
• Strict timeline – September to December 2017
• Training and guidance from the IHI
Regional Surveys

• **People Pulse** annual survey – administered electronically enterprise wide to the employees. Includes close to 100 questions about their satisfaction with work, team, management, understanding of the KP goals, etc. Results are compared to the same unit in previous years, and the organization.

• **Proactive Office Encounter/Proactive Office Support** annual survey – administered to all the physicians in clinics since 2011, includes 25 questions about quality of their back-office support, message management and workflows.
The Erwin Street MOB will improve the perception of teamwork from the Joy in Work Survey from 75% positive to 95% positive by December 15, 2016.

- **Tests of change**
  - Daily huddles consisting of any changes/happenings affecting workflow, daily quote, and shout-outs to peers/patients/or physicians
  - Informal Team building (pumpkin carving contest, Thanksgiving tree, potlucks)

- **Results**
  - The target was met and exceeded with the November survey resulting in a 100% positive perception of teamwork and the clinic is looking at ways to sustain the results long term.
  - Regional People Pulse survey showed an increase of the major Work Unit Index by 19 points to 92 (goal 79)
  - “Joy in Work” has become the buzz phrase throughout the clinic
Overview

Response Rate
29 Respondents (100%)

Results vs. Crawley, Cydnee M. Organization 2015
14 Out Of 15 Themes/Indices Have Improved

Most Improved
LMP Theme 28
Speaking Up Index 20
Work Unit Index 19

Most Declined
Commitment Theme -1

Work Unit Index

<table>
<thead>
<tr>
<th>Crawley, Cydnee M. Organization 2015</th>
<th>Donner, Linda A Organization 2016</th>
<th>Best In Class Healthcare Norm</th>
</tr>
</thead>
<tbody>
<tr>
<td>92</td>
<td>81</td>
<td>11</td>
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</table>

Workplace Safety Index

<table>
<thead>
<tr>
<th>Crawley, Cydnee M. Organization 2015</th>
<th>Donner, Linda A Organization 2016</th>
<th>Best In Class Healthcare Norm</th>
</tr>
</thead>
<tbody>
<tr>
<td>86</td>
<td>72</td>
<td>10</td>
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</tbody>
</table>

Speaking Up Index

<table>
<thead>
<tr>
<th>Crawley, Cydnee M. Organization 2015</th>
<th>Donner, Linda A Organization 2016</th>
<th>Best In Class Healthcare Norm</th>
</tr>
</thead>
<tbody>
<tr>
<td>84</td>
<td>72</td>
<td>10</td>
</tr>
</tbody>
</table>
## Themes/Indices vs. Multiple Comparators

Crawley, Cydnee M. Organization

<table>
<thead>
<tr>
<th>Theme/Index</th>
<th>% Favorable</th>
<th>Crawley, Cydnee M. Organization 2015</th>
<th>Donner, Linda A. Organization 2016</th>
<th>Best In Class Healthcare Norm</th>
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<tbody>
<tr>
<td>Commitment Theme</td>
<td>93</td>
<td>-1</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Line of Sight Theme</td>
<td>88</td>
<td>3</td>
<td>-2</td>
<td>11</td>
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<tr>
<td>Enablement Theme</td>
<td>83</td>
<td>12</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Integrity Theme</td>
<td>84</td>
<td>14</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>Feedback &amp; Development Theme</td>
<td>86</td>
<td>13</td>
<td>7</td>
<td>15</td>
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<tr>
<td>Focus on Patients, Members &amp; Customers Theme</td>
<td>90</td>
<td>11</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>Communication Theme</td>
<td>84</td>
<td>18</td>
<td>8</td>
<td>6</td>
</tr>
<tr>
<td>Inclusion Theme</td>
<td>84</td>
<td>9</td>
<td>6</td>
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<td>Workforce Effectiveness Index</td>
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<td>Speaking Up Index</td>
<td>84</td>
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</table>
## Communication Theme

**Crawley, Cydnee M. Organization**

<table>
<thead>
<tr>
<th>Communication Theme</th>
<th>% Favorable</th>
<th>Crawley, Cydnee M. Organization 2015</th>
<th>Donner, Linda Organization 2016</th>
<th>Best In Class Healthcare Norm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kaiser Permanente does a good job of encouraging the sharing of information and ideas across the organization.</td>
<td>84</td>
<td>18</td>
<td>8</td>
<td>6</td>
</tr>
<tr>
<td>The organization does a good job of letting me know what is going on.</td>
<td>76</td>
<td>17</td>
<td>3</td>
<td>2</td>
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<tr>
<td>My immediate supervisor does a good job of informing me about decisions and changes that affect my work.</td>
<td>86</td>
<td>18</td>
<td>16</td>
<td>n/a</td>
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<td></td>
<td>89</td>
<td>20</td>
<td>6</td>
<td>9</td>
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MD Joy in Work

The Erwin Street MOB messaging staff will increase the scores on the physician POE/POS survey to 8.0 for all questions pertaining to message management by Nov. 15th.

• Tests of change
  – Rounding with purpose to be performed for each of the physicians with representatives management and the messaging team
  – MD Messaging Champion identified
  – Message management added as a standing agenda item for business meetings

• Results
  – Target was exceeded as the survey resulted in an average score of 9.14.
  – Regional survey of MDs about message management support showed an increase from 7.62 to 8.89
  – Physicians are feeling more at ease with the messages going into their in-basket
  – Quality of messaging has improved
### POE/POS survey

<table>
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<tr>
<th>In Basket Support (POS)</th>
<th></th>
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<td><strong>Score</strong></td>
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<td>9.63</td>
<td>9.63</td>
<td>8.63</td>
<td>8.63</td>
<td>7.50</td>
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</table>

Note: The table shows the scores for different departments and years.
“What Matters to You?” Test of Change

Nemours/Alfred I. duPont Hospital for Children Pediatric Intensive Care Unit (PICU):

Result: Almost 100 responses categorized into key areas for improvement and renewed sense of purpose within staff
“What Matters to You?” Test of Change

Mount Auburn Hospital Labor and Delivery Floor

Result: Transparency and a sense of energy around three new improvement projects
Finding Unique Local Impediments

University of Virginia School of Nursing

Result: Used survey to focus in on specific email improvement project, resulting in a spread of changes and new norms
Testing Changes for Shared Responsibility

Do you know what makes a good day for your colleagues?

Imperial College Healthcare

Co-creating better days
Learnings/Tidbits

• Presence, participation, open communication and transparency are essential to success
• Commitment to huddles and rounding is important to keep the energy going
• Physicians and nursing need to have a safe and open line of communication
• Including all stakeholders (staff, physicians, and administration) at the beginning makes for an easier adoption of the projects
• Listen, clarify, and follow through
• Consistent (1/month) rounding with purpose and including the staff provided the greatest opportunity to proactively identify areas for improvement and best practices. This proved to be beneficial for both staff and physicians.
Reflection on Improvement in Action

What can you do based on what you learned from the story you just heard?

Instructions:
• 1 min. silent reflection on actions you could take
• 2 min. to share with a colleague
Leaving in Action

• What can you test by next Tuesday?
Resources
## New Mental Models for Raising Joy in Work

Reshape Improvement Efforts and the Culture

<table>
<thead>
<tr>
<th>Old Thinking</th>
<th>New Mental Models</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff just want money and benefits</td>
<td>Staff want meaning and purpose, camaraderie, and choice</td>
</tr>
<tr>
<td>It is up to HR to raise satisfaction</td>
<td>It is the job of leaders to drive a joyful workforce</td>
</tr>
<tr>
<td>Staff Satisfaction leads to lower turnover</td>
<td>AND happier patients and greater productivity</td>
</tr>
</tbody>
</table>
Prototype Lessons Learned

Get Ready and Step 1 - What Matters

• Just start
• Involve all stakeholders from the first
  – All can contribute
• Listen and clarify
• Ask **and** have a plan to move forward
  – Don’t ask and do nothing! ‘We told you what the problems were & nothing happened! Why bother now?’
  – Response – ‘you’re right, and we want to do better now’
• Negative voices → champions
  – ‘JIW’ = glass half full
  – ‘Decrease stress at work’ = glass half empty
Prototype Lessons Learned

Get Ready and Step 1 - What Matters (cont.)

- Transparent – Make it Visible
  - Conversations where everyone can contribute
  - Where people are gathered
  - Grrr board – ‘where did the grrr board go?’
  - Communication board in break area

- Start where you are

- Be clear on why you are doing this
Prototype Lessons Learned

Step 2 – Pebbles in Shoe

• Presence, participation, open communication
  – It’s everyone; multidisciplinary
  – Here’s what we’re doing; here’s who is working on it
  – Effective use of huddles
  – Appreciative inquiry

• 70 ideas/2 weeks → 11 categories

• Pebbles not Boulders!
Prototype Lessons Learned

Step 2 – Pebbles in Shoe

• Just asking made a difference → hopefulness
• Identifying bright spots helps
  – Gratitude moment in huddles
• Celebrate small wins
• Don’t have to have the answers – work on together
• Fun stuff helps – songs of the day; mascots
Prototype Lessons Learned

Step 3 – Shared Responsibility

• Routing for Boulders
• Leadership actions – make improvement possible
• Leaders model the way
  – Teambuilding for charge nurses – vital role
• Opportunities to work together
• ‘We’re in this together’
  – Recruitment – begin with ourselves
  – Move forward even if all not enthusiastic
  – Flexibility to try other ideas
• Use qualitative data as indications of improvement before repeat measures available
Prototype Lessons Learned

Step 4 – Use Improvement Science to Test Changes

• Small, fast test cycles – pace of every 2 wks
  – Can make progress in a few weeks
• Many changes can happen at once
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.
## Mayo Leadership Dimensions Assessment

<table>
<thead>
<tr>
<th>My Leader</th>
<th>1 – low</th>
<th>5 – high</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>
<td></td>
</tr>
<tr>
<td>Inspires me to do my best</td>
<td></td>
<td></td>
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<tr>
<td>Empowers me to do my job</td>
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<tr>
<td>Is interested in my opinion</td>
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<tr>
<td>Encourages employees to suggest ideas for improvement</td>
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<tr>
<td>Treats me with respect and dignity</td>
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<tr>
<td>Provides helpful feedback and coaching on my performance</td>
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</tr>
<tr>
<td>Recognizes me for a job well done</td>
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<tr>
<td>Keeps me informed about changes taking place in our organization</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Encourages me to develop my talents and skills</td>
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<td></td>
</tr>
<tr>
<td>I would recommend working for this leader</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall, how satisfied are you with this leader?</td>
<td></td>
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</tbody>
</table>

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

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

*Interlocking responsibilities at all levels*

**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 sight 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

**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

**Happy Healthy Productive People**
Tools for Improving Joy in Work coming soon in the Joy in Work Whitepaper!