

# Joy in Work



@derekfeeleyIHI



October 2018

# Welcome to IHI



*We will improve the lives of **patients**,  
the **health of communities** and the **joy**  
of the health care **workforce**.*

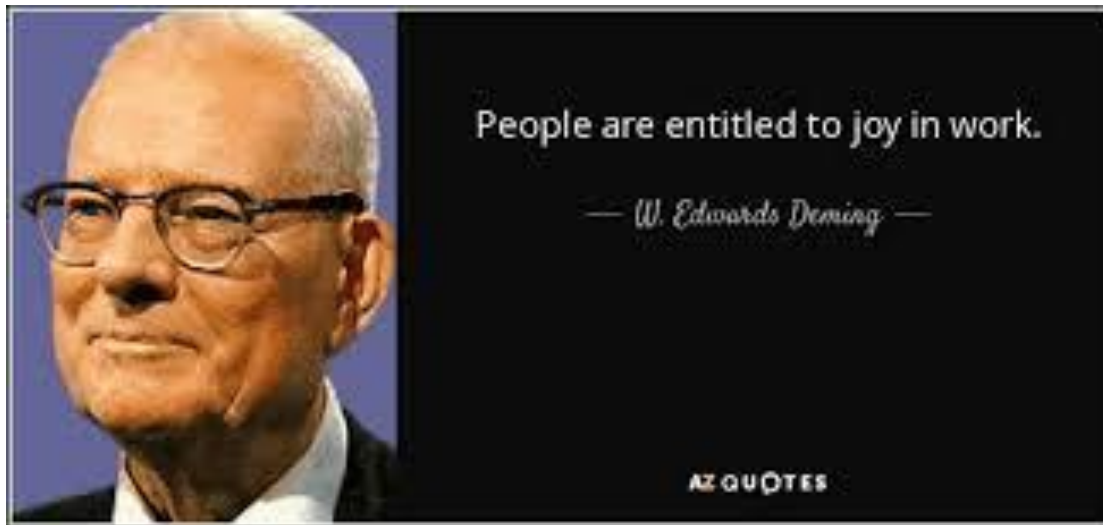


# What is Joy in Work?



# Deming and Joy

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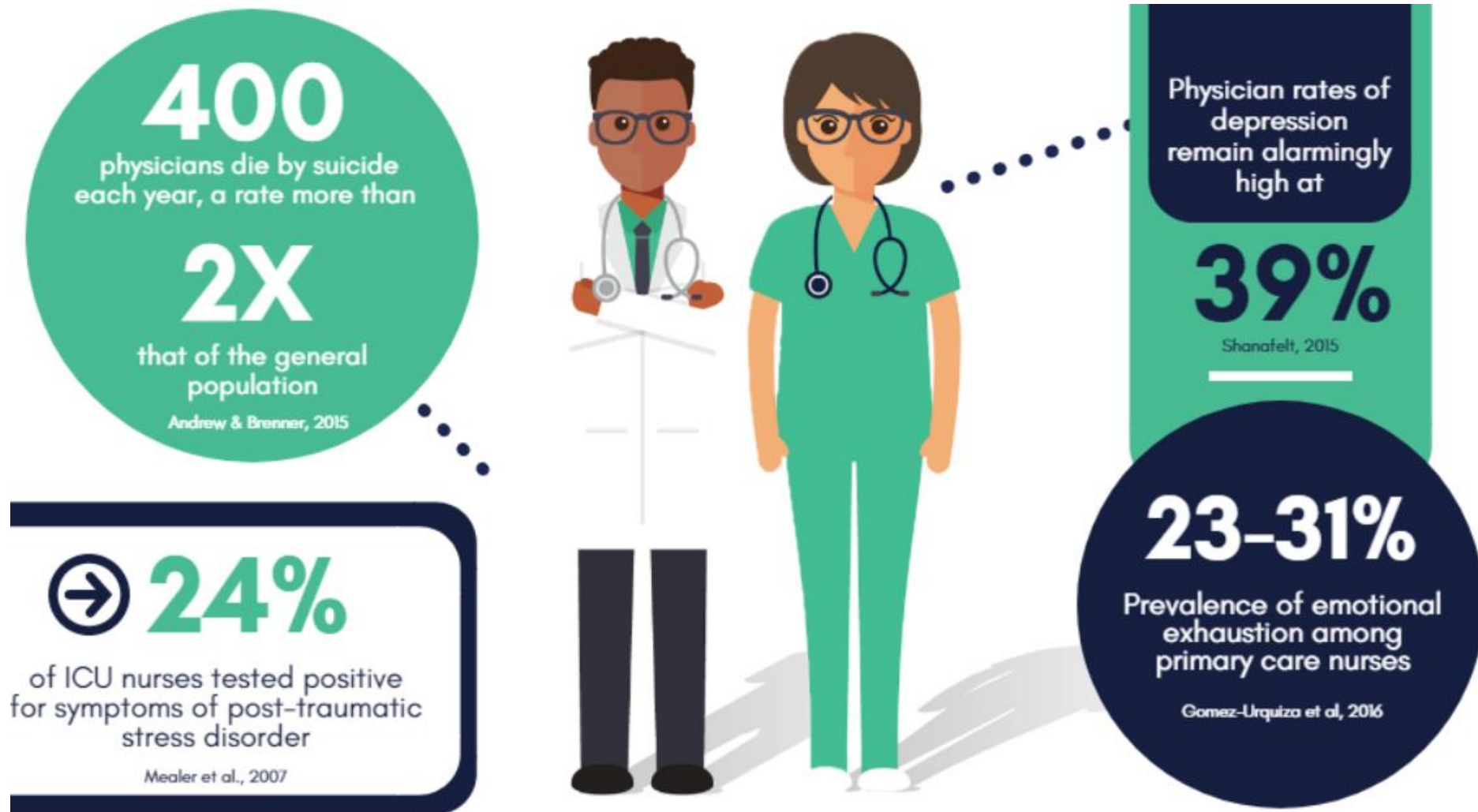


*“Management’s overall aim should be to create a system in which everybody may take joy in his work.”*

*— Dr. W. Edwards Deming*



# The Burning Platform



Source: [www.nam.edu/perspectives](http://www.nam.edu/perspectives)



# Joy is more than absence of burnout...

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We are coming to understand health not as the absence of disease, but rather as the process by which individuals maintain their sense of coherence (i.e. sense that life is comprehensible, manageable, and meaningful) and ability to function in the face of changes in themselves and their relationships with their environment.

— Aaron Antonovsky —

AZ QUOTES



# Sense of Coherence

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# The path from burnout to joy?

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# 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

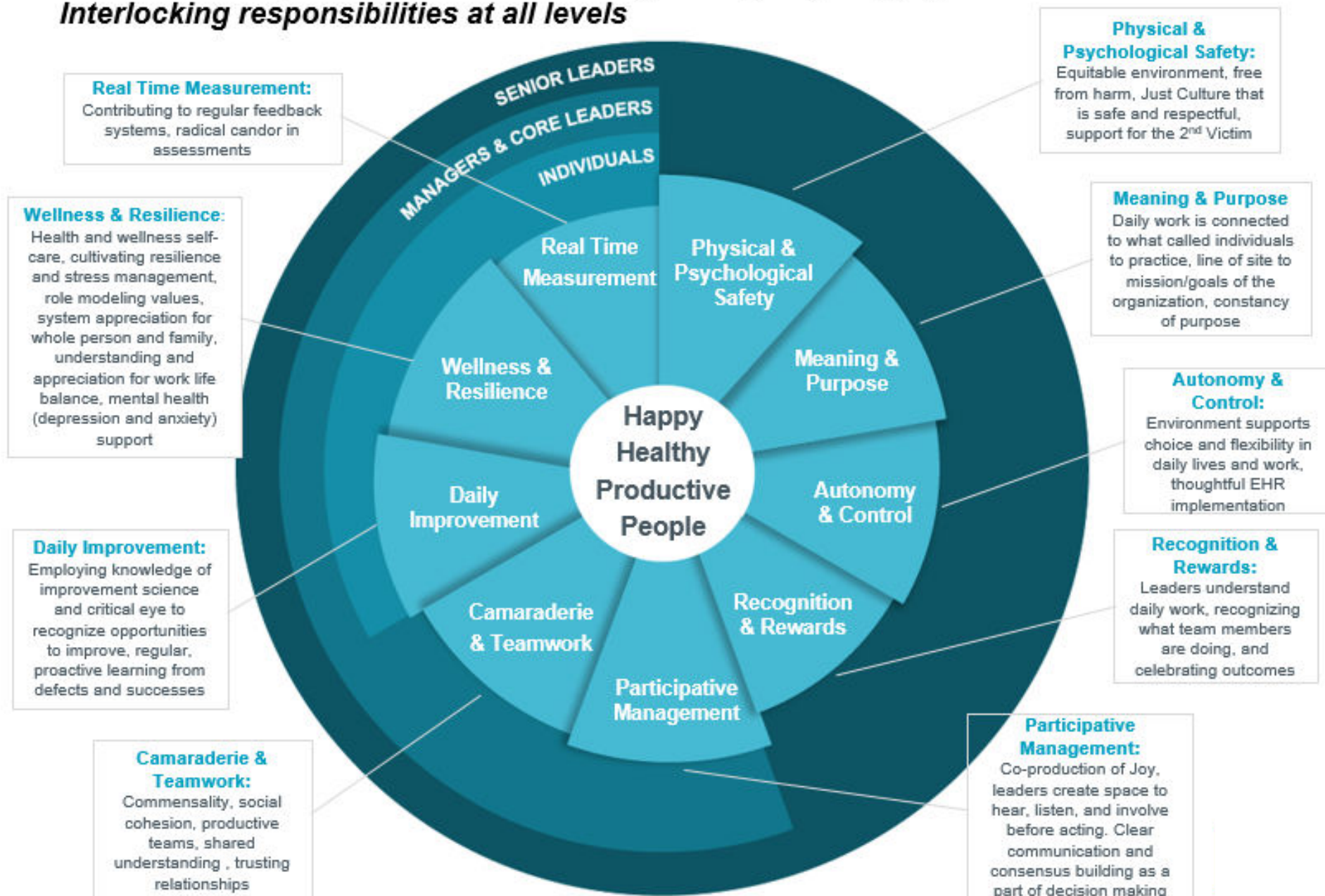
2. Identify unique impediments to *Joy in Work* in the local context

1. Ask staff “what matters to you?”



# Critical Components for Ensuring a Joyful, Engaged Workforce

*Interlocking responsibilities at all levels*



***Share visit note  
documentation and  
order entry with  
other members of  
the team  
- KP***

***Staff training to  
de-escalate and  
respond to the  
potential for  
violence toward  
staff and other  
patients  
- BIDMC***

***Peer Support training  
for those undergoing  
trauma from lawsuit,  
or medical error  
- BWH***

***Break the rules  
week where staff  
have permission to  
break rules in the  
pursuit of better  
patient care  
- IHI Leadership  
Alliance***

***Offer a regular  
course on  
listening &  
storytelling to  
leaders and  
managers  
- Barry Wehmiller***

***“Collaboration  
hallways” to  
co-locate staff  
across  
professions  
- University of  
Minnesota***

***What other tests  
of change should  
we try?***



# New Mental Models Needed

12

Reshape Improvement Efforts and the Culture

## Old Thinking

Salary and benefits are what really matters to staff.

It is up to HR to raise satisfaction.

Joy work means resilience training, wellness programs, and pizza parties

Staff satisfaction leads to lower turnover

## New Mental Models

Staff want meaning, purpose, camaraderie, choice, and equity

It is the job of leaders to drive a joyful workforce

AND happier patients and greater productivity

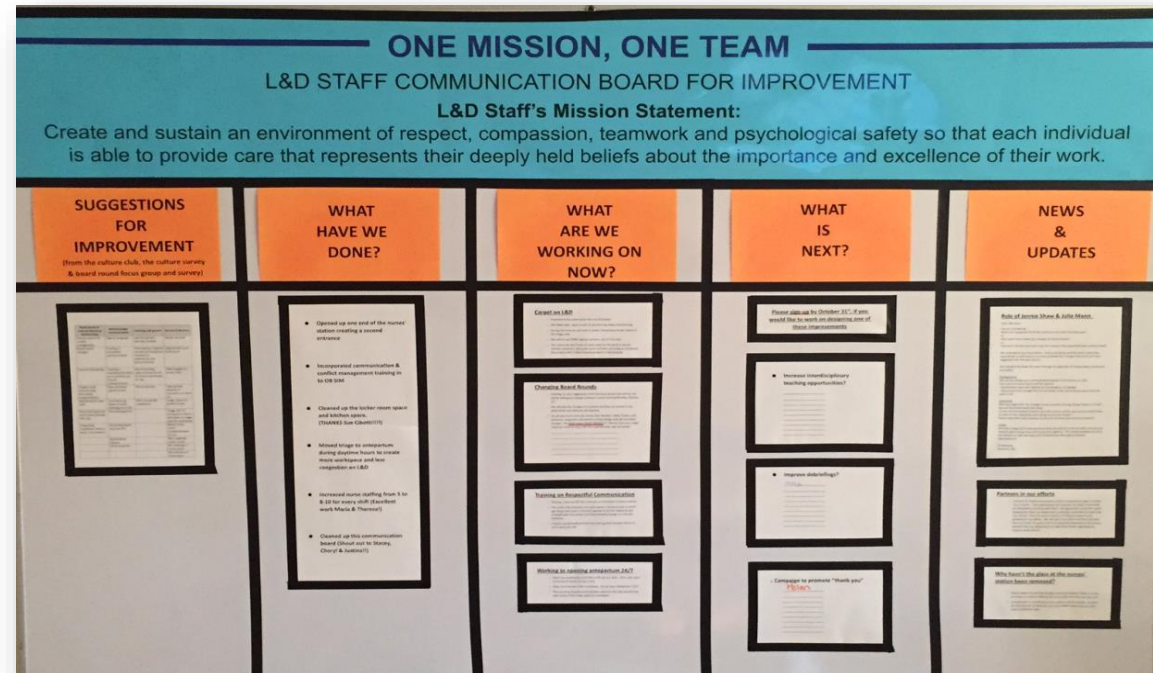






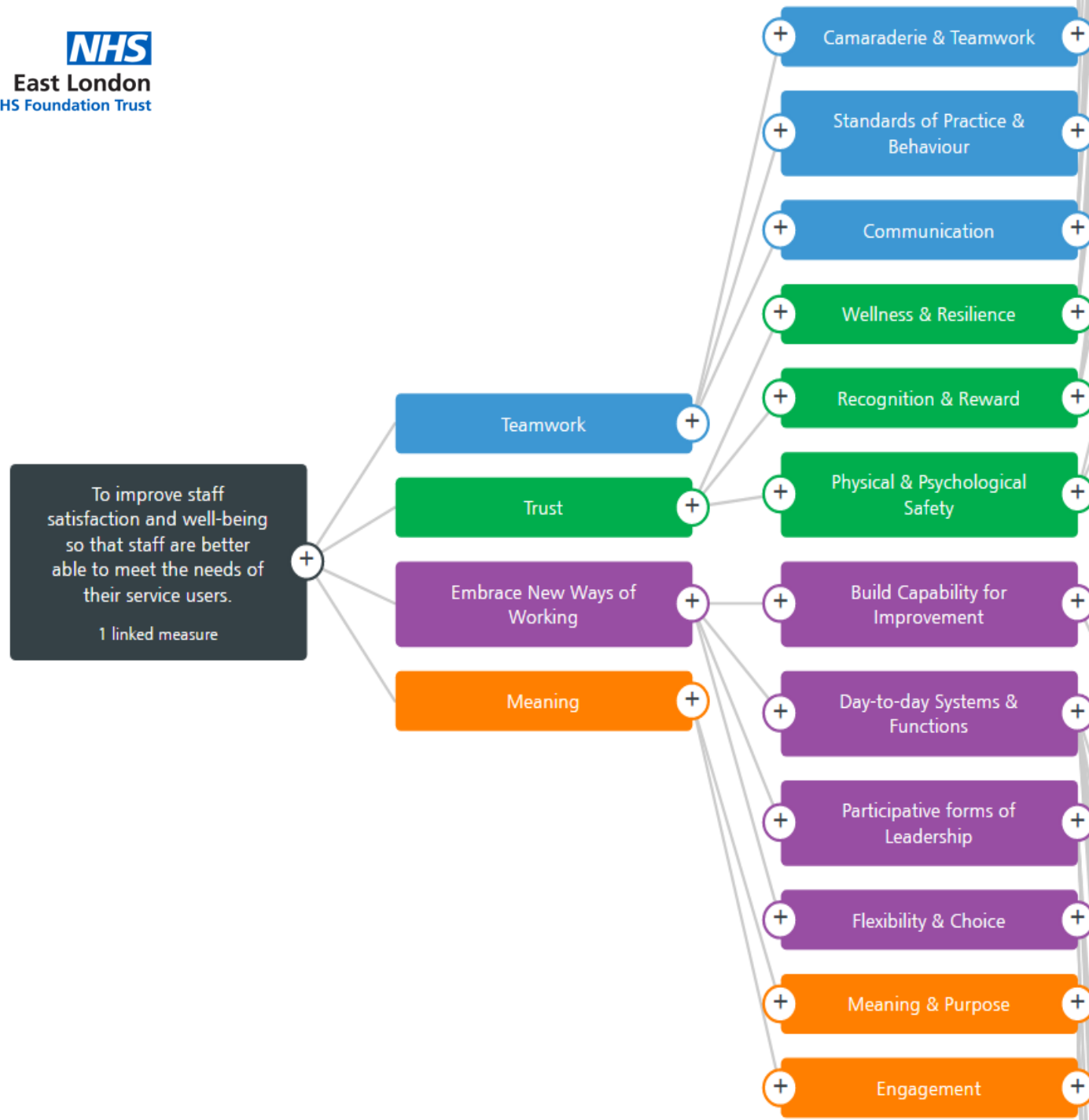
# “What Matters to You?” Test of Change

## Mount Auburn Hospital Labor and Delivery Floor



**Result:** Transparency and a sense of energy around three new improvement projects





1. To what extent do you agree with the following statement? : "Did you have a good day at work yesterday?"

☐ Strongly disagree

☐ Disagree

☐ Agree

☐ Strongly agree

2. Please provide a short explanation for why you have given this response

3. What suggestions do you have to improve your experience at work?



app.sli.do

QI Team Joy in Work Project

QUESTIONS POLLS

Live poll 11

Tuesday 14th November

Did you enjoy your day today? (Tuesday 14th November)

☒ Mostly Yes

☐ Mostly No

Describe your reasoning in 5 words or less

Great time with data team

Back Forward Home Bookmarks Tabs





## YOU SAID / WE DID



26 July

- \* Fans in all rooms
  - Fans have been ordered and should be with us soon
- \* You asked for the Managers to sign in each morning
  - They all do this now
- \* The keys on the keyboard in Rm1 faded
  - We put a new keyboard in Rm1
- \* Need comfy / therapy chairs in Room 102
  - We put x2 bucket chairs in Room 101
- \* New headsets
  - These were ordered and George has them
- \* New 2nd screens in Admin
  - X3 were supplied
- \* WHITEBOARDS PENS IN THE THERAPY ROOMS
  - We carried out an audit on all rooms and new pens and board rubbers were put into the rooms that needed them and more ordered for back-up



\* more comfortable /  
better work chairs

Derek has made available new chairs in Room 205.  
He has also carried out an assessment of the chairs on the ground floor and will make changes where needed.  
- Thanks Derek!)

\* You asked for a "Chill out" Room

Room 102 is now available to LWS staff only to chill out

15 Aug

## YOU SAID / WE DID



18 Oct

\* You asked for the "Chill out" room to be left open.

- Cleaner will now open in the morning and Admin will lock @ the end of the day

\* New board rubbers in all rooms

\* Take excess furniture from Room 105 - Derek has done this and added therapy chairs

\* x2 bucket chairs in Room 103

\* Room 101 take out excess furniture - Derek has done this

\* x3 new phones - 1- Nobile, 1- Room 103 + 1- Room 207

\* Fans in all rooms + DESKS  
Now





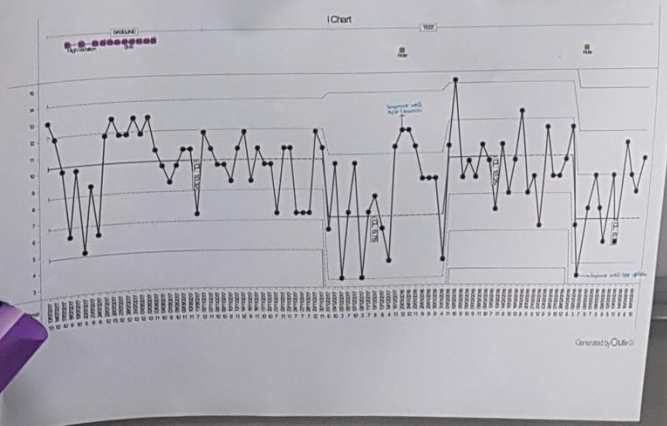
Annotating  
our  
charts with  
change ideas &

Clarify what type  
of decisions can be  
made by whom/what  
level of staff/manager

Procedural  
changes -  
outline management  
structures

Want to recognise  
colleague's efforts?

Number of Responses -



## To Do Next



08.03.2018



↓ length of  
time of  
meetings - not  
all need 1 hour  
or 7 steps

S.O.P  
30.04.18

16.03.18

Employee of  
the month

14.03.18  
28.03.18

Works from  
meetings to  
Project boards  
↳ only primary  
& Secondary IAs  
to attend  
↳ other IAs to

UPGRADING  
RAM ON LAPTOP  
&  
O.S To WINDOW 10

UPDATING DASHBOARD  
(MONTHLY)

UPDATING CHARTS  
[weekly]

**WINNING**  
together

DONE 😊

31.01.18  
-  
02.03.18

Seven step meeting

TECH SURVEY  
COMPLETED

Survey Alert  
Working out  
of office  
feedback



Survey Alert  
optional working  
out of office 1 day  
1/2 half days  
week 1

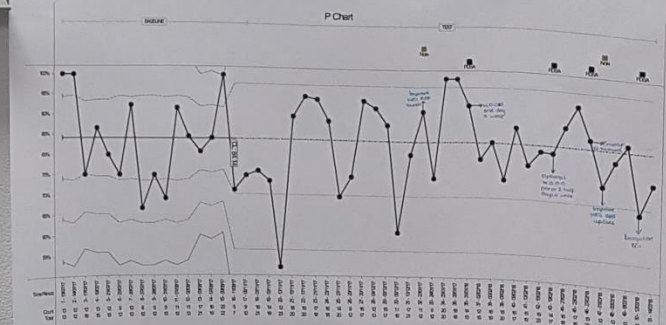
Regular space (downing of IT Surgery) to troubleshoot issues/verses/ends to

TECH CORNER EVERY MONTH [INNOVATION]

360 reviews  
for manage  
+ senior  
management

Has anyone helped you today?

Good Day Measure - Subgroup  $\geq 12$



# Lessons Learned: Get Ready

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- 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
- Including all stakeholders (staff, physicians, and administration) at the beginning makes for an easier adoption of the projects
- Joy (or enjoyment) is local and contextual – “once you’ve seen one, you’ve seen one”





# Lessons Learned: 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

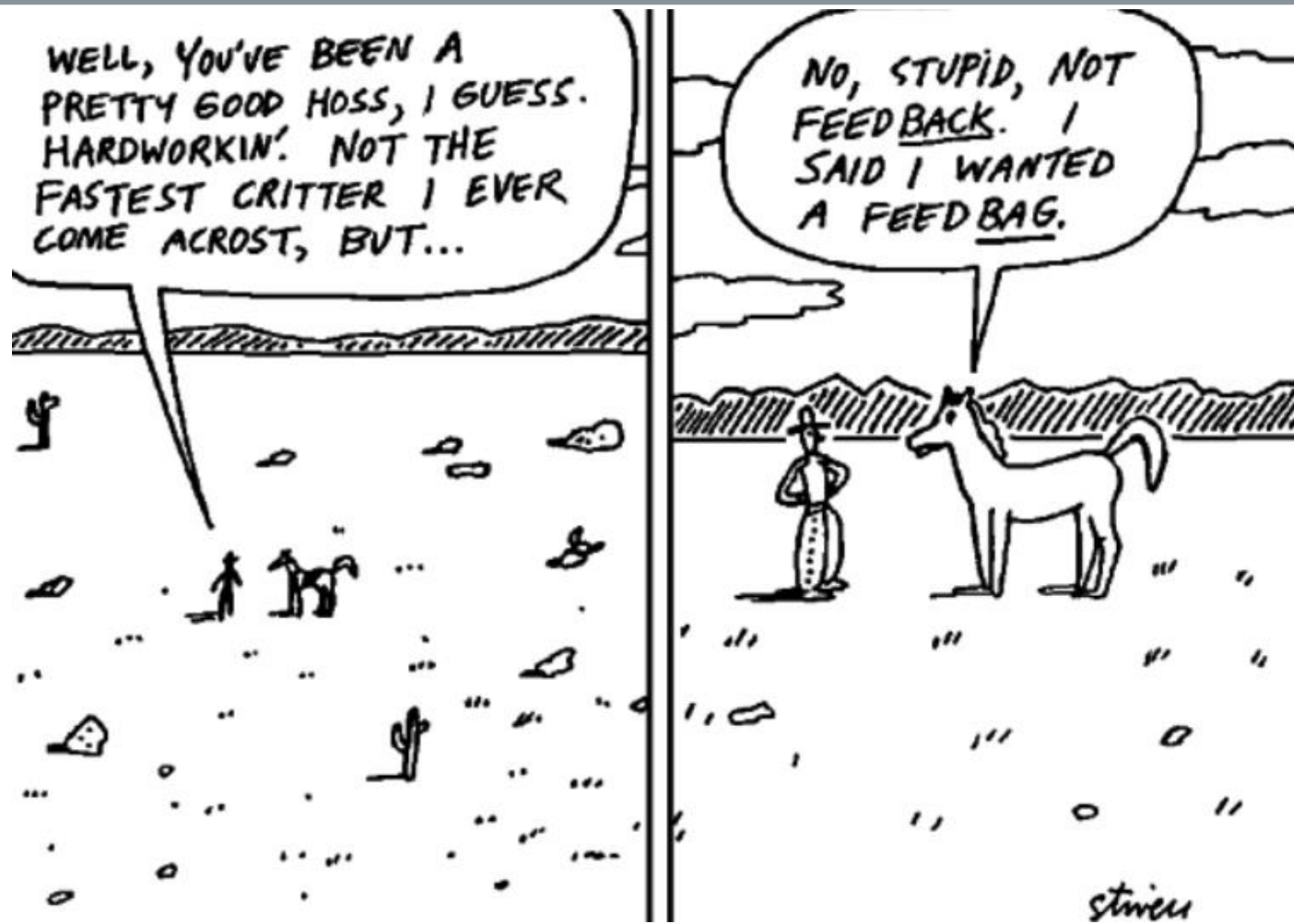


Imperial College Healthcare **NHS**  
NHS Trust

*“The word ‘joy’ was a barrier but meaningful interactions was well accepted.”*



# Lessons Learned: Measurement



# IHI Organizational Diagnostic



## Organizational Assessment of Conditions to Foster Joy in Work

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree	N/A
<b>Organizational Factors</b>						
Joy is an organizational priority.						
We have an understanding of baseline data related to the following measures: turnover, staff satisfaction, rates of employee physical harm.						
Efforts to improve joy are imbedded into ongoing organizational improvement efforts.						
<b>Factors Relating to Physical and Psychological Safety</b>						
<b>Harm:</b> Data of the types and prevalence of physical injuries in the organization, service line/unit, or practice; (for example, push/pulling injuries from helping patient on and off stretchers, slips, trips and falls, physical threats or injuries) are used and acted on regularly.						
<b>Assistive Devices:</b> Systems, assistive equipment or devices, and policies and practices that address workplace injuries are well established.						
<b>Systems to Address Workforce Violence:</b> Staff are prepared to de-escalate and respond to the potential for violence toward staff and other patients.						
<b>Just Culture:</b> When an error or harm occurs, leaders are trained to first examine for problems within the system that allowed the error or harm to occur.						
<b>Safety Surveys and Culture Assessments:</b> Reporting systems and resources for understanding of the safety culture are well established.						
<b>Equity as a Systems Property:</b>						

