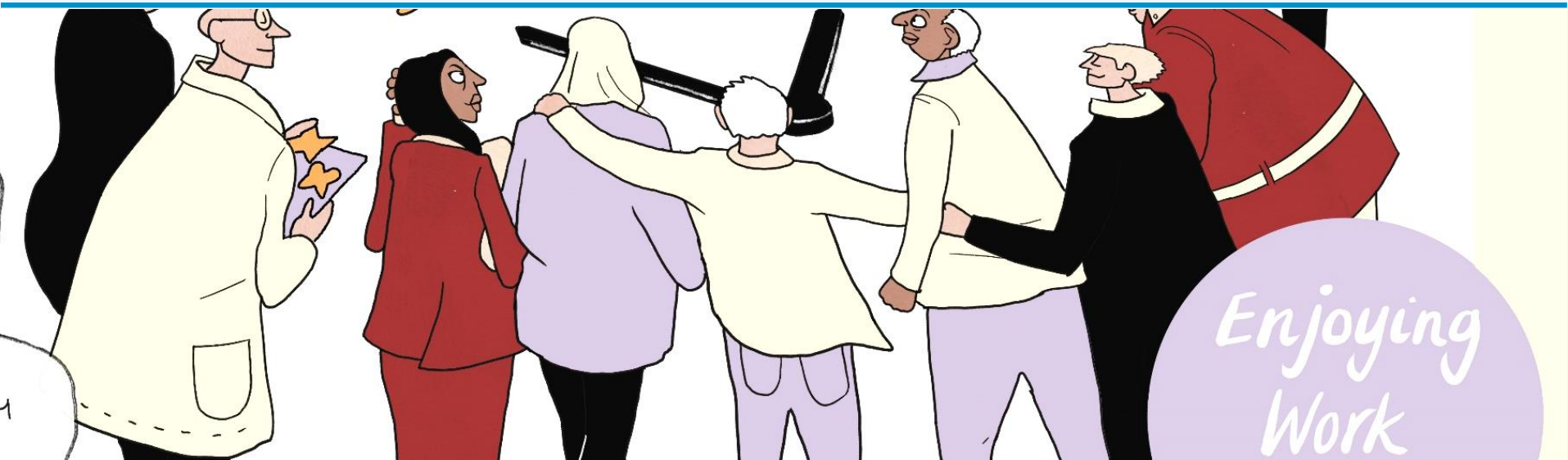


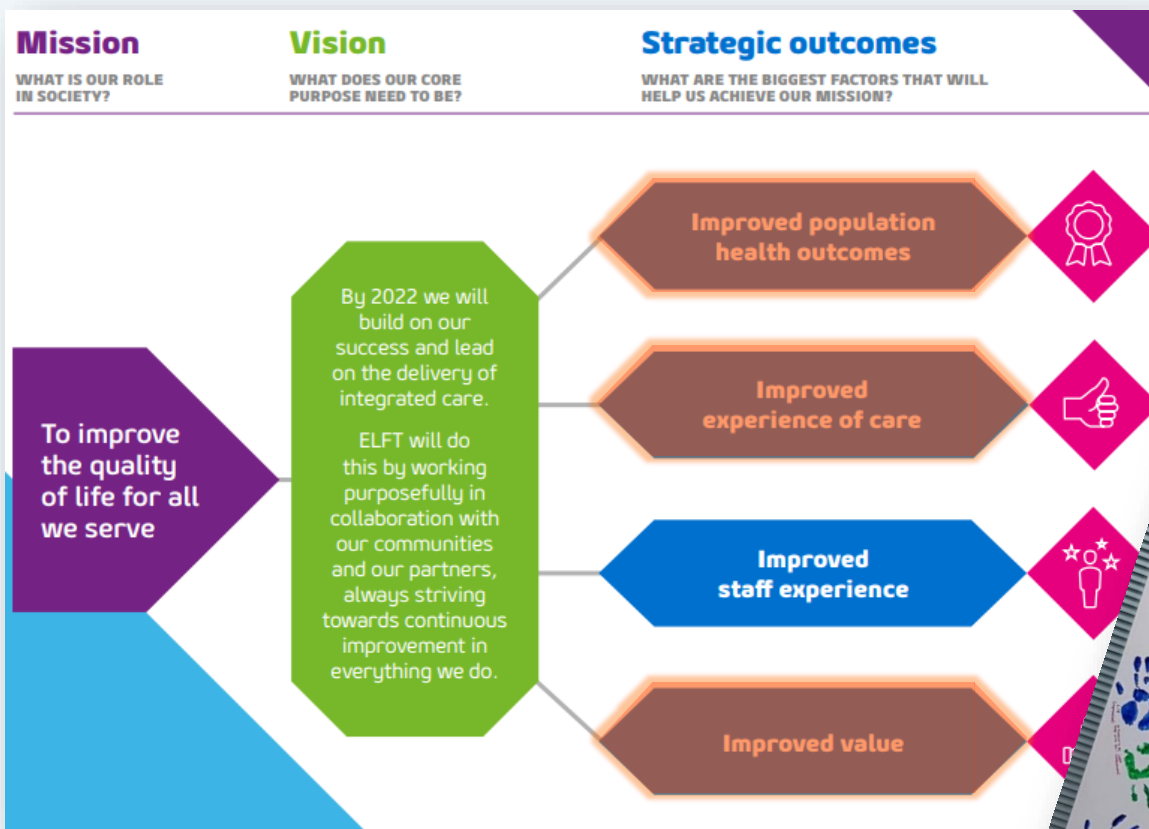
## Quality Improvement Department



# Overview of the Learning System



# ELFT Strategy



# Timeline of Enjoying Work

Health Improvement  
Alliance Joy in Work  
initiative

Cohort Two  
Collaborative Learning  
System (21 Teams)

Covid19 and the  
Working Well  
Handy Guide

December  
2016

January –  
June 2017

March 2017-  
June 2018

June 2018 –  
February  
2019

September  
2019-March  
2020

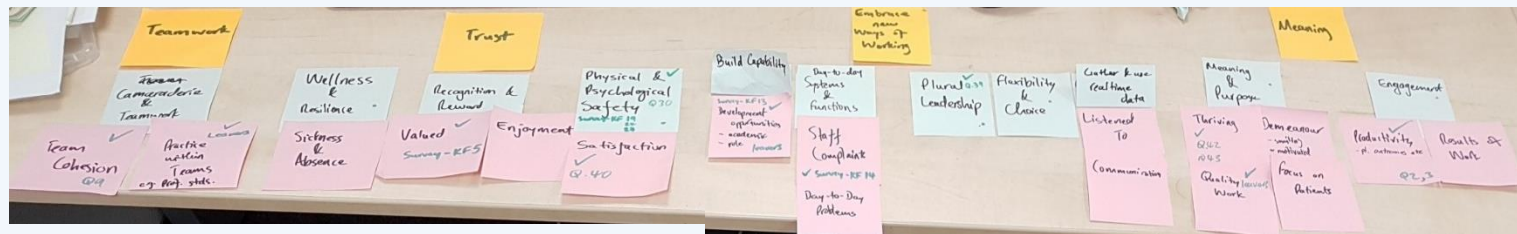
March – July  
2020

Isle of Dogs CMHT  
and Newham  
Extended Primary  
Care team pioneer  
the work at ELFT

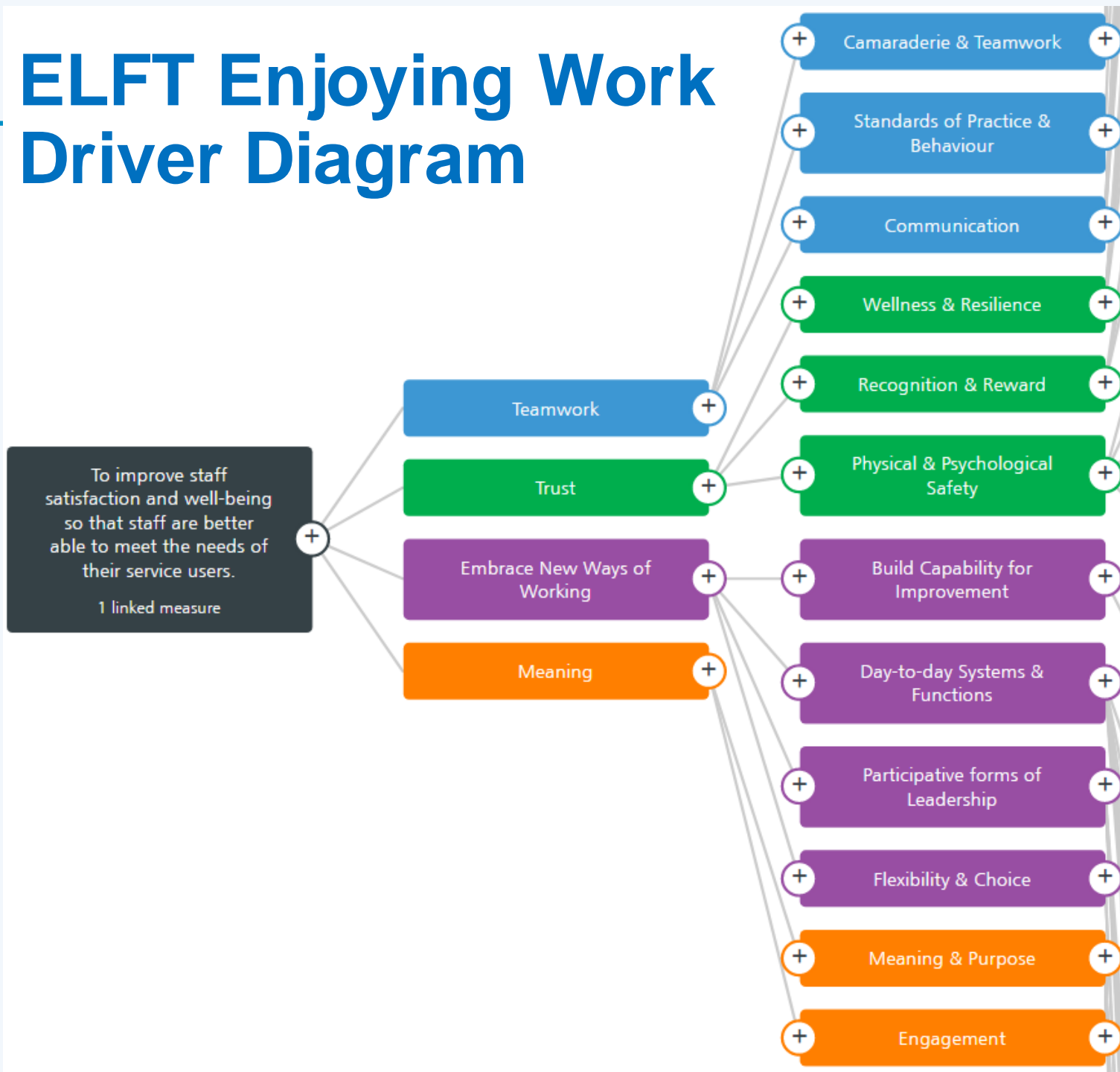
Cohort One Collaborative  
Learning System (5 teams)

“What matters to you  
exercise” with the teams and  
pulse survey with 200 staff

Cohort Three  
Collaborative  
Learning System  
(32 teams)



# ELFT Enjoying Work Driver Diagram





# How we are doing it

Identification of  
quality issue

Understanding the  
problem

Developing a  
strategy &  
change ideas

Testing

Implementation &  
sustaining the gains

Leadership

Storytelling

Support structures

Implementation

Intro Sessions

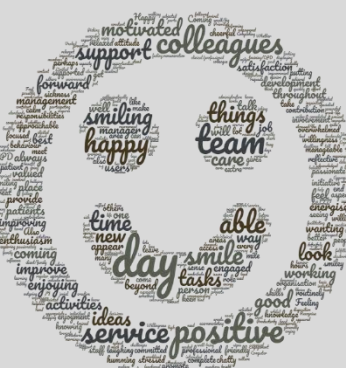
Learning Set

Learning Set

Learning Set

Celebration event

Discussion Space



# Learning Sets

## Structure:

- 2 hours once a month
- Invite up to 3 people from your project team

## What to expect:

- **Interactive sessions** using the QI Dept's Working Well Handy Guide
- **Share** experiences and stories
- **Community** of learning
- Accelerate your **learning and testing**
- Some **theory** and testing out **team engagement, QI and leadership tools and methods**



# Support System

Learning  
System



Teams  
across  
ELFT

Improvement Advisors



Cath Heaney



Nicola Ballingall

Discussion  
Space



Local Support



Sponsor



Coach & People  
and Culture  
Business Partner



QI Forum





# Launch of Discussion Space

- You are invited to an 'Enjoying Work Community' team on **MS Teams** (details given towards the end of the session today)
- Colleagues can use this to **share resources** and **support** each other
- There will be **lunch time drop-in** sessions with an Improvement Advisor every 10days

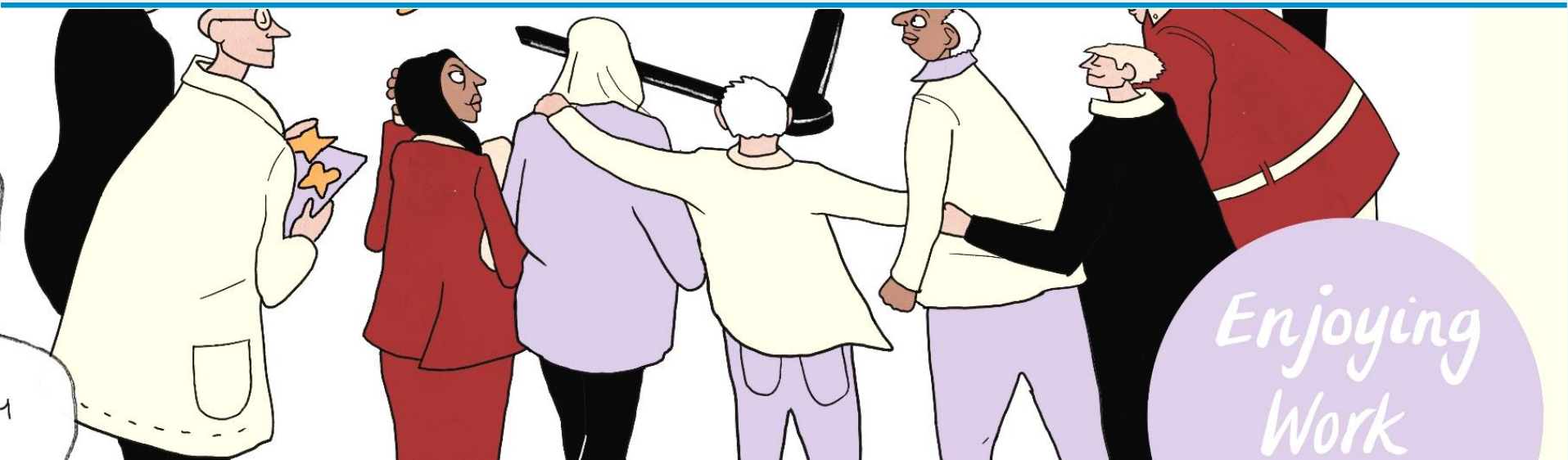


# Key Dates

- Learning Set 2: **13<sup>th</sup> October** 10-12pm
- Learning Set 3: **19<sup>th</sup> November** 2:30-4:30pm
- Celebration Event: **17th December** 11-1pm
- Learning Set 5: **13<sup>th</sup> January 2021**  
9:30-11:30am
- Learning Set 6: **25<sup>th</sup> February** 09:30-11:30pm



# 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*

## Real Time Measurement:

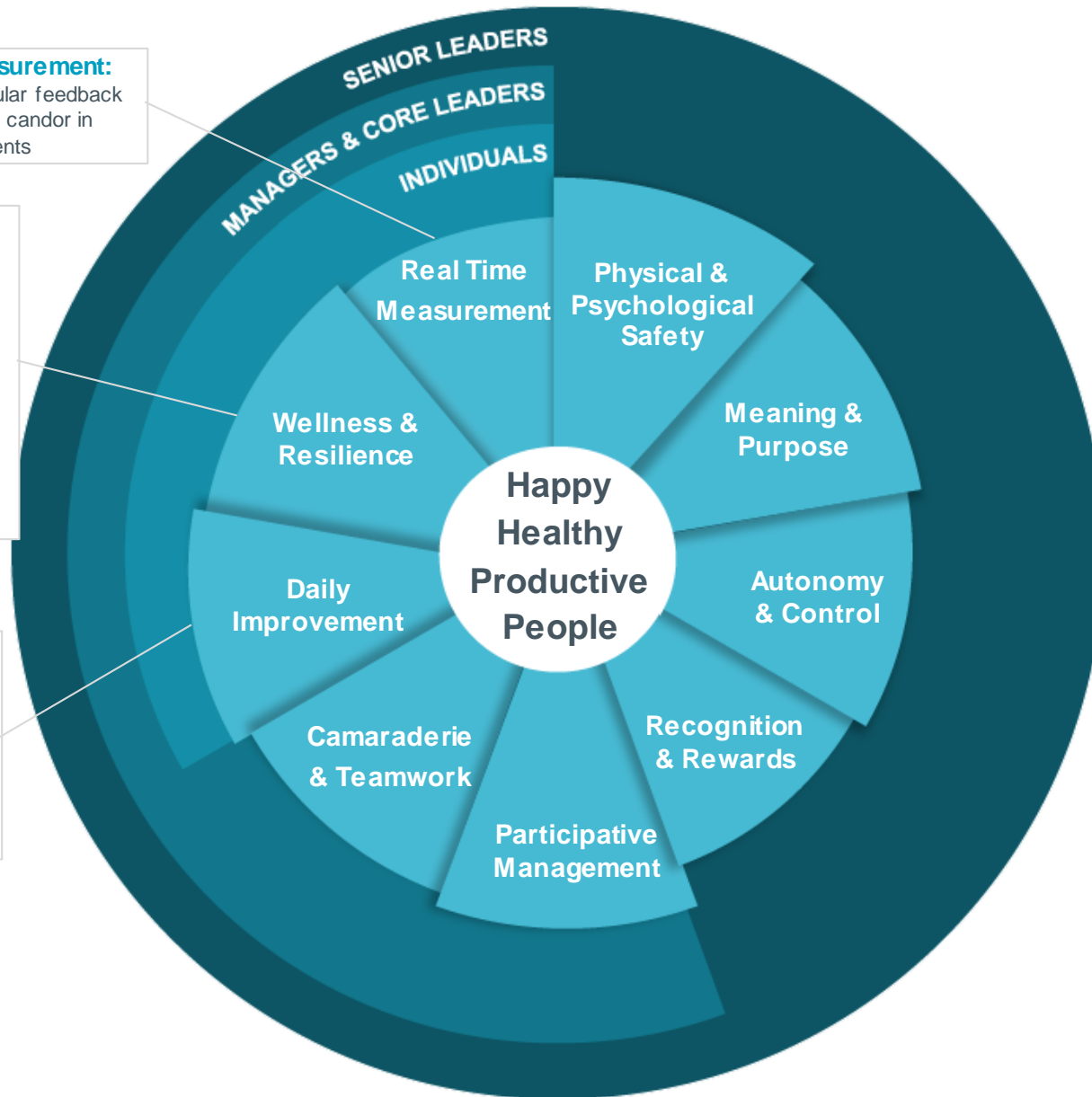
Contributing to regular feedback systems, radical candor in assessments

## 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





# 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



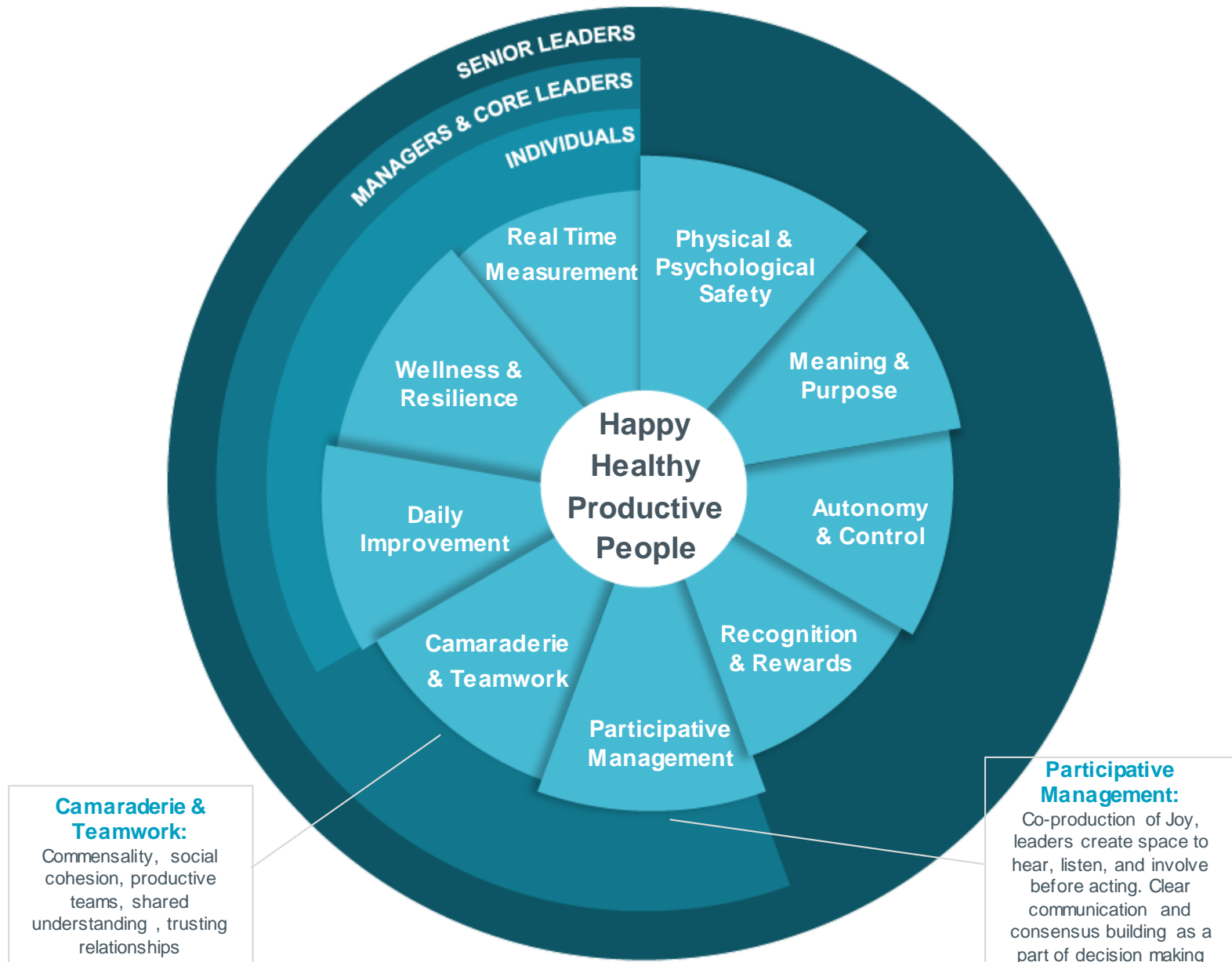
**IMPROVED**

Sleep Quality



# Critical Components for Ensuring a Joyful, Engaged Workforce

*Interlocking responsibilities at all levels*



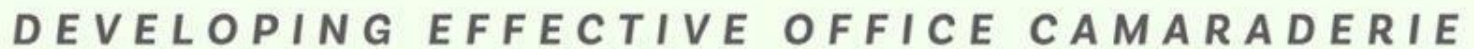


*“mutual trust and friendship among people who spend a lot of time together”*

GALLUP®

State of the American Workplace





# 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?*



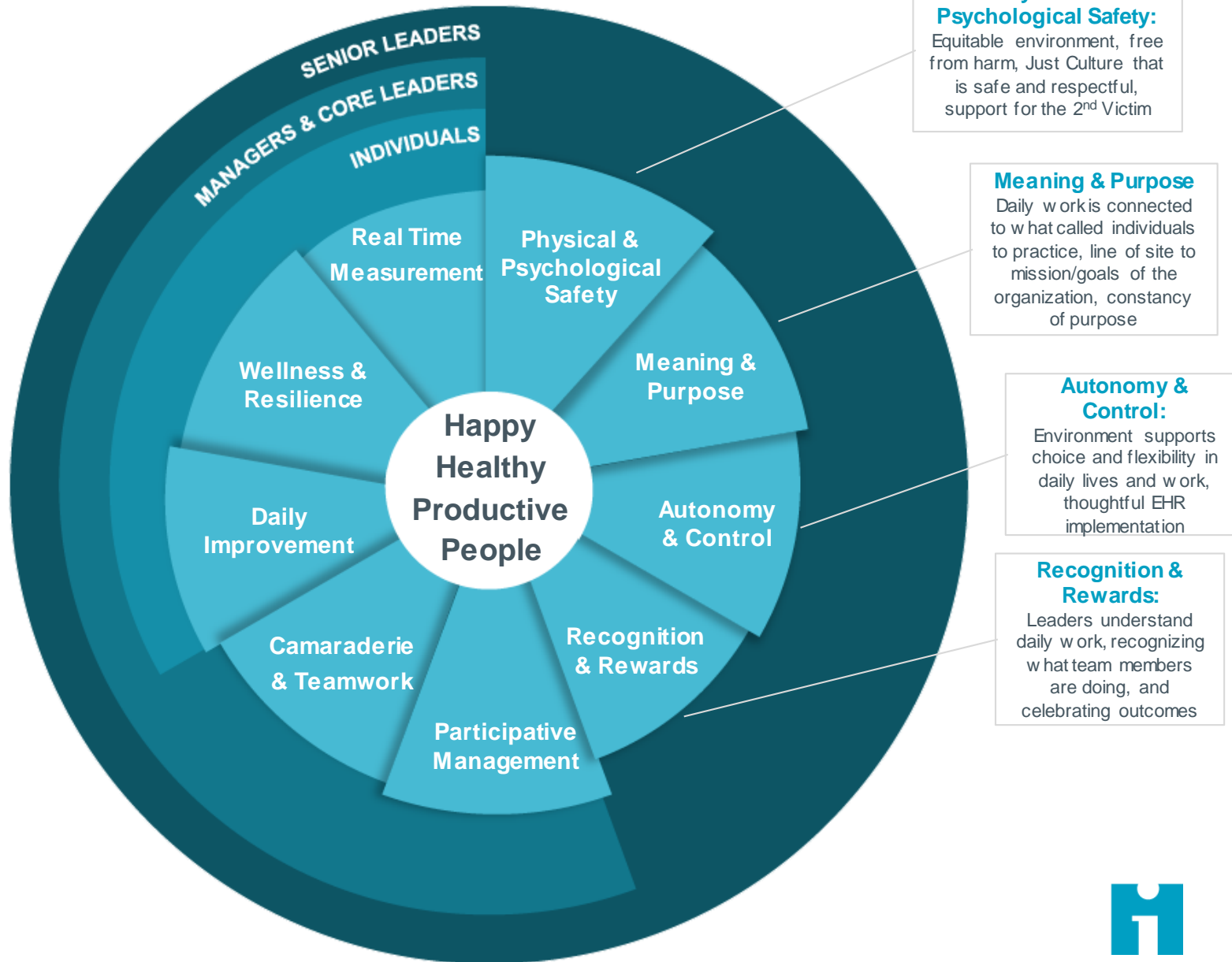
# Reflexivity

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.



# Critical Components for Ensuring a Joyful, Engaged Workforce

*Interlocking responsibilities at all levels*

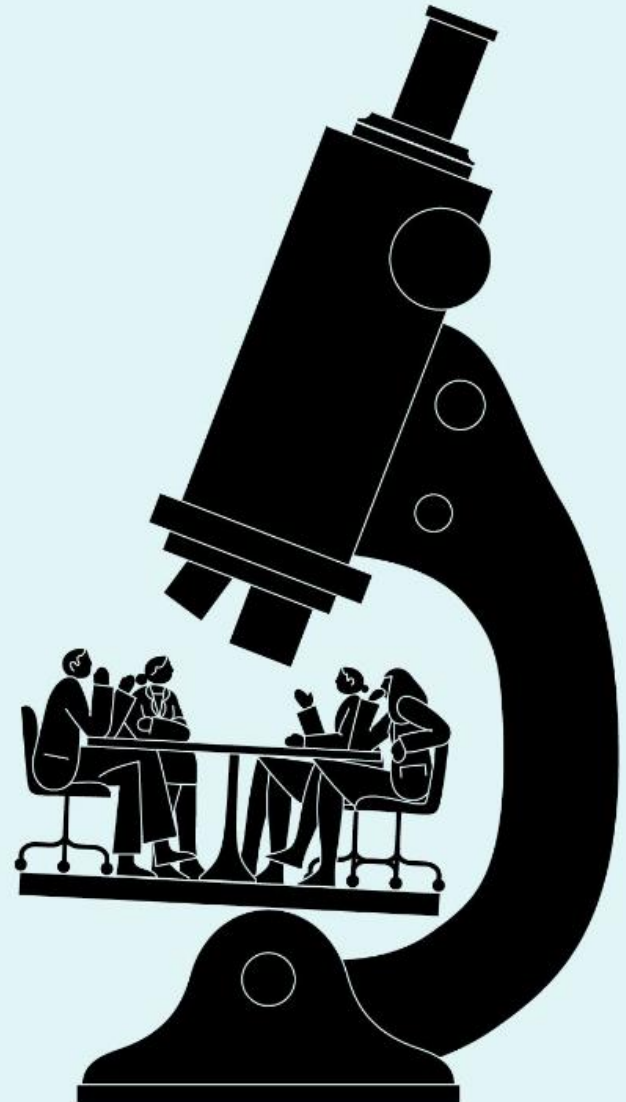


# What Google Learned From Its Quest to Build the Perfect Team

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

By CHARLES DUHIGG   Illustrations by JAMES GRAHAM

FEB. 25, 2016



# Critical Components for Ensuring a Joyful, Engaged Workforce

*Interlocking responsibilities at all levels*



# IHI Framework for Improving Joy in Work



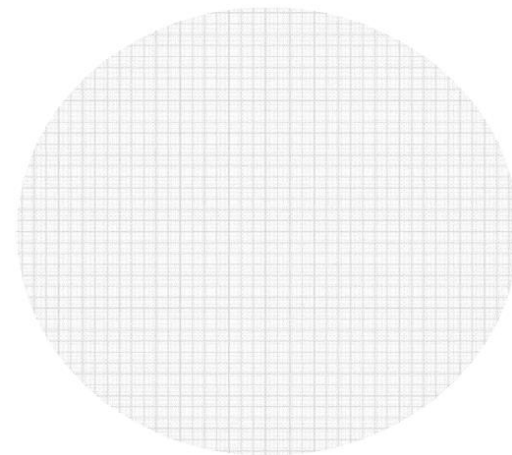
AN IHI RESOURCE

20 University Road, Cambridge, MA 02138 • [ihi.org](http://ihi.org)

**How to Cite This Paper:** Perlo J, Balik B, Swensen S, Kabacene 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](http://ihi.org))

# Conversation and Action Guide to Support Staff Well-Being and Joy in Work

During and After the COVID-19 Pandemic



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<http://www.ihi.org/resources/Pages/IHIWhitePapers/Framework-Improving-Joy-in-Work.aspx>

# How to Create a Joyful, Engaged Workforce

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



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

3. Commit to making *Joy in Work* a shared responsibility at all levels

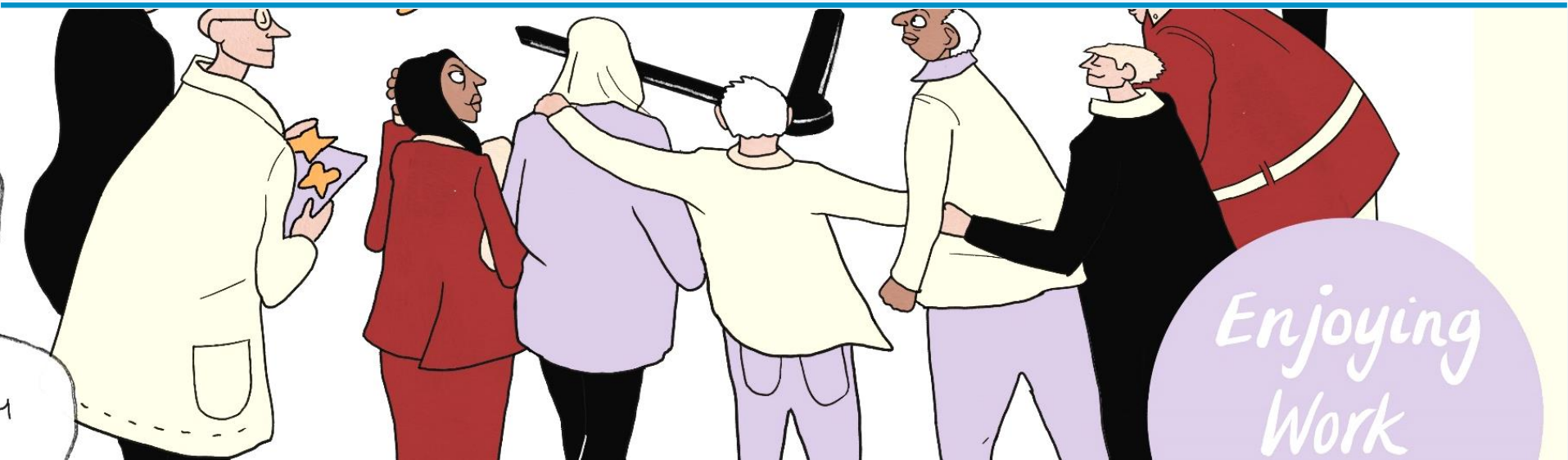
2. Identify unique impediments to *Joy in Work* in the local context

1. Ask staff “what matters to you?”





# Understanding the Problem



# Sequence of Improvement



# Appreciative Enquiry



Teams were asked:

- **What matters to you** when you come to work?
- What was **one memorable ‘good’ day** at work for you?
- What **components** made it a good day?



# Dream

- Teams used paper sculpture to **create something to represent everyone having a good day everyday** and gave the creation a **descriptive name**



# Dream

- Teams showed and described their creations



Teams were asked:

- What would we **need to do differently** to achieve this?
- Put your ideas in the chat box





- Plan the ‘who, what, where, when and how’ for your own Appreciative Inquiry:
    - communications
    - tasks
    - follow-up
    - completion
    - feedback to team
    - recording.
- How could you run it **virtually** if needed?

- You can use [this resource](#) from our microsite



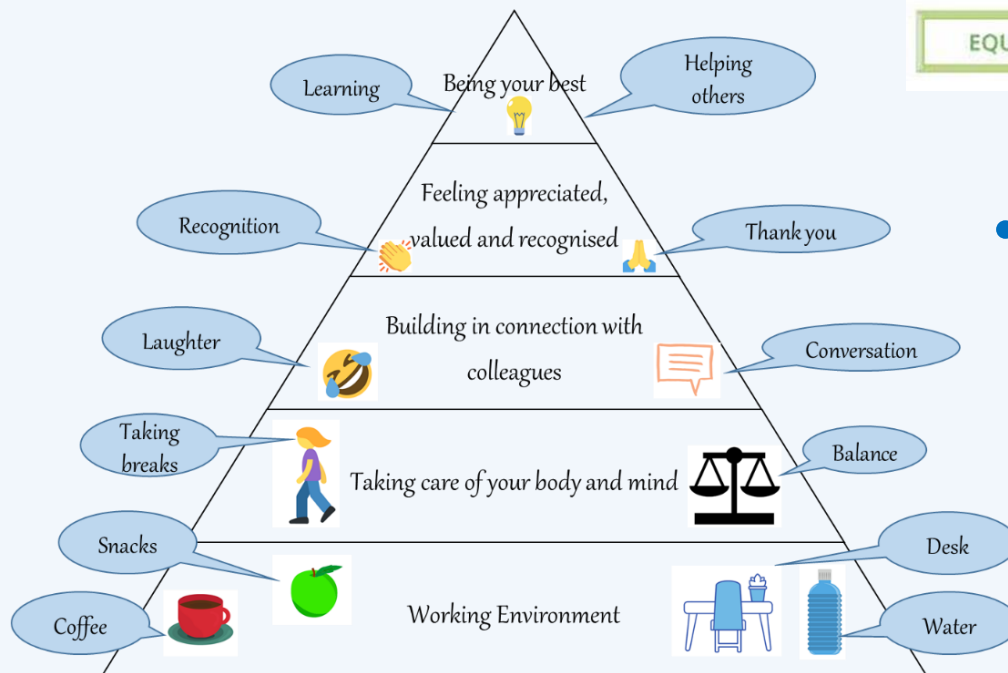
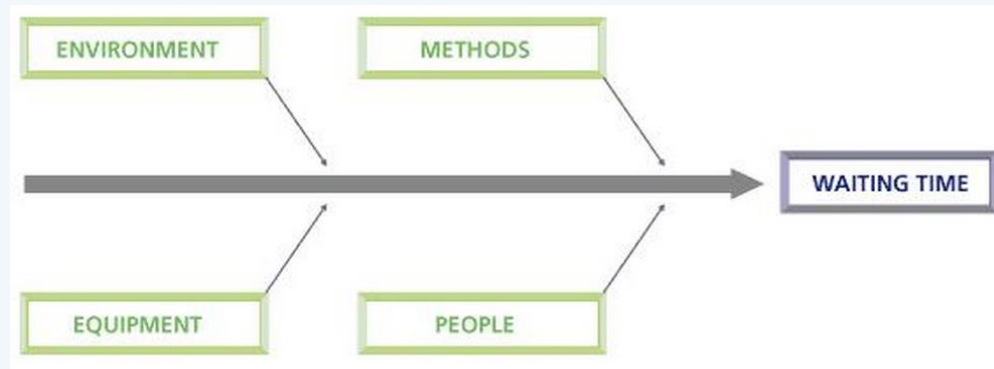
# Delivery

- Teams were asked to **test different ways of understanding the problem** using the plan, do, study, act cycle



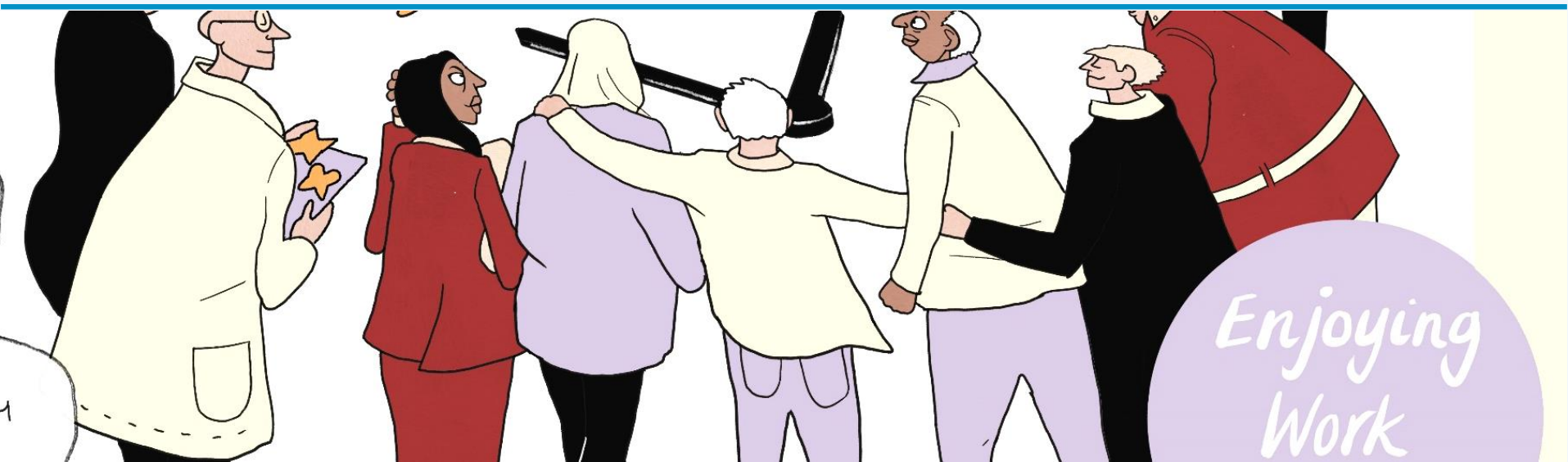
# Other Tools

- There are a range of other QI tools that can **help you understand the problem**, such as:
  - 5 whys
  - fishbone diagrams
  - Maslow's hierarchy of needs



- For more information on how to use these, ask your **QI coach** and take a look at the 'QI Toolbox' on our **microsite**


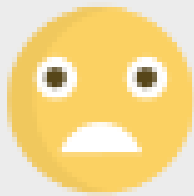
# Measurement



# Measurement for Testing

- Why do we measure in QI?
- What would you like to measure for your project? How frequently?

Have you had a good day?

 MOSTLY YES	 MOSTLY NO
---	--

# Data collection

Type of Measure	Example
Subjective Regular Measure	Good Day Measure
Objective Periodic Measure	Pulse Survey, MS Forms
Storytelling	Appreciative Inquiry, blogs, Twitter
Process Measure	Project health Self-assessment

## The best leader I have worked for ...





# Top Tips for Measurement

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



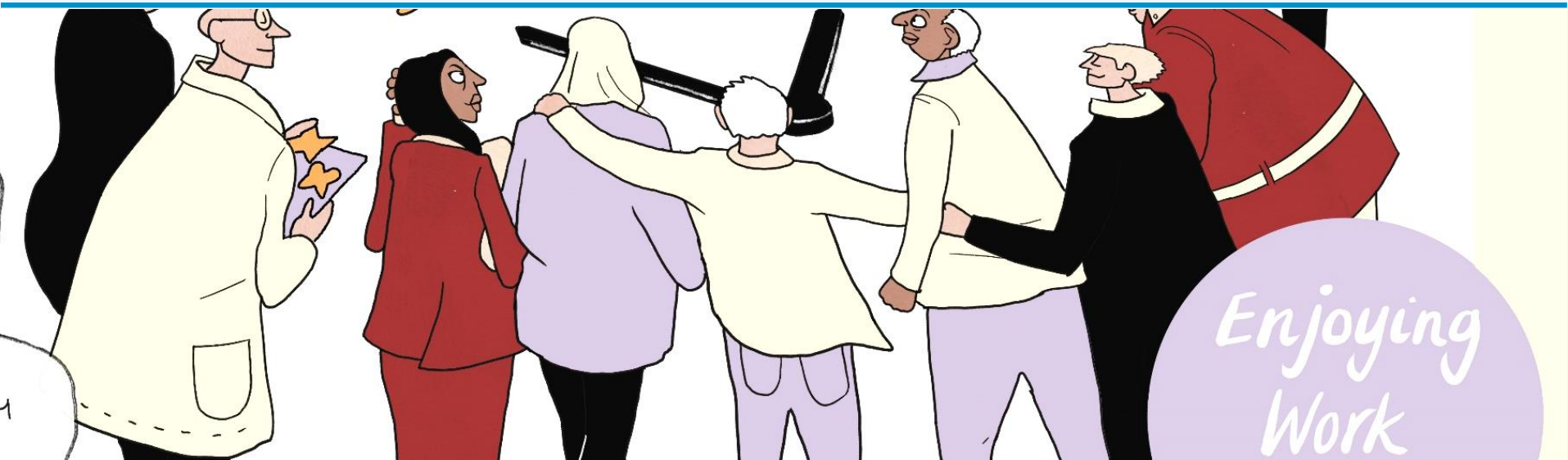


# Planning Baseline Data Collection

- Use the handout to **plan the ‘who, what, where, when and how’** of:
  - communications
  - tasks
  - follow-up
  - completion
  - feedback to team
  - recording
  - planning tests for quick wins



# Discussion Space

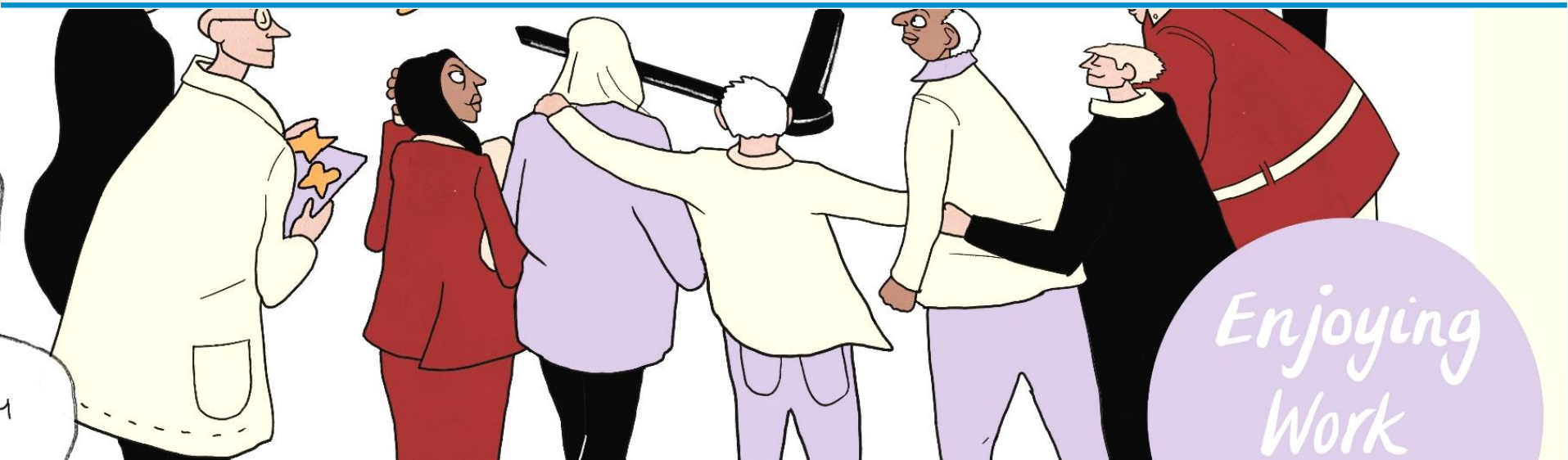


# How to join the Discussion Space

- We will now do a quick demo on how to join the Discussion Space on MS Teams
- Code to join: "**asc8lus**"



# Action Period Work



# Action Period Work

- 1) Test out a way of **understanding the problem**,  
eg. appreciative enquiry or Maslow's hierarchy of needs
- 2) Start collecting **baseline data**
- 3) **Test** a 'quick win'
- 4) **Tell your project story**  
within your service
- 5) Let us know if we can **follow your journey**



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