

## Enjoying Work – Change Ideas from the IHI

Theme	Leadership Behaviours	Change Ideas
Physical and Psychological Safety	<ul style="list-style-type: none"> <li>• Set boundaries about acceptable behaviour and hold others accountable</li> <li>• Create a blame free and just culture</li> <li>• Acknowledge the limits of current knowledge</li> <li>• Have a willingness to show fallibility and humility</li> <li>• Be accessible, visible, and approachable</li> <li>• View failures as learning opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Improve group culture by encouraging equality in distribution of conversational turn taking and social sensitivity</li> <li>• Socialise failures into normal part of team dialogues – Start meetings with a failure</li> <li>• Build interdisciplinary teams</li> <li>• Address professionalism concerns through established mechanisms to hear complaints</li> <li>• Offer one-to-one, group, and peer support for adverse events</li> </ul>
Establish/Promote Meaning and Purpose	<ul style="list-style-type: none"> <li>• Put a human face behind every statistic</li> <li>• Share customer or patient stories/case studies</li> <li>• Emphasize the return on investment for these tactics</li> <li>• Focus on who is being served by the work</li> </ul>	<ul style="list-style-type: none"> <li>• Use methods to allow employees to review the mission of the organization and whether or not its lived up to</li> <li>• Remind staff of the “why” and find new ways to say it</li> <li>• Provide regular coaching and recognition of behaviours in service of the organization’s mission</li> <li>• Highlight the importance of work in relation to existing goals</li> <li>• Try the “Don’t walk past” exercise</li> <li>• Enlist staff participation in vision setting and critical analysis of the mission and goals</li> </ul>
Ensure Flexibility and Choice	<ul style="list-style-type: none"> <li>• Ensure staff can state what matters to them</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage staff to make choices they see fit</li> <li>• Use flexible work arrangements</li> </ul>
Participative Leadership	<ul style="list-style-type: none"> <li>• Support staff through changes</li> <li>• Employ interdisciplinary shared governance model</li> <li>• Seek to understand and address what matters to direct supporting staff</li> </ul>	<ul style="list-style-type: none"> <li>• Involve teams and individuals in identifying the issues as well as creating and implementing the solutions</li> <li>• Enlist the folks with “the loudest voices” who seem to have a stake in improvement</li> </ul>

		<ul style="list-style-type: none"> <li>• Include staff in co-designing goals, strategies, and actions appropriate for the site or program</li> <li>• Use consensus decision making</li> <li>• Include leaders in rounds and discussions at the point of care or service</li> </ul>
Build Teamwork	<ul style="list-style-type: none"> <li>• Employ structured communal listening</li> <li>• Redesign work to ensure everyone is working to the top of their role or licensure</li> <li>• Invite participation</li> </ul>	<ul style="list-style-type: none"> <li>• Hold retreats to have important conversations, highlight linkages between the departments, focus on problems, and begin talking about solutions</li> <li>• Create courses, rounds, groups, programs and time for interdisciplinary interaction</li> <li>• Encourage “walk in each other’s shoes” exercises</li> <li>• Organize social events for staff and families</li> <li>• Pair employees and switch pairs frequently to transfer knowledge, build capacity, and familiarize team members with each other and working styles</li> <li>• Use team building exercises to build trust and familiarity</li> </ul>
Focus on daily improvements	<ul style="list-style-type: none"> <li>• Focus on systems that don’t work based on “what matters to you conversations” to ensure time, goodwill and energy aren’t wasted</li> <li>• Reallocate work to have staff working to the top of their role or license and to the best of their abilities</li> <li>• Lead and teach improvement science so that improvement is part of daily work</li> </ul>	<ul style="list-style-type: none"> <li>• Keep a running list of “pebbles in the shoes” with the status of each: escalated in the organization; improvement in progress; status in the queue.</li> <li>• Construct a feedback loop system where things flow with space to bubble up pain points or new ideas 6 16</li> <li>• Use daily huddles to monitor improvement efforts</li> <li>• Co-design improvement in partnership with patients and families to find better solutions for everyone</li> <li>• Charter two-person rapid improvement teams</li> <li>• Some dis-satisfiers can simply be eliminated. Just do it.</li> <li>• Visual tracking of successes and failures of interventions</li> <li>• Change things in real time</li> </ul>
Encourage Wellness	<ul style="list-style-type: none"> <li>• Encourage wellness and resiliency in staff so each team member has the tools to better handle stress and turn to healthy coping mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>• Hold wellness retreats</li> <li>• Offer training on self-care</li> <li>• Provide space for meditation and yoga</li> <li>• Employ mindfulness techniques</li> <li>• Encourage team members to reflect on three good things every day</li> </ul>

	<ul style="list-style-type: none"> <li>• Reinforce individual responsibility by embodying core values of respect, civility, transparency, and personal responsibility for wellness</li> </ul>	<ul style="list-style-type: none"> <li>• Build in time for fitness, walking, or diet breaks instead of smoke breaks</li> </ul>
Gather and Use Data	<ul style="list-style-type: none"> <li>• Create measurement systems that show real time and ongoing improvement</li> <li>• Look for existing data in engagement surveys, safety culture surveys, turnover rates, vacancy rates, lost workday injury rates, or burnout scores</li> <li>• Use a comprehensive assessment to identify the unique impediments for each demographic</li> <li>• Chart engagement and burnout regularly</li> </ul>	<ul style="list-style-type: none"> <li>• Put up a “what matters to you” board</li> <li>• Establish what a good day looks like</li> <li>• Track staff good and bad days with tallies or putting marbles in buckets at the end of each day</li> <li>• Encourage team members to keep a personal weekly journal to clarify feelings or emotions and work through stress</li> <li>• Set up regular huddles, workgroups, team meetings and ask team members to share bright spots</li> <li>• Employ (pulse) surveys to gauge team engagement</li> </ul>