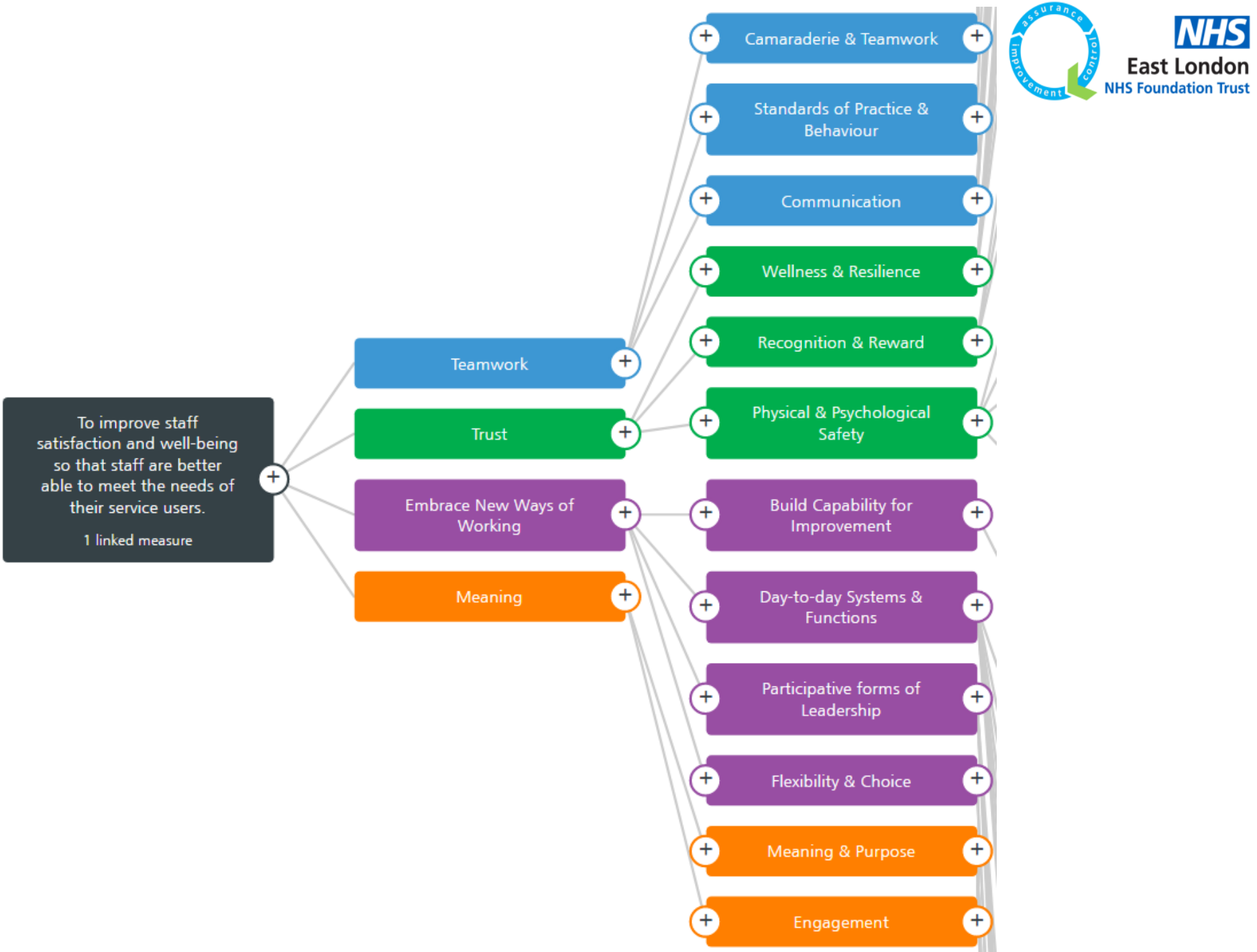
Enjoying Work

Cohort 3 Learning Set 1

Amar Shah
Chief Quality Officer
Executive Sponsor

Auz Chitewe
Senior Improvement Advisor
Primary Lead for Enjoying Work

OVERVIEW OF THE LEARNING SYSTEM



NHS
East London
NHS Foundation Trust

IHI Framework for Joy in Work

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

3. Commit to a systems approach to making joy in work a shared responsibility at all levels of the organization

2. Identify unique impediments to joy in work in the local context

1. Ask staff, "What matters to you?"

Perlo, J., Balik, B., Swensen, S., Kabcenell, A., Landsman, J. and Feeley, D., 2017. IHI framework for improving joy in work. IHI White Paper. Institute for Healthcare Improvement, Cambridge, MA.

How we are doing it

Identification of quality issue → Understanding the problem → Developing a strategy & change ideas → Testing → Implementation & sustaining the gains

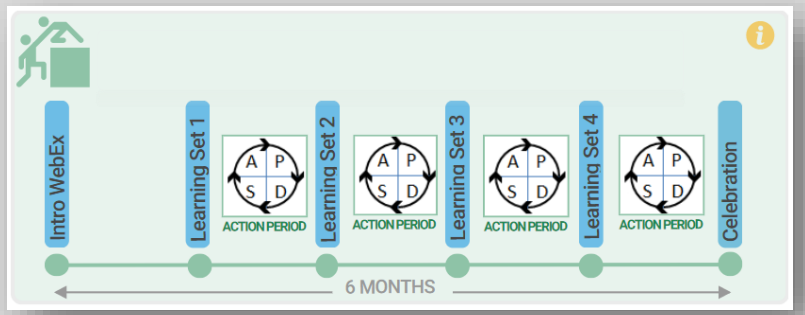
ENGAGEMENT

LEADERSHIP

LEARNING

Measures

- Subjective Outcome Measure: 'Good Day' Measure; Storytelling
- Objective Outcome Measure: Pulse Survey
- Process Measures: Project Health Self-assessment; Others are locally determined
- Balancing Measures: Locally determined - Staff turnover, team performance, patient outcomes, patient experience, exit interviews



Learning Sets: Golden Threads

1) Storytelling
2) Self-assessment
3) Testing
4) Other themes that emerge in response to what teams are experiencing

Learning Sets: Top Tips

Teams

- **Organisation**
  - Make time to meet regularly
  - Follow-up on agreed actions and share tasks
  - Theme and respond to qualitative feedback at least every 2 weeks
- **Communication**
  - Agree how to communicate with each other e.g. group email
  - Understand why the project is important and believe in the work
  - Make the project visible to the whole team
- **Participation**
  - Encourage participation and listen to the wider team
  - Engage with your sponsor and coach regularly
  - Project team should be representative of wider team

Sponsors

- **Routines**
  - Meet regularly with Project Lead
  - Stay in touch with coach/team at least every 2 weeks
  - Attend monthly QI Forum and bring up the project
- **Behaviours**
  - Create opportunities to acknowledge effort and celebrate project progress
  - Talk about the work with the whole team
  - Be positive and supportive of the team
- **Responsiveness**
  - Proactively ask whether you can help overcome any obstacles
  - Be responsive to peaks and troughs during the life of the project
  - Respond quickly if coach or team contact me with an obstacle
  - Listen and hear

Coaches

- **Support**
  - Support team to meet regularly
  - Support and encourage team to collect and review data
  - Support project lead to engage team
- **Purpose and participation**
  - Help facilitate activities that build shared purpose
  - Encourage the team to download and use ImproveWell app
  - Travel the journey with the team and give honest constructive feedback

Support System

Learning System

22 Teams

Amar Shah
Chief Quality Officer
Executive Sponsor

Mason Fitzgerald
Director of Planning and Performance
Executive Sponsor

Auz Chitewe
Senior Improvement Advisor

Sarah Todd
Improvement Advisor

Local Support

Sponsor

Coach & HR Business Partner

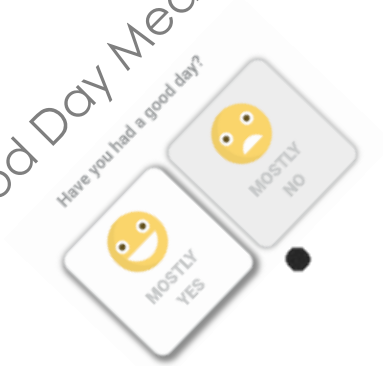
QI Forum

UNDERSTANDING THE PROBLEM & MEASUREMENT

Family of Measures

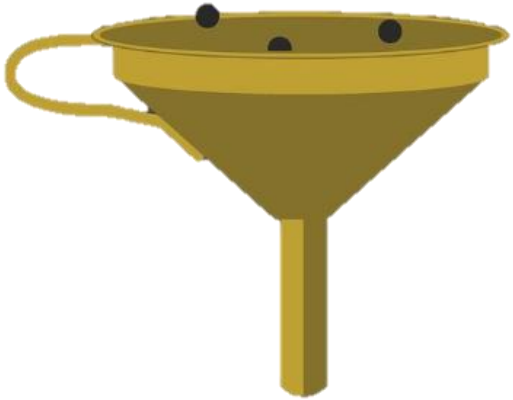
Type of measure?	Measure Name	Description	Data Collection Plan
Subjective Outcome Measure	Good Day Measure	a) "Have you had a good day at work today?" Responses: "Mostly Yes" / "Mostly No" a) In up to 5 words, please state what had the greatest impact on your response. (Your response is optional)	• Daily for 1 month as baseline. • Weekly thereafter on day chosen by project team. (Primarily ImproveWell)
Objective Outcome Measure	Pulse Survey	Covering the domains: 1) Link with wider directorate 2) People to be heard 3) Recognition and rewards 4) Communication 5) Clarify expectations and roles 6) Workload 7) Social connections 8) Environment / Resources 9) Learning & Development 10) Leadership / Feeling cared for 11) Psychological Safety 12) Burnout 13) Support from colleagues 14) Staff Satisfaction 15) Autonomy 16) Mastery 17) Purpose	• Baseline at start of collaborative – all questions. • Teams can choose to use some or all questions more frequently based on what they are working on. • Outcome at end of collaborative – all questions. (Primarily ImproveWell)

Good Day Measure



Appreciative Enquiry

Pulse Survey



Aim

Driver Diagram

Identification of quality issue
Understanding the problem
Developing a strategy & change ideas
Testing
Implementation & sustaining the gains

To improve staff satisfaction and well-being so that staff are better able to meet the needs of their service users.
1 linked measure
Teamwork
Trust
Embrace New Ways of Working
Meaning
Camaraderie & Teamwork
Standards of Practice & Behaviour
Communication
Wellness & Resilience
Recognition & Reward
Physical & Psychological Safety
Build Capability for Improvement
Day-to-day Systems & Functions
Participative forms of Leadership
Flexibility & Choice
Meaning & Purpose
Engagement

Family of Measures

Type of measure?	Measure Name	Description	Data Collection Plan
Subjective Outcome Measure	Storytelling	Strategic stories to persuade and influence: • Purpose Story – A big picture story that conveys a big idea. • Example or Proof Stories – Illustrate how they overcame a problem. • "What If?" or "Imagine …" story - When offering a change-idea. • Cautionary stories – Sharing mistakes, pitfalls & lessons learnt. • Teaching stories – 'How' something was achieved & be replicated. • Inspirational stories – Focusing on values that describe the 'why'..	Monthly – Activity at each Learning Set
Subjective Outcome Measure	Good Day Measure	a) "Have you had a good day at work today?" <u>Responses</u>: "Mostly Yes" / "Mostly No" a) In up to 5 words, please state what had the greatest impact on your response. (Your response is optional)	• Daily for 1 month as baseline. • Weekly thereafter on day chosen by project team. (Primarily ImproveWell)
Objective Outcome Measure	Pulse Survey	Covering the domains: 1) Link with wider directorate 2) People to be heard 3) Recognition and rewards 4) Communication 5) Clarify expectations and roles 6) Workload 7) Social connections 8) Environment / Resources 9) Learning & Development 10) Leadership / Feeling cared for 11) Psychological Safety 12) Burnout 13) Support from colleagues 14) Staff Satisfaction 15) Autonomy 16) Mastery 17) Purpose	• Baseline at start of collaborative – all questions. • Teams can choose to use some or all questions more frequently based on what they are working on. • Outcome at end of collaborative – all questions. (Primarily ImproveWell)
Process Measure	Project Health Self-Assessment	Project self-assessment and progress tracking on 10 domains (includes Top-Tips under each): 1)Protected Time 2)Representative project team 3)Project team QI skills and experience 4)Regular meetings 5)Wider sharing with team 6)Team engagement 7)Distribution of leadership 8)Weekly testing 9)Life QI usage 10)Coach and Sponsor engagement	Monthly – Activity at each Learning Set (MS Forms/ SliDo/ Mentimeter/ DirectPoll/ QuestionPro)

Measurement for Testing

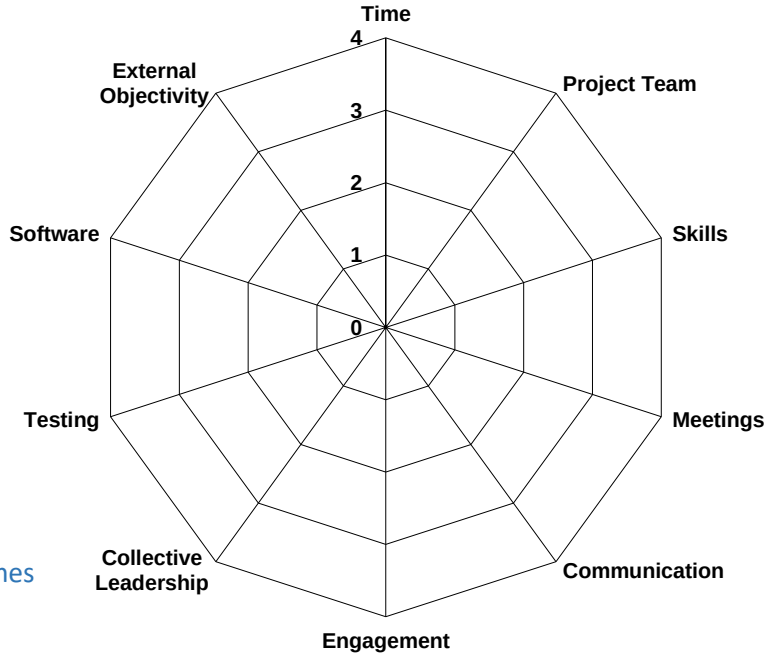
- Get to testing as soon as possible
- Test the quick wins
- Complete the feedback loop
- Make it visual and visible

Exercise: Planning Baseline Data Collection

- Think about how you will collect baseline data by 8th October using Pulse Survey and Good Day Measure.
- Who, what, where, when, how of:
  - Comms, Tasks, Follow-up, Completion, Feedback to team, Recording, Planning tests for quick wins etc…

SELF-ASSESSMENT

Project Health Self-Assessment



0: Never
1: Rarely
2: Sometimes
3: Usually
4: Always

NOTE: The higher the score the better.

Time	Project Lead has protected time?
Project Team	Project Team representative of whole team?
Skills	Project Team has QI and data skills?
Meetings	Project Team meeting at least fortnightly?
Communication	Sharing progress with wider team at least fortnightly?
Engagement	Majority of staff responds to surveys, give ideas etc?
Collective Leadership	Everyone taking responsibility for the success of the project?
Testing	One change idea being tested in any given week?
Software	At least fortnightly use of LifeQI and ImproveWell?
External Objectivity	Coach or Sponsor engaging at least fortnightly?

Time	Project Team
✓Consider having 2 project leads ✓Can any of the project leads work be delegated to the wider team?	✓Who is able to prioritise doing this work? ✓Do you have the right number of people in your project team to share the work?
Skills	**Meetings**
✓Has your data champion been to an induction session? ✓Are your team familiar with where to find resources to support the work?	✓Can you add project meetings onto a routine meeting e.g. handover ✓Try and complete work in the meetings as much as possible ✓Are you using the 7 step meeting process to improve productivity? ✓Consider the environment, do you have access to the tools and resources you need e.g. computer, Wi-Fi
Communication	**Engagement**
✓Think about how communication can be made quick and simple: verbal update at a team meeting, display board? ✓What communication structures already exist that you could link in with e.g. local newsletter	✓Make data collection as simple as you can: can it be collected at the end of shift/meeting/handover? ✓Think about making forms of engagement: Easy, Attractive, Social and Timely (EAST)
Collective Leadership	**Testing**
✓Are you sharing and rotating roles in your team e.g. in meetings, when designing solutions and testing ideas ✓Are you considering leave or busy periods when deciding on responsibilities?	✓Plan tests of change in meetings, agree roles and responsibilities so work is not duplicated and everyone is clear ✓Use Life QI as your documentation and communication tool
Software	**External Objectivity**
✓Are you making the most of LifeQI and ImproveWell? ✓Have you used guides on the QI microsite or do you need support from the data team	✓Have you agreed with your coach how you will work together? E.g. when you will meet ✓Have you agreed how your Sponsor will engage with your team, perhaps joining the last 10min of a project meeting or at the end of a regular meeting

OBJECTIVES FOR NEXT 4 WEEKS

Objectives

1) Run an Appreciative Enquiry within the next few weeks.
2) Start collecting daily baseline data using Good Day Measure. Daily until 8th October 2019, weekly thereafter.
3) Collecting feedback using Pulse Survey. This will be pushed out through the ImproveWell app by the QI Team on 23rd September and will close on 8th October 2019. Thereafter you can decide which questions to use more often.
4) Register your project on Life QI then create an Aim and Driver Diagram from what you learn from the above activities. Your coach can help you with this.
5) Test at least one change idea by 8th October. Focus on quick wins that come from the above activities.
6) Select up to 3 people from your team to come to the next learning set on 10th October 2019

Key Dates

Learning Set	Date & Time	Location
Learning Set 2	Thursday 10th October, 2019 2.00 - 4.00pm	Holiday Inn, Coram St, Bloomsbury, London WC1N 1HT
Learning Set 3	Thursday 7th November 2019 9.00 - 10.30am	
Learning Set 4	Wednesday 4th December 2019 2.00 - 4.00pm	
Learning Set 5	Wednesday 8th January 2020 2.00 - 4.00pm	
Learning Set 6	Tuesday 4th February 2020 2.00 - 4.00pm	
Celebration Event	Tuesday 3rd March 2020 2.00 - 4.00pm	