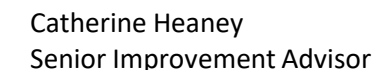
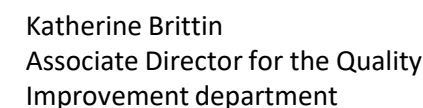
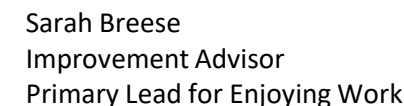
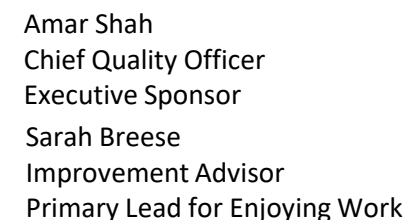


[illegible]

# HOUSEKEEPING





# WELCOME



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# AGENDA

# Agenda

- 1) Welcome and Warm-up
- 2) IHI framework for Improving Joy in Work
- 3) Open space activity
- 4) Feedback on cohort 3 learning system
- 5) Closing remarks and Action Period activities

# Tight Circle

- Using the space available, stand shoulder to shoulder with the person next to you until we have closed the loop.
- Share out to the whole group one person after the other:

**“What has recently contributed to you having a good day at work?”.**





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# IHI FRAMEWORK

# Critical Components for Ensuring a Joyful, Engaged Workforce

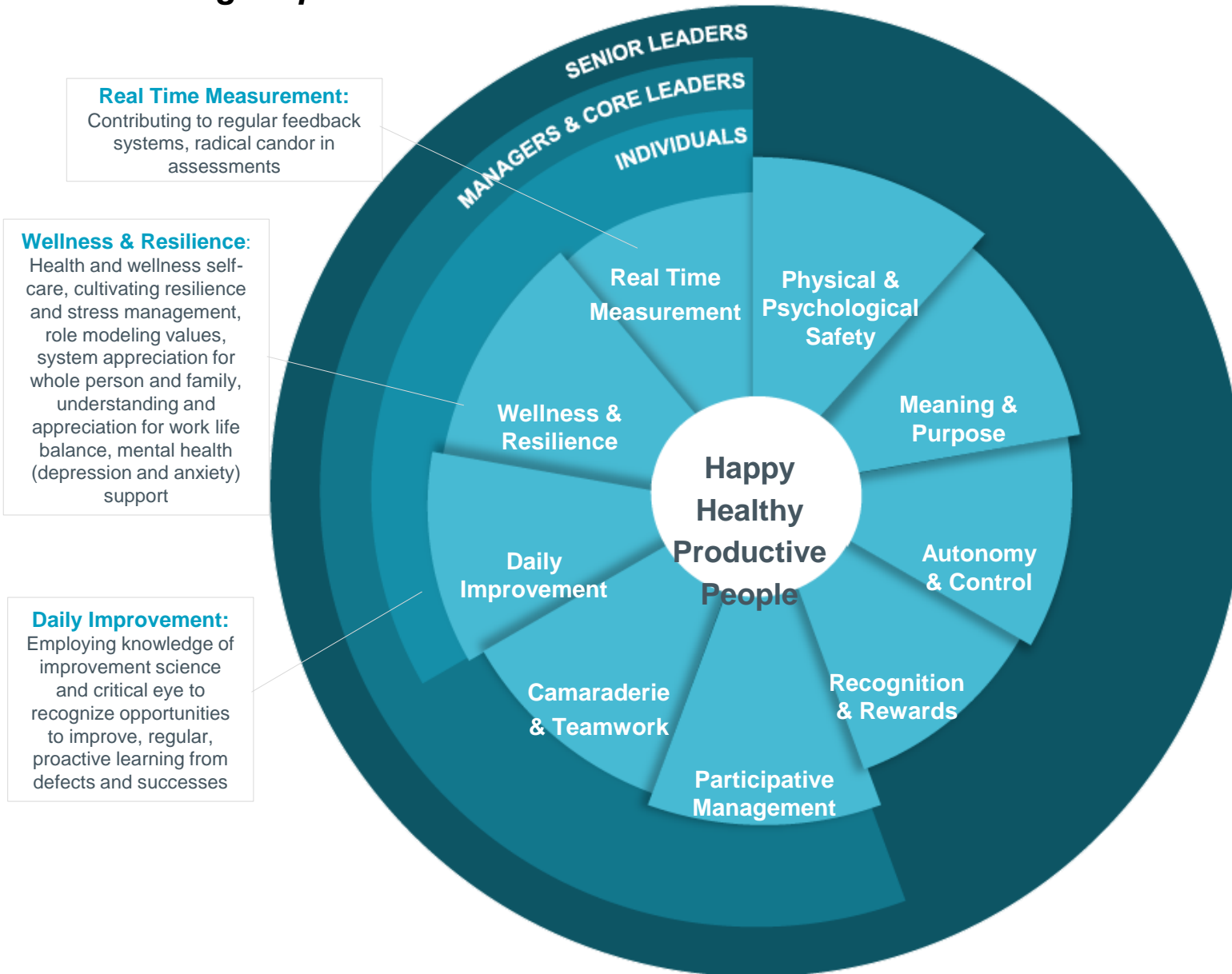
*Interlocking responsibilities at all levels*





# Critical Components for Ensuring a Joyful, Engaged Workforce

*Interlocking responsibilities at all levels*





# Three Good Things

# THE CHALLENGE



‘THE NEGATIVE  
**SCREAMS**  
AT YOU, BUT  
the positive only,  
W H I S P E R S’



- Barbara L. Fredrickson

*Kenan Distinguished Professor of Psychology, University of North Carolina*

.....

We are hardwired  
to remember the  
**N E G A T I V E**



# 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.

## Clinical Trials Demonstrate Significant Benefits



**LOWER**  
Burn-out and  
Depression



**BETTER**  
Work-Life  
Balance



**LESS**  
Conflict  
at Work



**HIGHER**  
Levels of  
Happiness

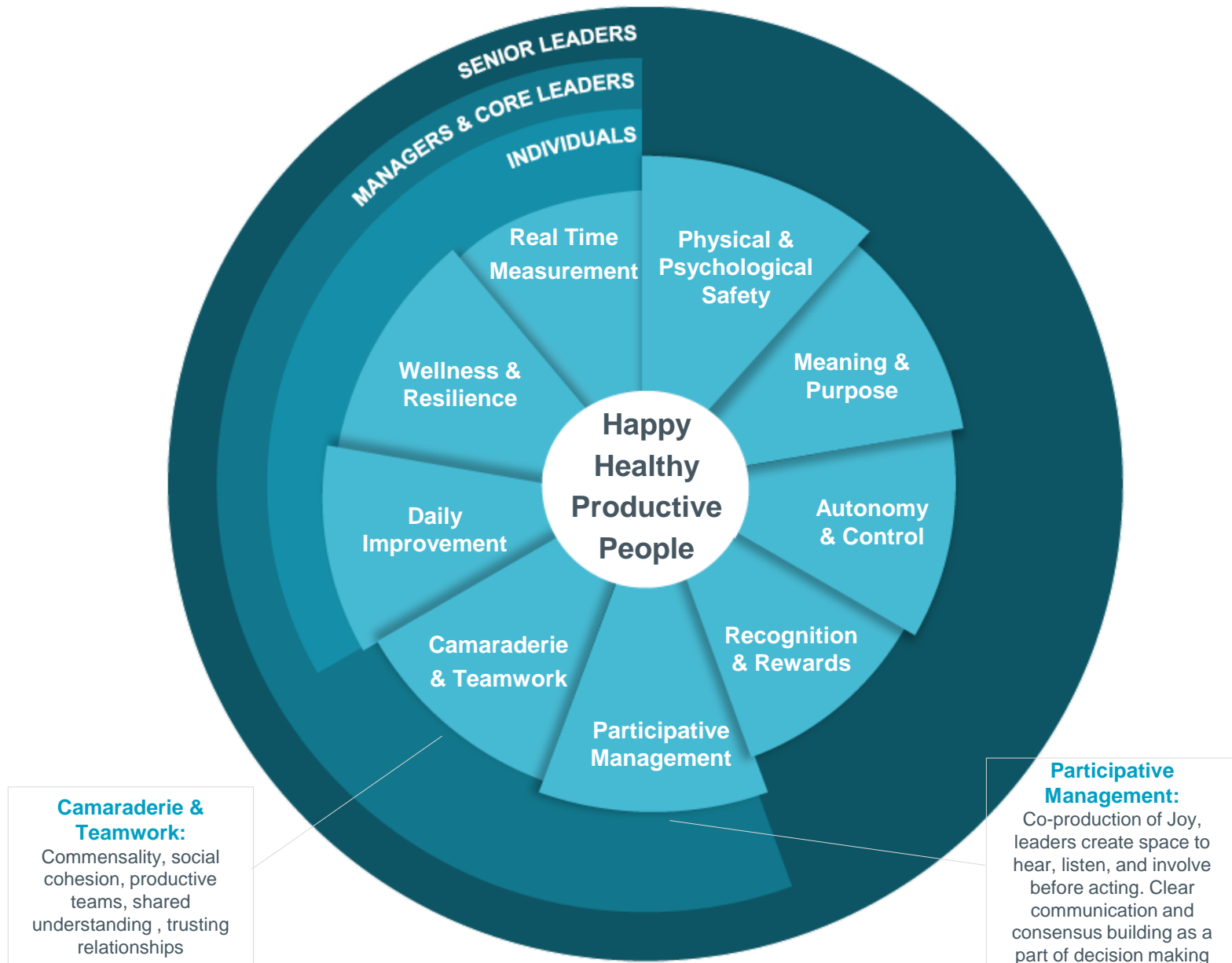


**IMPROVED**  
Sleep Quality



# Critical Components for Ensuring a Joyful, Engaged Workforce

*Interlocking responsibilities at all levels*





*“mutual trust and friendship among people who spend a lot of time together”*

GALLUP®

State of the American Workplace

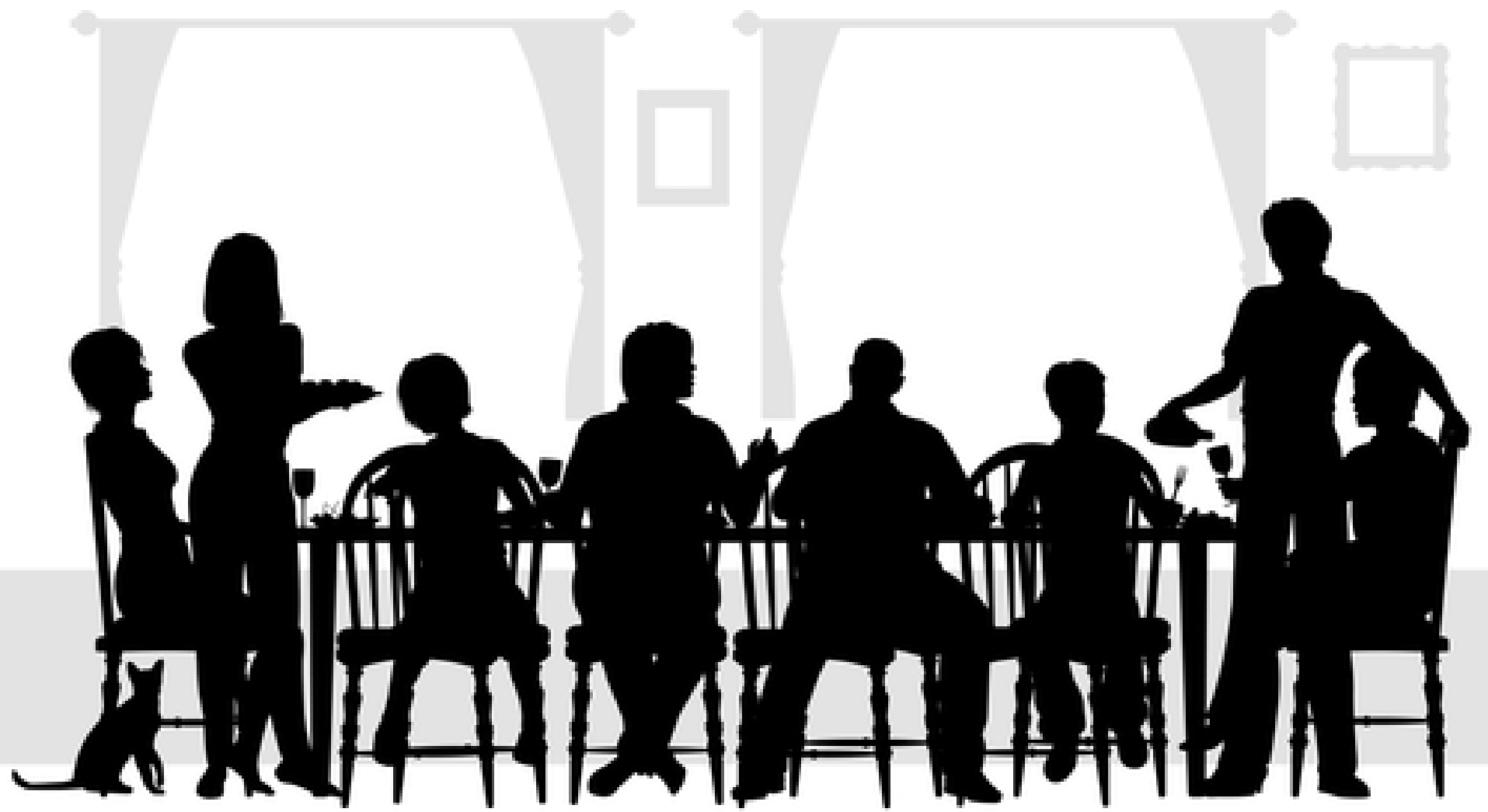


## DEVELOPING EFFECTIVE OFFICE CAMARADERIE

# EATING TOGETHER MAKES BETTER TEAMS

IT EVEN  
MAKES  
FIRE  
FIGHTERS  
HAPPIER





# Team vs Group?

Distinguishing factors:

1. Commitment

2. Purpose

3. Relationship

Typically no more than 12 members who:

- Have shared objectives in common
- Need to work together to achieve these objectives
- Have defined roles in the team
- Meet regularly to review performance and to improve



# Over to you... how to engage and involve your team!

## OUR

Who defines the benefit we're after?  
Who is going to make it happen and who is it going to affect? All these people need to be involved in designing and delivering change.

+

## SHARED

We all have individual values, experiences, beliefs and aspirations. We need to discover where these overlap. What is it we share? We can only find out by talking to each other.

+

## PURPOSE

This is the 'WHY' not the 'what' or the 'how' of change. It is where vision, values and goals meet and create energy and commitment.

*So, what can we do in our team to develop shared purpose?*



# Reflexivity

Teams are more productive, effective and innovative to the extent that they routinely take time out to reflect upon their objectives, strategies, processes and environments and make changes accordingly.



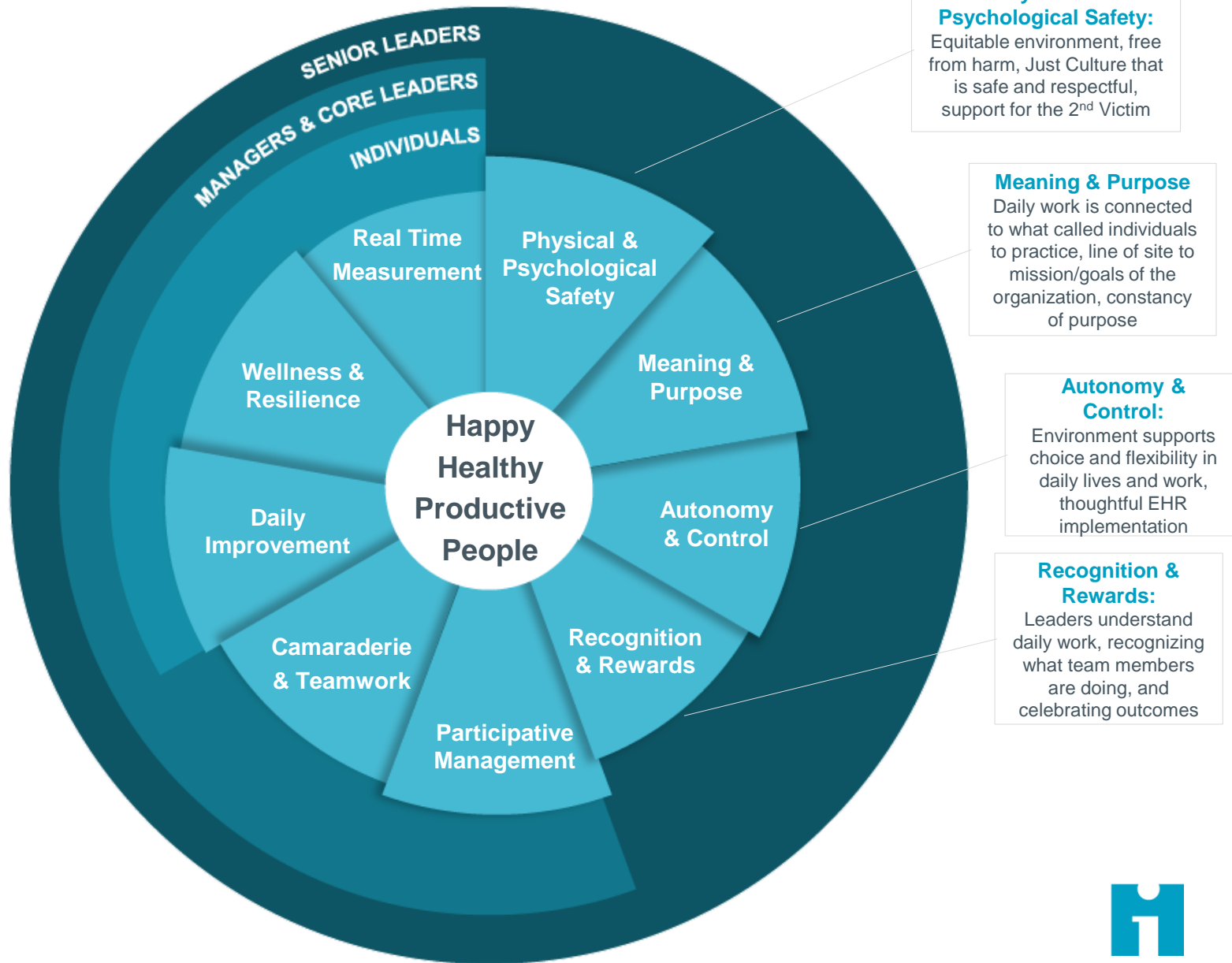
# The concept of participative management

- Giving every member of full team a meaningful connection to the work
- Creating a system that enables everybody the opportunity to suggest & prioritise new ideas and see/feel whether they are having an impact



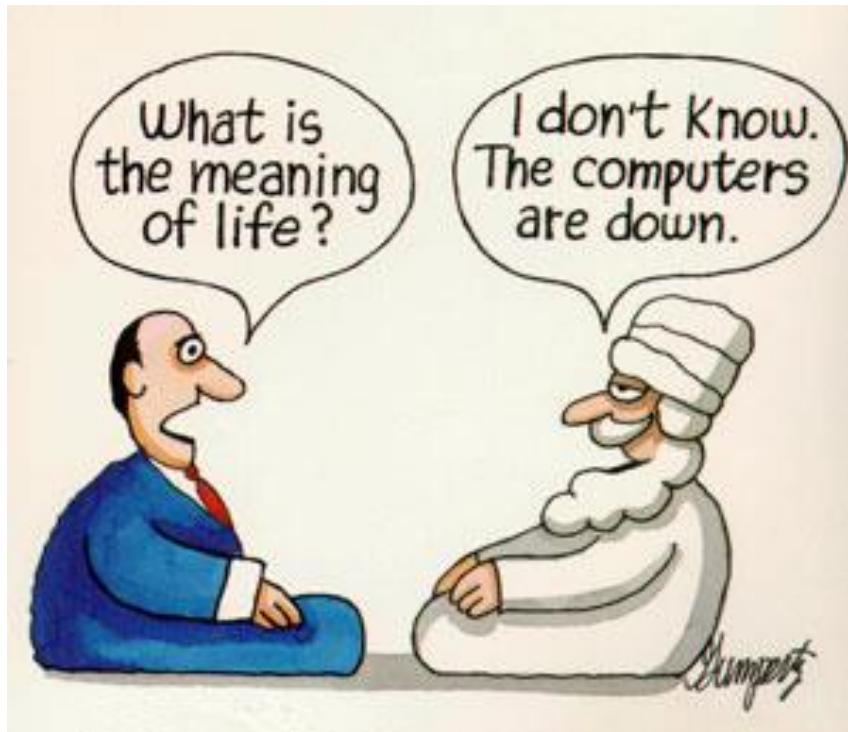
# Critical Components for Ensuring a Joyful, Engaged Workforce

*Interlocking responsibilities at all levels*



# Meaning and Purpose

---





## Recognition and Rewards

---

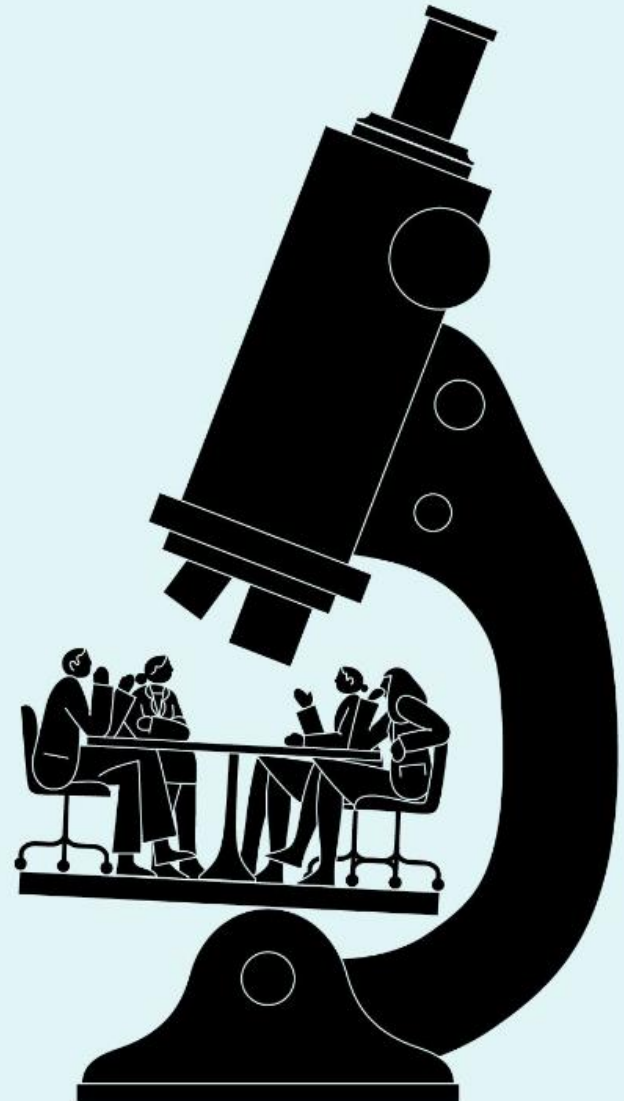
The New York Times Magazine

# What Google Learned From Its Quest to Build the Perfect Team

New research reveals surprising truths about why some work groups thrive and others falter.

By CHARLES DUHIGG     Illustrations by JAMES GRAHAM

FEB. 25, 2016



**1**

## Psychological Safety

Team members feel safe to take risks and be vulnerable in front of each other.

**2**

## Dependability

Team members get things done on time and meet Google's high bar for excellence.

**3**

## Structure & Clarity

Team members have clear roles, plans, and goals.

**4**

## Meaning

Work is personally important to team members.

**5**

## Impact

Team members think their work matters and creates change.

# Psychological safety

---

- Belief that no one will be:
  - Humiliated or punished for speaking up
  - Punished for human errors in unsafe systems, consistent with a just culture.
- Is a:
  - *Team* characteristic not an attribute of individuals
  - Consistent with exemplar safety environments
  - Critical input to an effective learning & innovation system

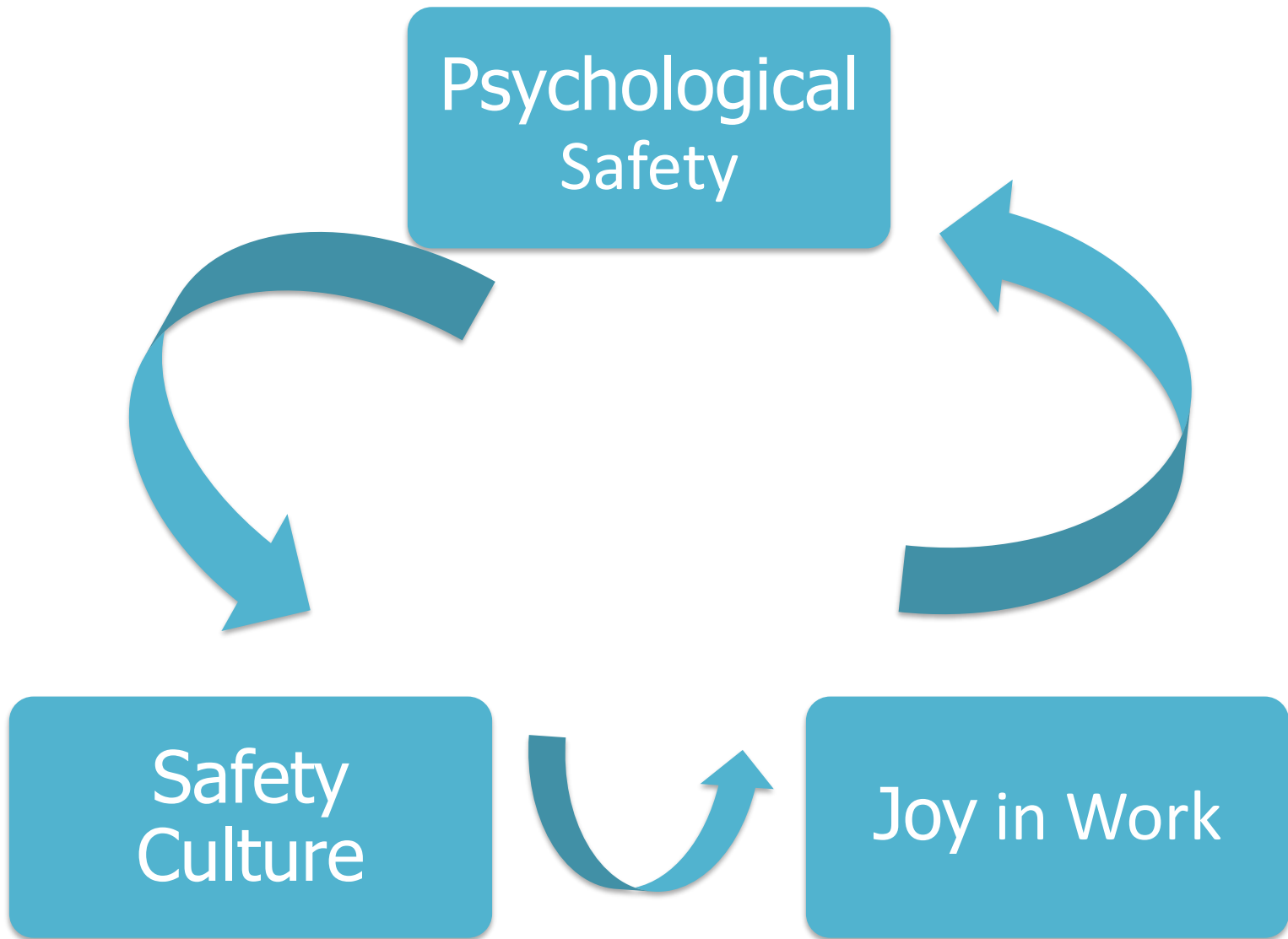
Schein E. Organizational Culture and Leadership. San Francisco, CA: Jossey-Bass; 1985.

Edmondson A. Teaming: how organizations learn, innovate, and compete in the knowledge economy. San Francisco: Jossey-Bass; 2012.

Perlo J, Balik B, Swensen S, Kabcenell A, Landsman J, Feeley D. *IHI Framework for Improving Joy in Work*.

IHI White Paper. Cambridge, Massachusetts: Institute for Healthcare Improvement; 2017. (Available at [ihi.org](https://www.ihi.org))





# Safety and Joy in Work

Believe	Safety	Joy in Work
Others will respond positively when I ask a question or voice a concern	✓	✓
Others will respond positively when I admit a mistake	✓	✓
Raising a dissenting view is expected	✓	✓
Error reporting is welcomed	✓	✓
No one will be humiliated or punished for speaking up	✓	✓
All team members are treated equally	✓	✓
Respectful interactions expected by everyone	✓	✓
Disrespectful behavior is rapidly and consistently addressed – no matter who	✓	✓
Failures are learning opportunity	✓	✓





# Psychological Safety: Leaders' Language

---

- “This is new territory (or ‘challenging’) for us, so I’m going to need everyone’s input.”
- “What are you up against? What help do you need? What’s in your way?”
- “I really appreciate you bringing this to me. I’m sure it wasn’t easy.”
- “This is complex stuff, so we need everyone’s view on this. Lucy, let’s start with you – what are you seeing?”
- “I’m human so I will miss things. That’s why with such complex work we need to hear from everyone.”
- “What’s troubling you about this patient? What should we worry about?”



# First – Get Ready to Ask “What Matters”

---

- Purpose:
  - What does joy in work mean to you
  - *Why* are you having the conversations?
- Assure leaders can do this!
  - Skills: Quality Improvement skills to take action
  - Time: For small tests
- Senior leader champion – who is it?
- Prepare for conversation
  - Use the Conversation Guide



# Step 1 – Ask: Start with Bright Spots

---

What's working now? Energy for change

Celebrate positives

- Ask one:
  - I am in 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 . . .





# Step 2 – Identify: 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, defend, explain:
  - “Help me understand what that looks like?”
  - “What happened yesterday that would be an example of that?”





# Step 2: Identify Then 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



# Choice and Autonomy

---



# You Know You are Doing To When Leaders –

---

- Say and team members do
- Plan and design the systems teams work in – without them
- Judge
  - Unsafe to speak up; psychological safety missing
  - Blame team members for errors
- Listen to people who look/sound like them
- Dislike disagreement
- Blame team if patients/families complain
- Are not sure what happens in daily work – but assume they do
- Offer no line of sight between mission and what team members do
- Assume doing your job is enough acknowledgement; limited recognition and celebration





# You Know You are Doing **For** When Leaders –

---

- Design systems with team in mind – without the team
- “My team” – parental
  - Take disagreements or questioning personally
- “Random acts of goodness”
  - e.g. a new lounge will improve engagement
- Death by 1000 measures
- One way communication - share lots of information
- Token or superficial recognition
- Some dialogue with some sense that every voice counts
- Some sense of just and fair but variable
  - Psychological safety is growing but not pervasive



# You Know You are Doing **With** When Leaders –

---

- Treat all team members with dignity and respect
- Nothing About Me Without Me: Shared decision making
- Co-design: At the table on all topics that affect team
- Inspire each to do their best
- Are committed to team member well-being and development
- Assure trust abounds – psychological safety is evident
- Engage team members improvements and choices
- Assure Purpose
  - Line of sight between team daily work and mission
- Offers meaningful, frequent recognition and celebration



# Critical Components for Ensuring a Joyful, Engaged Workforce

*Interlocking responsibilities at all levels*





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# LIBERATING STRUCTURE ACTIVITY



# Goal for this activity

- Choose an area of focus for today's learning set
- Share challenges and seek help with them
- Share learning about change ideas and testing
- Help each other to identify new change ideas, or progress existing ones

# Desired outcomes

- ✓ Clarity about existing challenges and ideas for how to overcome them
- ✓ A sense of the knowledge, experience and support offered by fellow learning set members
- ✓ Agreed next steps to continue testing change ideas

# Choose your focus for today

-  Fill in the template about a challenging test idea (if you have one!)
-  Fill in the template about a successful test idea (if you have one!)

Please complete at least one of these templates for your project!



# For 5 minutes

## Organise the room for Caravans Liberating Structure

Physical and  
Psychological  
safety

Real-Time  
Measurement

Meaning and  
Purpose

Wellness and  
Resilience

Choice and  
Autonomy

Daily  
Improvement

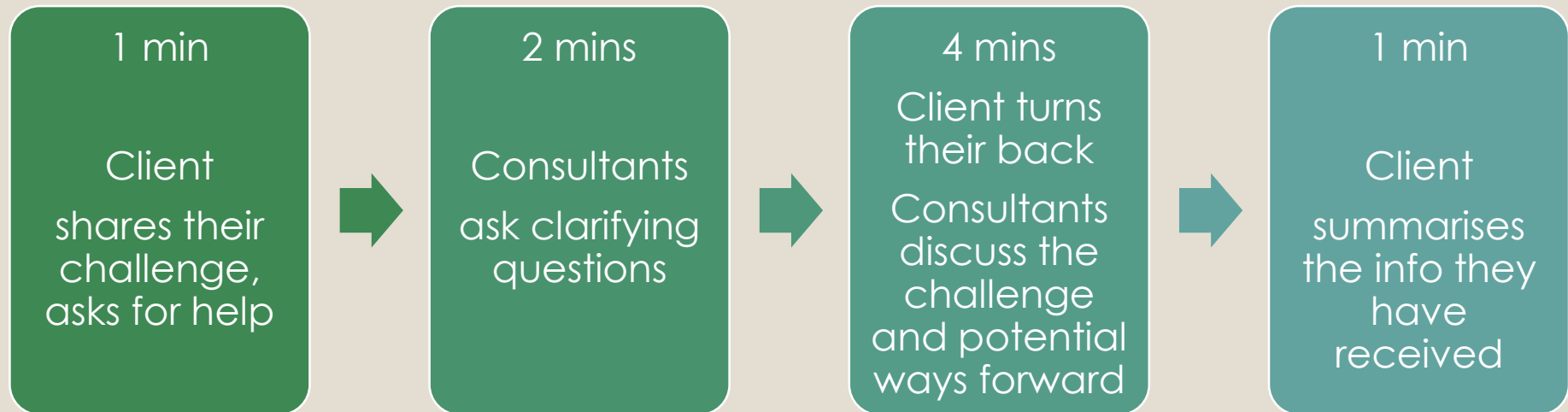
Recognition and  
Rewards

Camaraderie and  
Teamwork

Participative  
management

# How it works!

Each round goes like this...



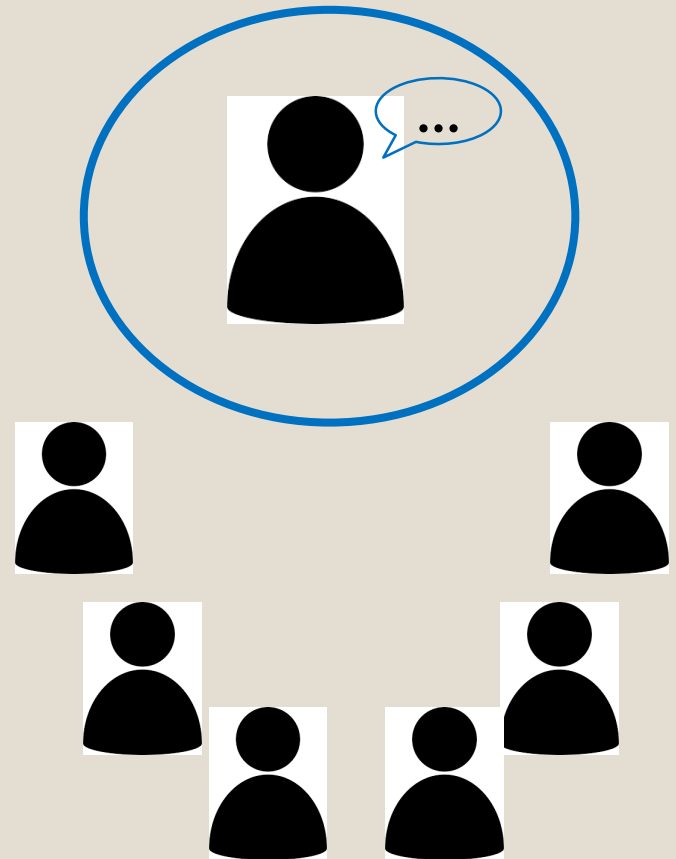
We will do 3 rounds **as long as we keep to these timings!**

To start a new round, the group of consultants move on!

# Round 1

1 min

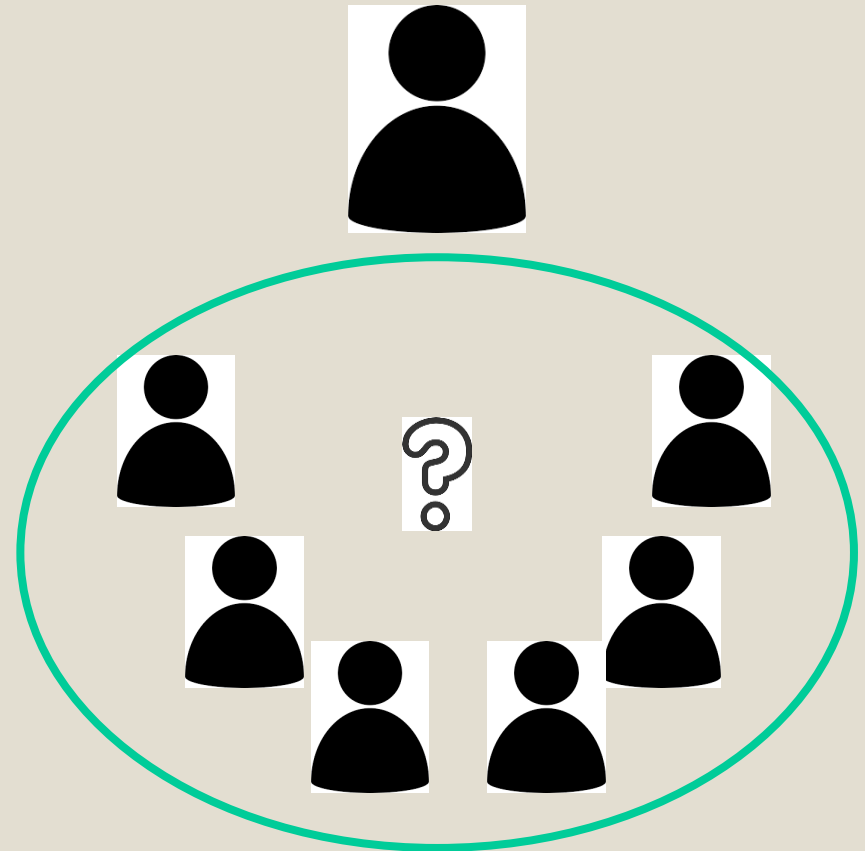
Client  
shares their  
challenge, asks for  
help



# Round 1

2 mins

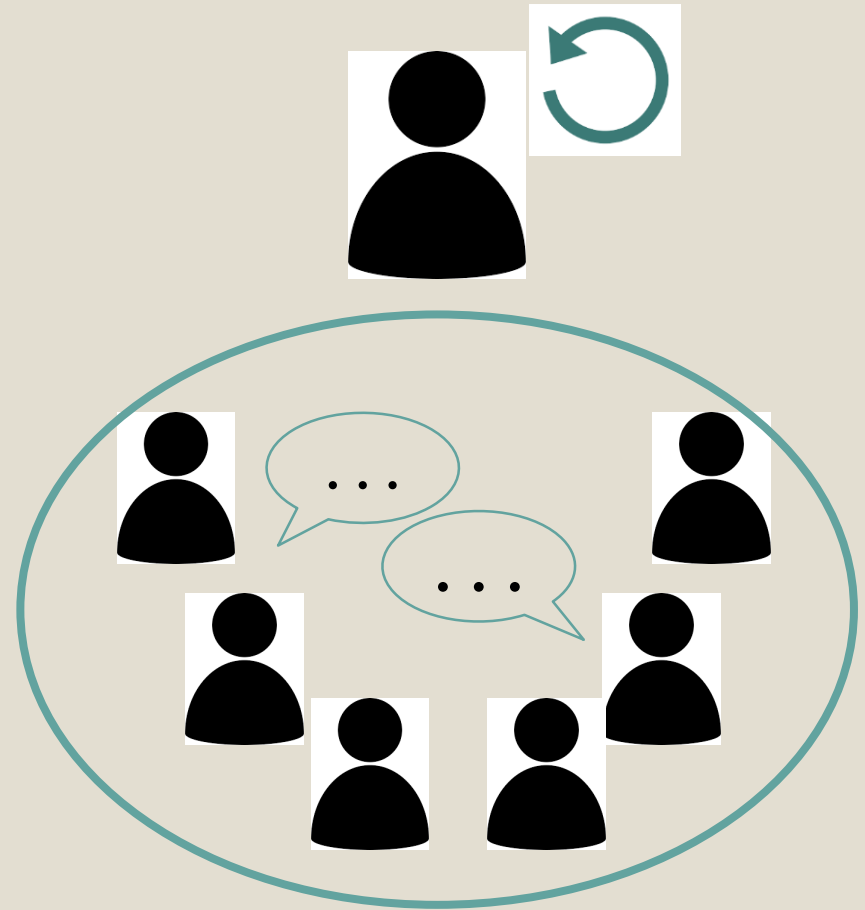
Consultants  
ask clarifying  
questions



# Round 1

4 mins

Client turns their back  
Consultants discuss  
the challenge and  
potential ways  
forward

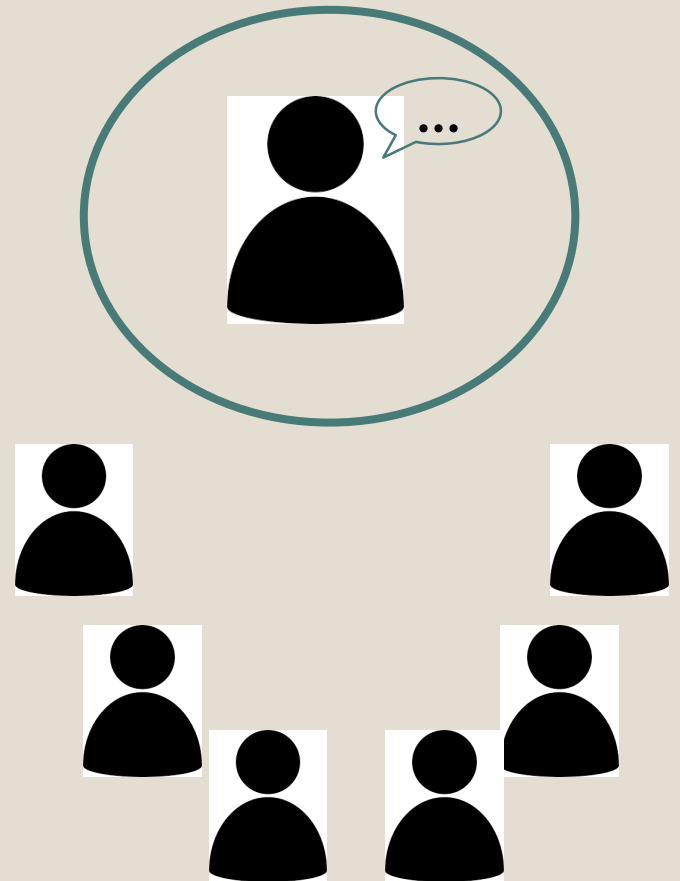


# Round 1

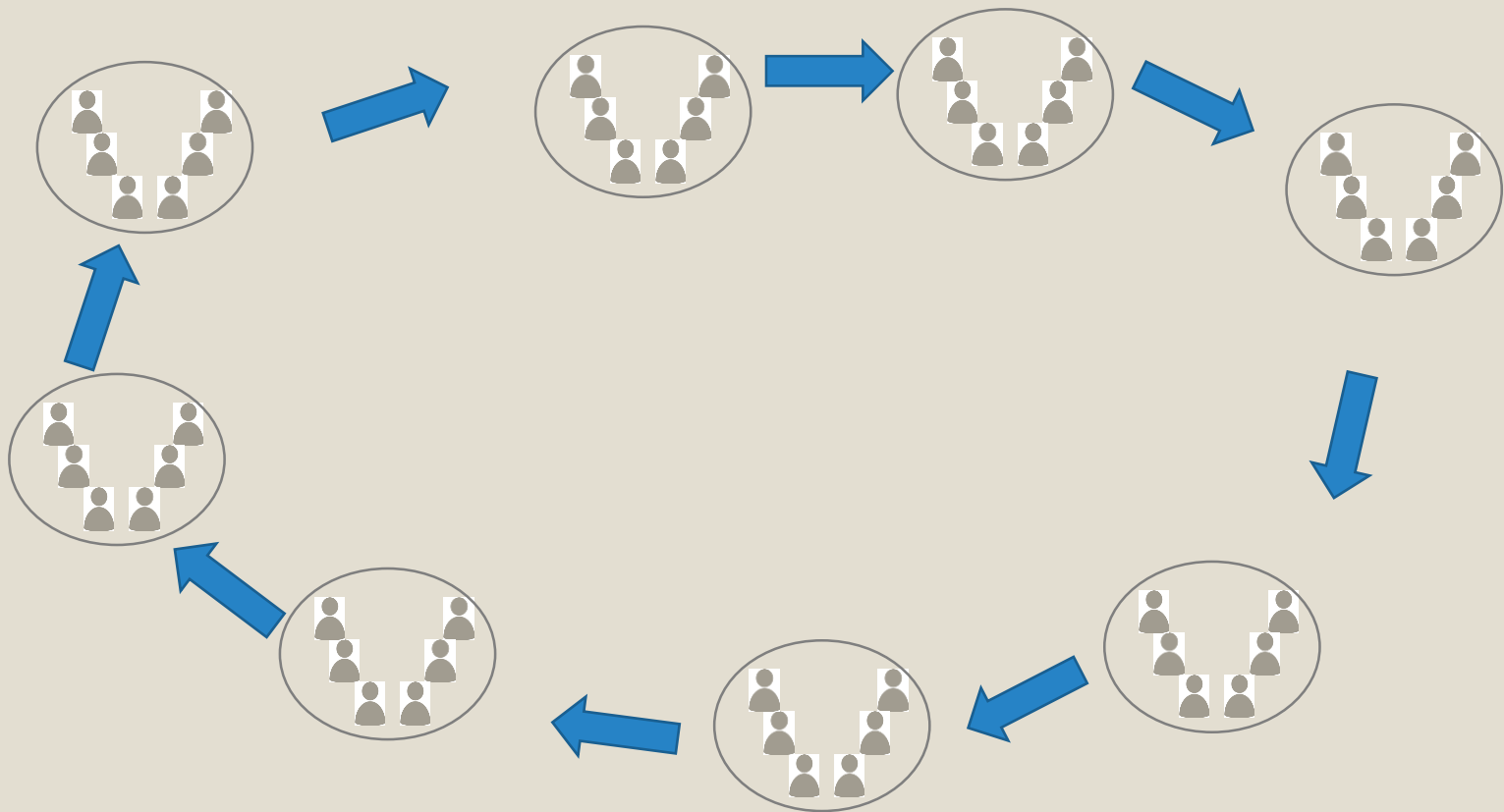
1 min

Client

summarises the  
info they have  
received, what  
they will act upon



**Move position for round 2**  
**Clients stay where they are**  
**Consultant groups move**  
**clockwise**

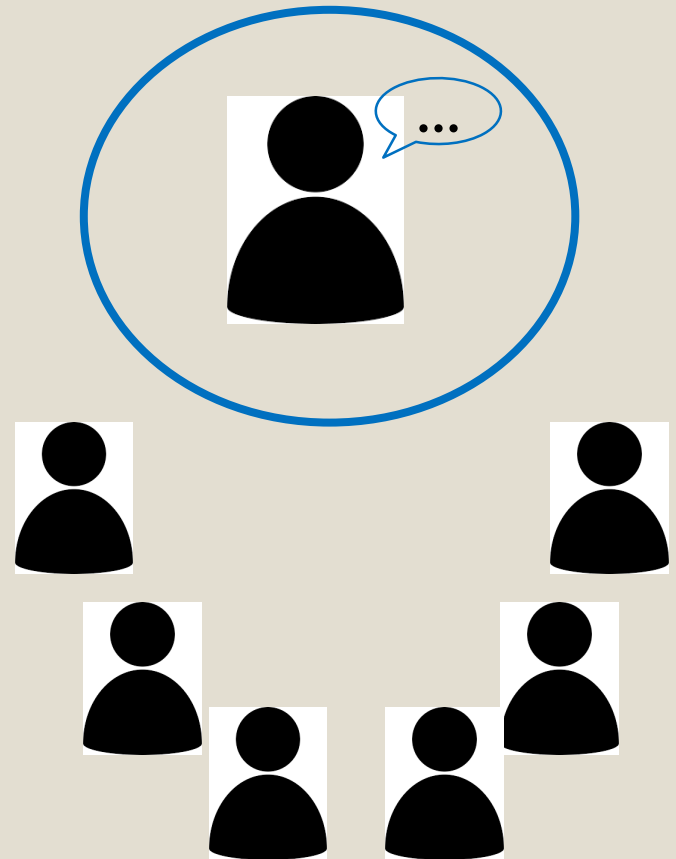




# Round 2

1 min

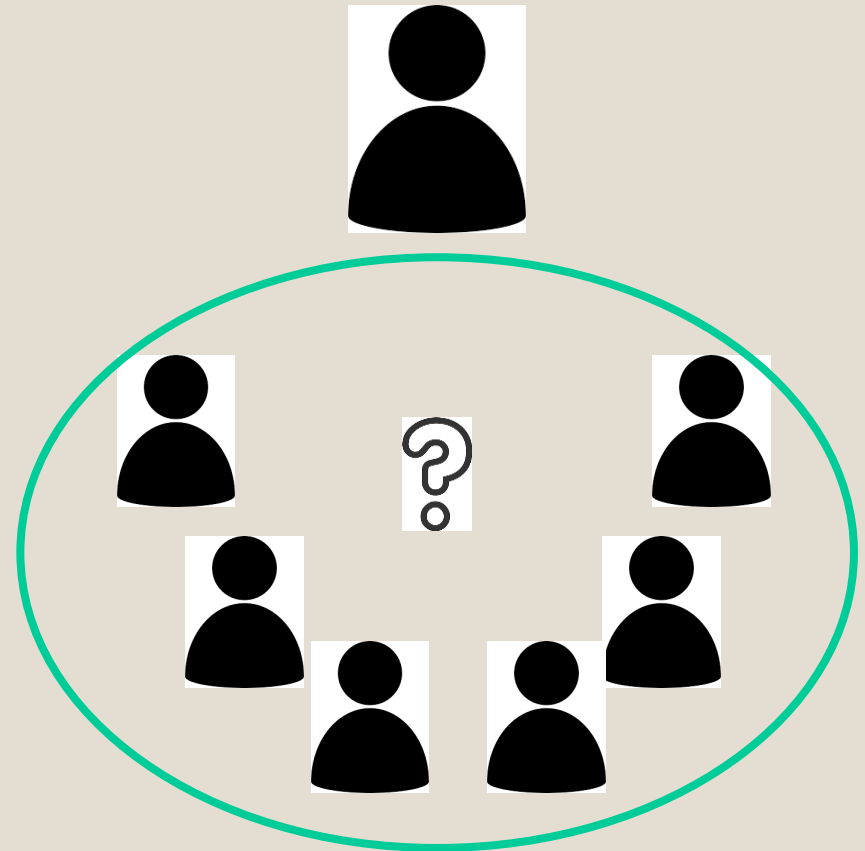
Client  
shares their  
challenge, asks for  
help



# Round 2

2 mins

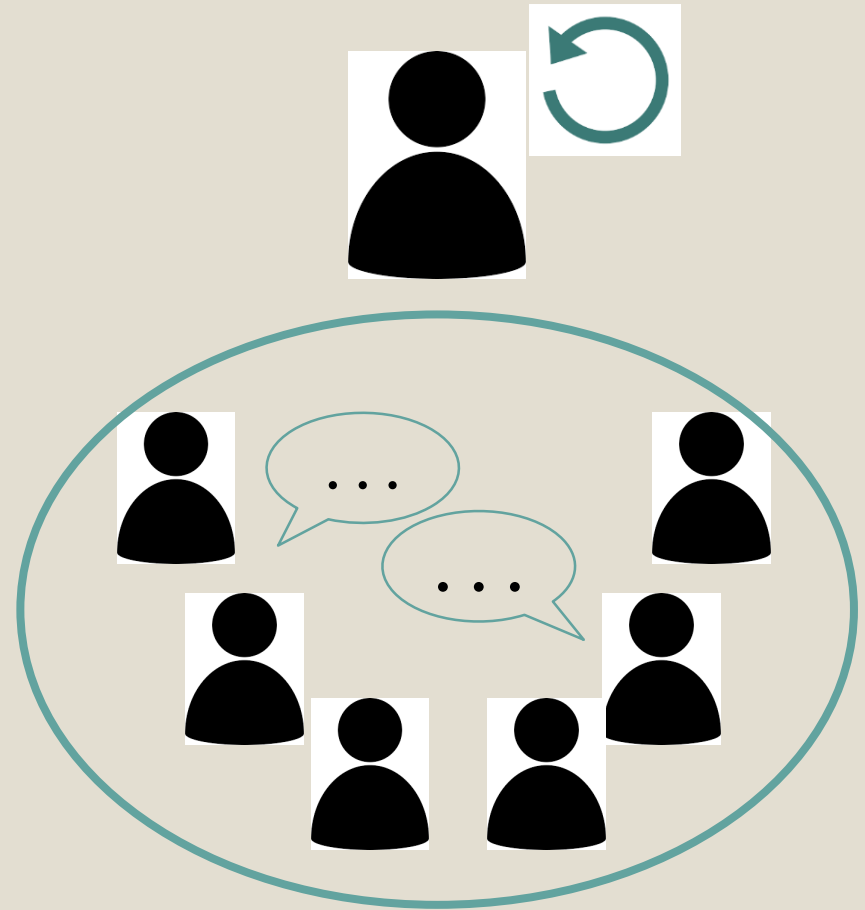
Consultants  
ask clarifying  
questions



# Round 2

4 mins

Client turns their back  
Consultants discuss  
the challenge and  
potential ways  
forward

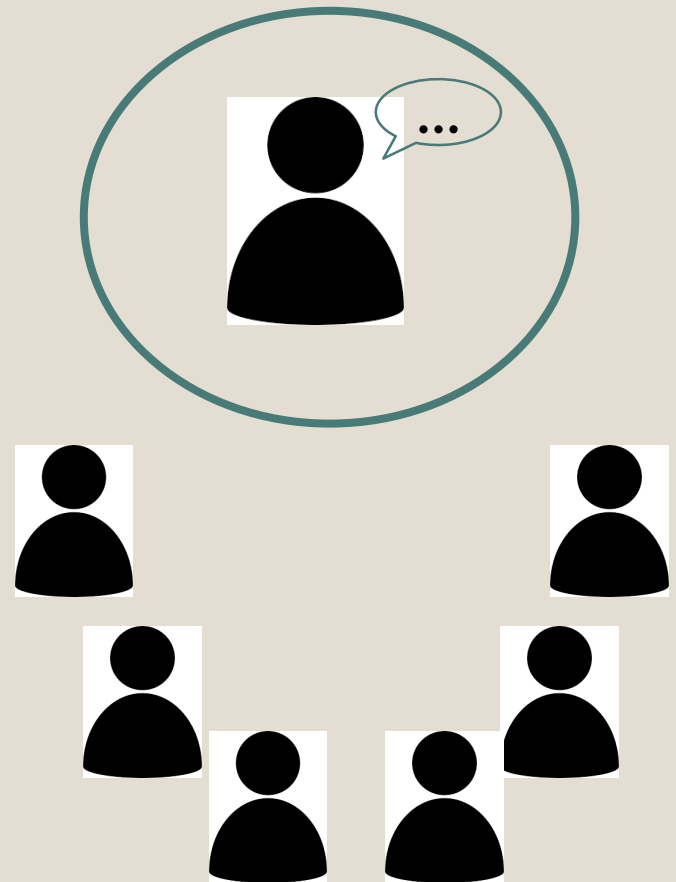


# Round 2

1 min

Client

summarises the  
info they have  
received, what  
they will act upon



# Debrief

- ❖ What stood out about Caravan consulting?
- ❖ What did it make possible?
- ❖ What one thing will you commit to do, as a result of this activity?

# FEEDBACK



# Feedback on the learning system

Your feedback is really important to us and other teams!

If you would be like to be involved in the design of next year's learning system, then please get in touch...

Email: [gi.elft@nhs.uk](mailto:gi.elft@nhs.uk)

# Before we finish...



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1. Open the camera on your iPhone/iPad



Hold the camera over the QR code above.  
Click on the link that appears



1. Hold down the home button to open Google Assistant

2. Click on 
3. Next, click on 

OR

1. Open the Google Lens app  
*(you can download this from the google store)*



You can also enter this link into your internet browser:

<https://tinyurl.com/EWeval3>

# NEXT STEPS AND OBJECTIVES



1) Work on a way of presenting the story of your Enjoying Work project within 5 minutes at the celebration event on Tuesday 3<sup>rd</sup> March

Poster

$\leq 5$  Slides

Song

Video

Artwork

Blog

# Pulse survey

- Pulse survey to be resent the week of 24th February via ImproveWell
- Please get in touch if by Friday 14th February if your team would rather this was sent out via Microsoft Forms



# Objectives

1. Reflect on the [IHI Enjoying work framework](#) with your team and consider what areas you may want to focus on
2. Plan to take back any [new ideas from today's learning set to test out](#) with your team
3. Make sure to connect with your [QI Coach](#) to help you work through any challenges with your measurement and barriers impeding your testing.
4. Continue to make sure your data and PDSA cycles are being [recorded on LifeQI](#)
5. Work on a way of sharing the story of your Enjoying Work project within 5 minutes at the [celebration event on Tuesday 3<sup>rd</sup> March](#) and ensure that you and your team can come!
6. Consider what [support you will need to continue](#) this work after the celebration event in March...



# Key Dates

Learning Set	Date & Time	Location	Who
<b>Celebration Event</b>	<p>Tuesday 3rd March 2020</p> <p>09:00-12:30 with lunch after!</p>	<p>Holiday Inn, Coram St, Bloomsbury, London WC1N 1HT</p>	<p>09:00-12:30 all Wave 9 ILP attendees</p> <p>11:30-12:30 for those not on Wave 9 ILP</p>