Institute *for* Healthcare Improvement

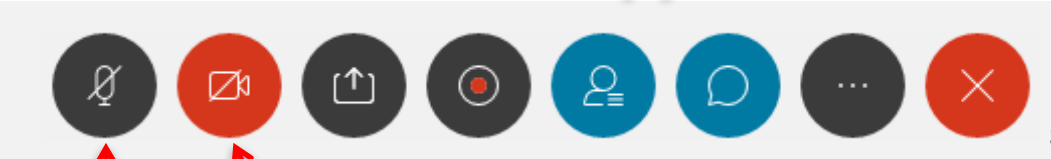# Joy and Well-being Learning Network: A Results Oriented Action Community – Wave II
Informational Call
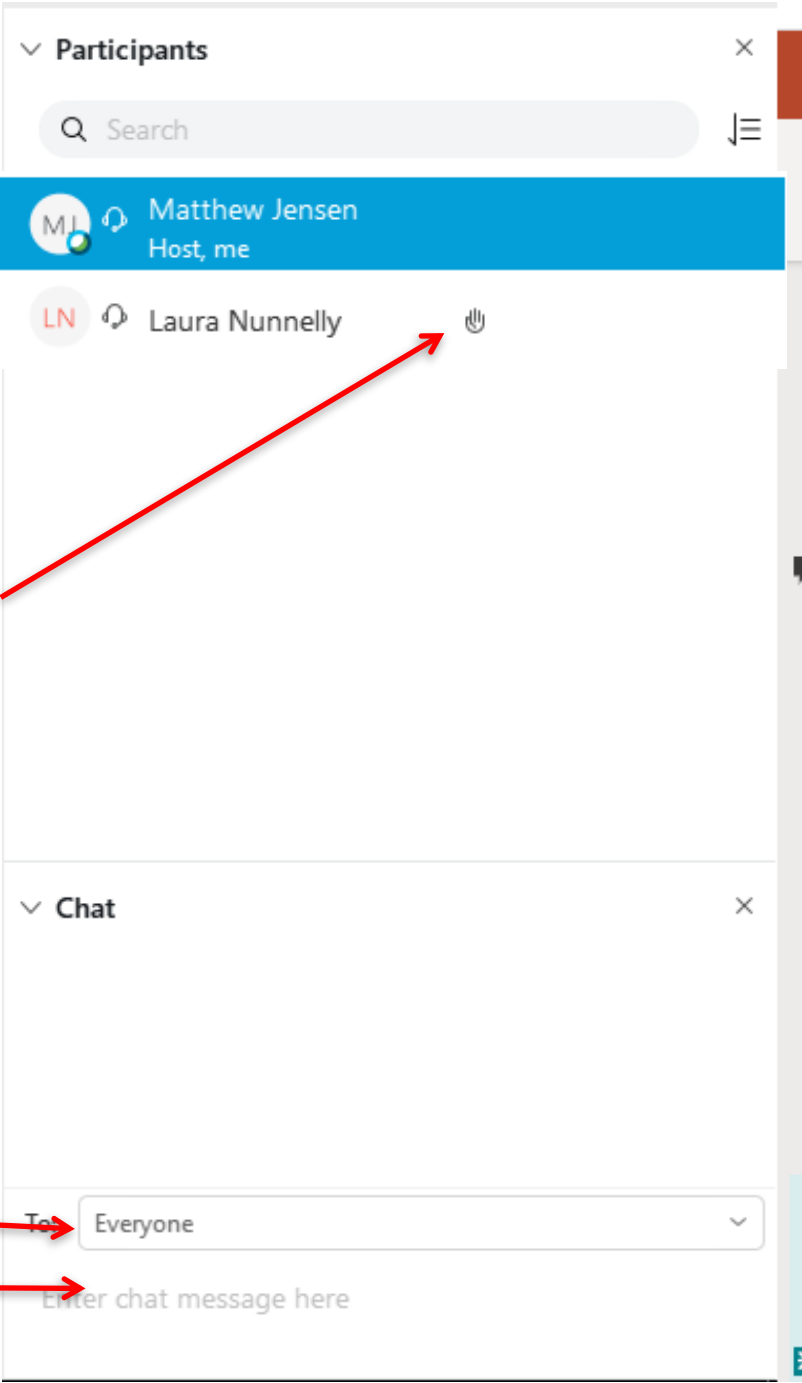
Where are you joining from? Use the pointer (by clicking on the arrow in the upper left-hand side of the screen) to show us your location!

What We'll Cover Today

- Who we are

- Why Joy in Work?

- About the Joy in Work Results Oriented Learning Network (ROLN)
  - Our framework
  - What should you expect (logistics, structure, time commitment, content, etc.)
  - Who is this for?
  - What will we achieve?

- Hearing from a Wave I team

- Questions

IHI Mission

To improve health and health care worldwide

IHI Vision

Everyone has the best care and health possible

What IHI Believes

That health and health care can and **must be better**.

There can be no quality without **equity**.

Improvement science and methods drive **results**.

Courage	Love
Equity	Trust

IHI Strategy

Vision
Everyone has the best care and health possible

Mission
Improve health and health care worldwide

Strategic Approach
IHI applies practical improvement science and methods to improve and sustain performance in health and health systems across the world. We generate optimism, spark and harvest fresh ideas, and strengthen local capabilities.

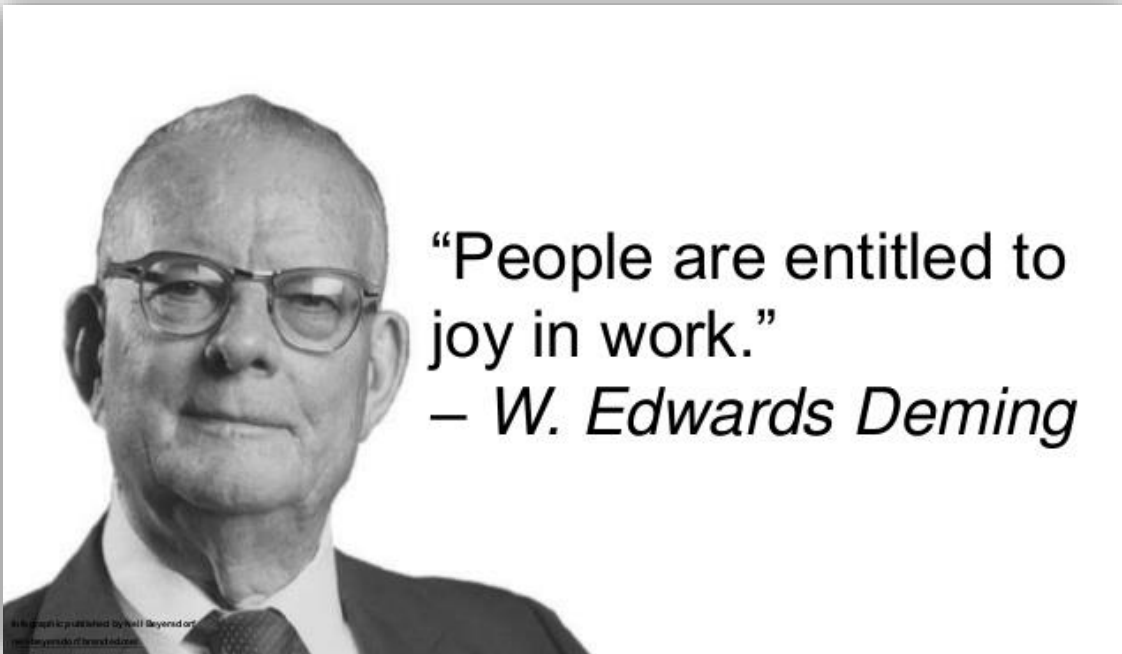**Pursue Safe and High-Quality Care**

Improve the Health of Populations

IHI
What We Do

Build the Capability to Improve

Innovate and Spark Action

Our work is driven by

- **Improvement Science**
- **Health Equity**
- **Joy in Work**

Why Joy in Work?

"People are entitled to joy in work."
— W. Edwards Deming
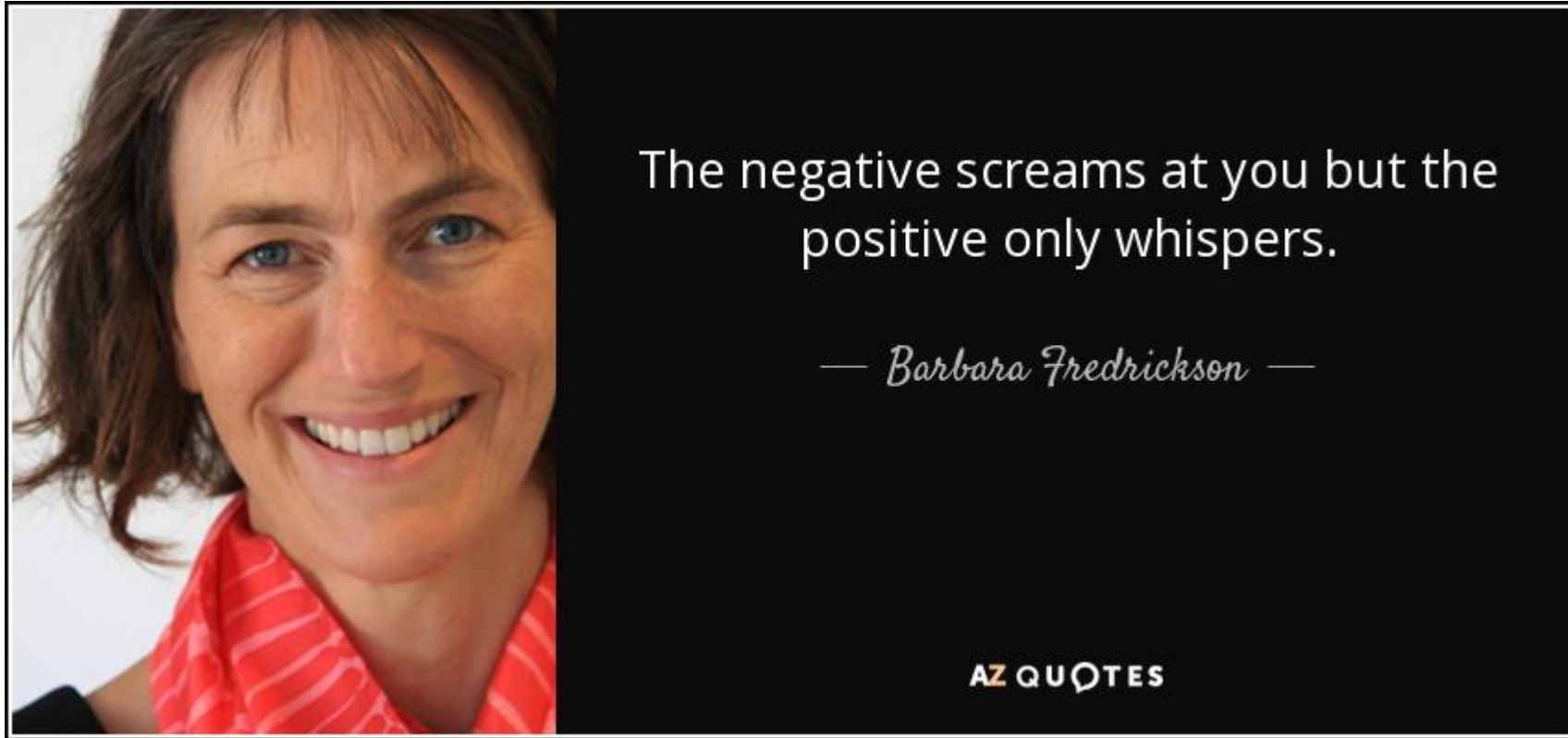
"Management's overall aim should be to create a system in which everybody may take joy in [their] work."

— Dr. W. Edwards Deming

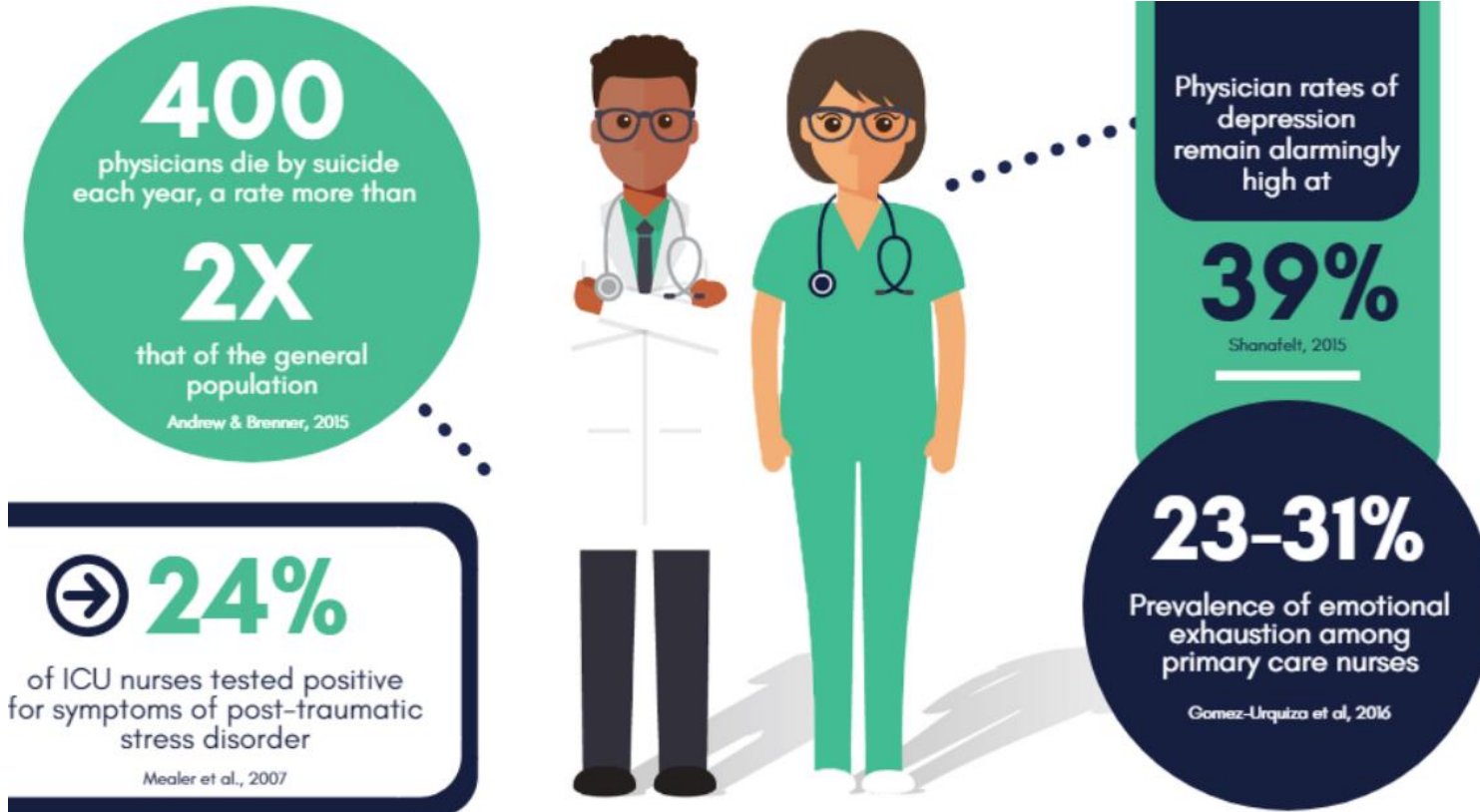The negative screams at you but the positive only whispers.

— Barbara Fredrickson —

AZ QUOTES

What Matters to You?
Please chat in – what makes for a good day?

The Burning Platform

400 physicians die by suicide each year, a rate more than **2X** that of the general population
Andrew & Brenner, 2015

→ **24%** of ICU nurses tested positive for symptoms of post-traumatic stress disorder
Mealer et al., 2007

Physician rates of depression remain alarmingly high at **39%**
Shanafelt, 2015

23–31% Prevalence of emotional exhaustion among primary care nurses
Gomez-Urquiza et al, 2016

Source: www.nam.edu/perspectives

THE PANDEMIC TOLL:
April 2020 Survey:
- Half HCWs experienced serious psychiatric symptoms as a result of the COVID-19 pandemic.
- Two-thirds reported clinical anxiety
- A fifth reported moderate to severe depressive symptoms
- 17% met the criteria for posttraumatic stress disorder (PTSD).

Source: Psychiatry Services

The Financial Burden: the ROI on JOY

Cost to health system for just one discipline in just one country:

- Physician burnout in United States: $2.6 – 6.3 billion

Cost to individual organization

- Physician burnout: $7,600 — $12,500 per employed physician each year.
- Replacing a physician can cost an organization between $500,000 and $1 million
- Replacing a Registered Nurse costs an organization on average $37,700 to $58,400 per RN.

- 2017. Noseworthy J, Madara J, Cosgrove D, et al. Physician burnout is a public health crisis: a message to our fellow health care CEOs. Health Affairs Blog
- June 4, 2019. Estimating the Attributable Cost of Physician Burnout in the United States.Shasha et al. Medicine and Public Issues, https://doi.org/10.7326/M18-1422
- March 28, 2017. Physician burnout is a public health crisis: a message to our fellow health care CEOs. Noseworthy J, Madara J, Cosgrove D, et al.. Health Affairs Blog;. http://healthaffairs.org/blog/2017/03/28/physician-burnout-is-a-public-health-crisis-a-message-to-our-fellow-health-care-ceos
- 2016 National Healthcare Retention & RN Staffing Report. NSI Nursing Solutions.

"I feel like I am marginalized and consistently disrespected as a member of the team."

"I often feel I cannot speak with patients without getting interrupted or cut off, and that my connection with patients and contribution to their care is insignificant."

Key Drivers – complex & inter-related

Excessive workload

Unmanageable work schedules

Inadequate staffing

Administrative burden

Workflow / interruptions / distractions

Inadequate technology usability

Time pressures

Joy is more than absence of burnout…

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

New Mental Models Needed

Reshape Improvement Efforts and the Culture

Old Thinking

We already have a great wellness / staff recognition program

Individuals are responsible for resilience and wellbeing

Our HR/OD etc. teams are responsible for joy

Staff satisfaction leads to lower turnover

Staff just want money and benefits

New Thinking

…reframe focus on individuals to systems AND build on what's working to get results

… we need leaders at all levels to focus on factors beyond resilience to drive a joyful workforce

… and improved outcomes for patients, families, the organization, etc.

… meaning, purpose, camaraderie and equity matter for joy

IHI Framework for Joy in Work

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?"

IHI Framework for Joy in Work

Source: Perlo J, Balik B, Swensen S, Feeley D. *IHI Framework for Improving Joy in Work*. IHI White Paper. Cambridge, MA: Institute for Healthcare Improvement; 2017. http://www.ihi.org/resources/Pages/IHIWhitePapers/Framework-Improving-Joy-in-Work.aspx

Poll

Which area of the Joy framework interests you the most?

A. Physical & Psychological Safety
B. Meaning and Purpose
C. Choice & Autonomy
D. Recognition & Rewards
E. Participative Management
F. Camaraderie & Teamwork
G. Daily Improvement
H. Wellness & Resilience
I. Real-Time Measurement

Harnessing the power of improvement science, IHI ignites action to connect today's health care workforce to the values of heath care in a way that brings greater joy and sense of purpose.

1. Partner with forward-thinking organizations who are committed to building the infrastructure for system-wide joy in work

2. Facilitate transformational leadership practices and behaviors

3. Support and coach local leaders to identify, test, and learn from actionable steps that work locally to achieve meaningful and measurable progress

AIM

Our Commitment to Equity

- **Intersection of racism, the disproportionate effects of the pandemic on communities of color, and a surge in burnout globally** places equity at the forefront of our work with individuals, systems and teams for joy in work

- **There is no quality without equity.** We know that systems are designed to leave people behind and that inequity is an outcome. As a learning network, we are either working on equity, or we are a part of the problem.

- **Equity is a dimension of psychological and physical safety**, which are foundational to Joy in Work. IHI supports teams to make equity a strategic priority, develop structures and processes to support it as part of Joy in Work, and deploy tactics to address institutional and structural racism and other forms of discrimination.
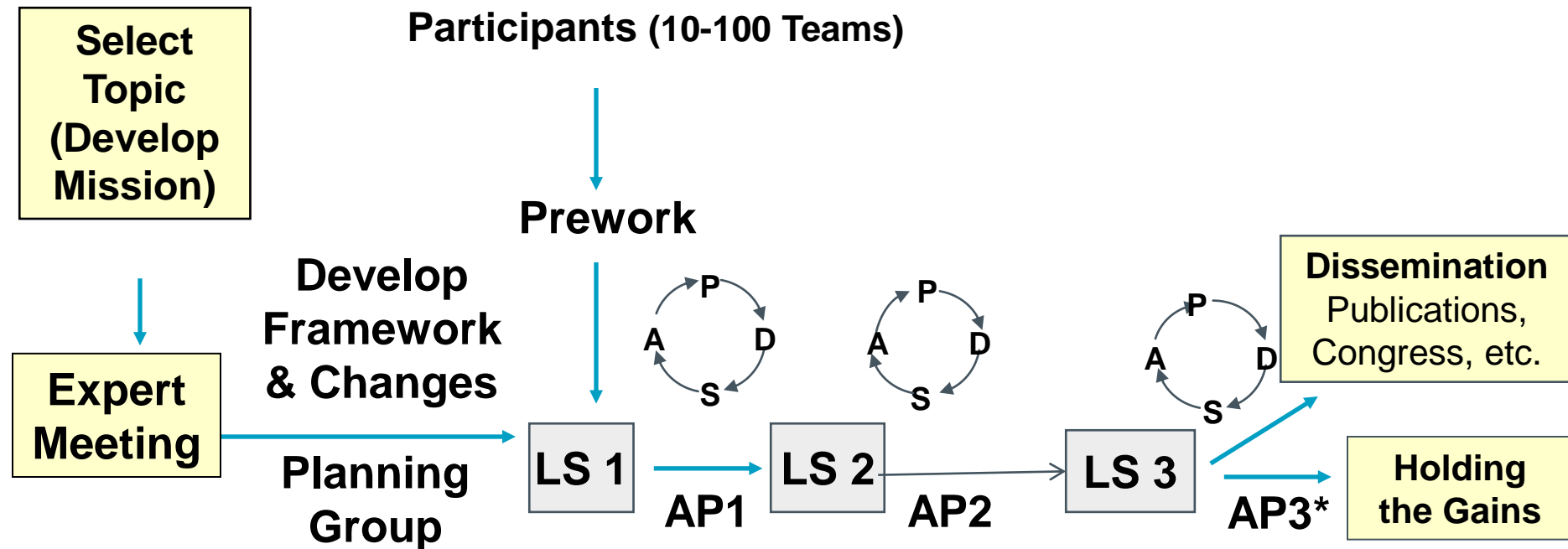
What is a collaborative?

An improvement method that relies on spread and adaption of existing knowledge to multiple settings to accomplish a common aim.

•Joint effort among multiple organizations that share resources and information

•Each organization benefits individuals, even though the organizations are working together

IHI Breakthrough Series
(18 Months Time Frame)

Select Topic (Develop Mission)

Participants (10-100 Teams)

Prework

Expert Meeting

Develop Framework & Changes

Planning Group

LS 1   **AP1**   **LS 2**   **AP2**   **LS 3**   **AP3***

P D S A (PDSA cycles above LS 1, LS 2, LS 3)

Dissemination Publications, Congress, etc.

Holding the Gains

*AP3 –continue reporting data as needed to document success

LS – Learning Session

AP – Action Period

Supports

Listserv/Discussion Board   Virtual Calls

Faculty Coaches   Assessments/Surveys

Sponsors   Monthly Team Reports

ROLN Structure – Launching Aug 2021

- **Learning Sessions (LS):** These two-day live sessions will focus on building relationships with participating organizations, advancing our learning and application of improvement methods and tools, learning about the tactical, tangible steps to test and apply high-leverage changes, sharing your organization's evolving progress, and receiving feedback from faculty and peers.
    - LS 1: ~Sept 2021
    - LS 2: ~Jan 2022
    - LS 3: ~August 2022

    Workshops may be held in-person or virtually—our team will assess safety and COVID-19 protocols ahead of each gathering.

- **Intensive Virtual Action Periods:** The months between workshops are designed to be a period of intensive action, learning, and refinement. Each team will work with a faculty member and coach for contextualized coaching to support, learn from, and refine tests of change; regularly review the data; and address challenges and successes

- **Monthly Calls:** All participating organizations will join monthly calls to facilitate shared learning across the network and to learn from case studies of successful approaches to improving workforce joy.

- **Coaching Calls**: IHI faculty members will host periodic one-to-one expert coaching calls for participating organizations.

- **Leadership Series:** A focused track for connection and development of the unique skills and challenges leaders face in supporting joyful teams and systems even amidst chaos and uncertainty

Who should participate?

The ROLN is intended for health and health care professionals who are looking to improve joy in work, increase staff engagement and productivity, and improve overall quality of care and experience for staff and patients. In other words, organizations that:

- Have commitments from the highest levels of organizational leadership that prioritizing joy and the wellbeing of their workforce is of strategic importance

- Are willing to share generously and commit the time and resources required to meaningfully engage in developing, testing, implementing, and measuring efforts to improve joy

- Are fully committed to moving from talking to doing, from aspiring to achieving

- For large health systems, IHI recommends selecting a single hospital with a robust QI infrastructure and active efforts around addressing staff burnout to attend the network.

Team Selection

Learning from prior IHI breakthrough series shows that limiting the number of initial settings to 1-2 assures appropriate organizational support is provided, leadership time and attention, enables rapid testing, and builds confidence for the organization to move to spread.

Consider consistency of the team throughout this effort, those are the people to bring to Learning Sessions!

Expanded teams can be involved in virtual supports:
- Coaching
- All Network Calls

Financial Commitment

- Participating health systems will be asked to contribute funding to support the cost of this 18-month results-oriented learning network – cost per system is **35,000 USD.**

- A limited number of scholarships are available.

- We invite sites to consider costs associated with dedicating internal resources to this effort and supporting travel to the in-person elements of the network (safety permitting).

- IHI also gratefully acknowledges the Stryker organization for their belief in this important initiative and the generous funding support provided to advance physical and psychological safety and joy in work for our remarkable health care colleagues..

stryker

Time Commitment

3 Learning Sessions: 6 days plus travel *(safety permitting)*

Monthly Learning Network Calls: 18 hours

Monthly Coaching Calls: ~36 hours

Quarterly Leadership Call: 6 hours

Collaborative Work: 18 months

Unique Value

- Rigorous support for testing and implementing change ideas that increase joy in work in the context of your health system's work environment;

- Learning from content experts and thought leaders in the field of joy in work;

- Access to leading researchers in the field to develop a robust measurement strategy;

- Continuous support from IHI coaches to build and maintain momentum;

- An opportunity to be one of a handful of organizations globally to partner with IHI to potentially evolve thinking in the field (this will likely be coupled with publication in respected sources)

Wave I Unique Benefits To Staying On

1)   Calls just for wave 1 teams continuing in wave 2 focusing on spread, scale, and coverage and completeness of the change package content domains.

2)   A track for organizational leaders to connect on a quarterly basis around specific discussion questions related to the content teams are working through.

3)   Improved data reporting, feedback, and improvement project management platform.

4)   Additional content on post-COVID growth and recovery and suicide prevention.

5)   Opportunity to leverage Wave I gains and focus on sustainability and spread

"*I feel we are getting the fresh start we needed.*"

The Power of Coaching

"The IHI Joy in Work Global Learning Network has been the most impactful learning experience of my career. The methodology, teaching, coaching and networking has enabled me to spread and scale this approach in my organisation to a level that will achieve true transformational change in staff experience and reduction in burnout. Being part of this network has also given me the opportunity to make some lifelong connections to phenomenal people and I am truly grateful for this privilege."

Amanda Langsley
Associate Director of Organisational Development and Learning
NHS Lothian – Scotland

What is Joy?

Dr. Taylor Hays, co-chair
Eric Cleveland, co-chair
Danielle Teal, Senior Program Coordinator

2021

MAYO CLINIC

gratitude + kindness
=
joyful experiences

Joy at Mayo Clinic (J@M) is an initiative to infuse joy into the workplace through intentional, collective efforts that will have a lasting impact.
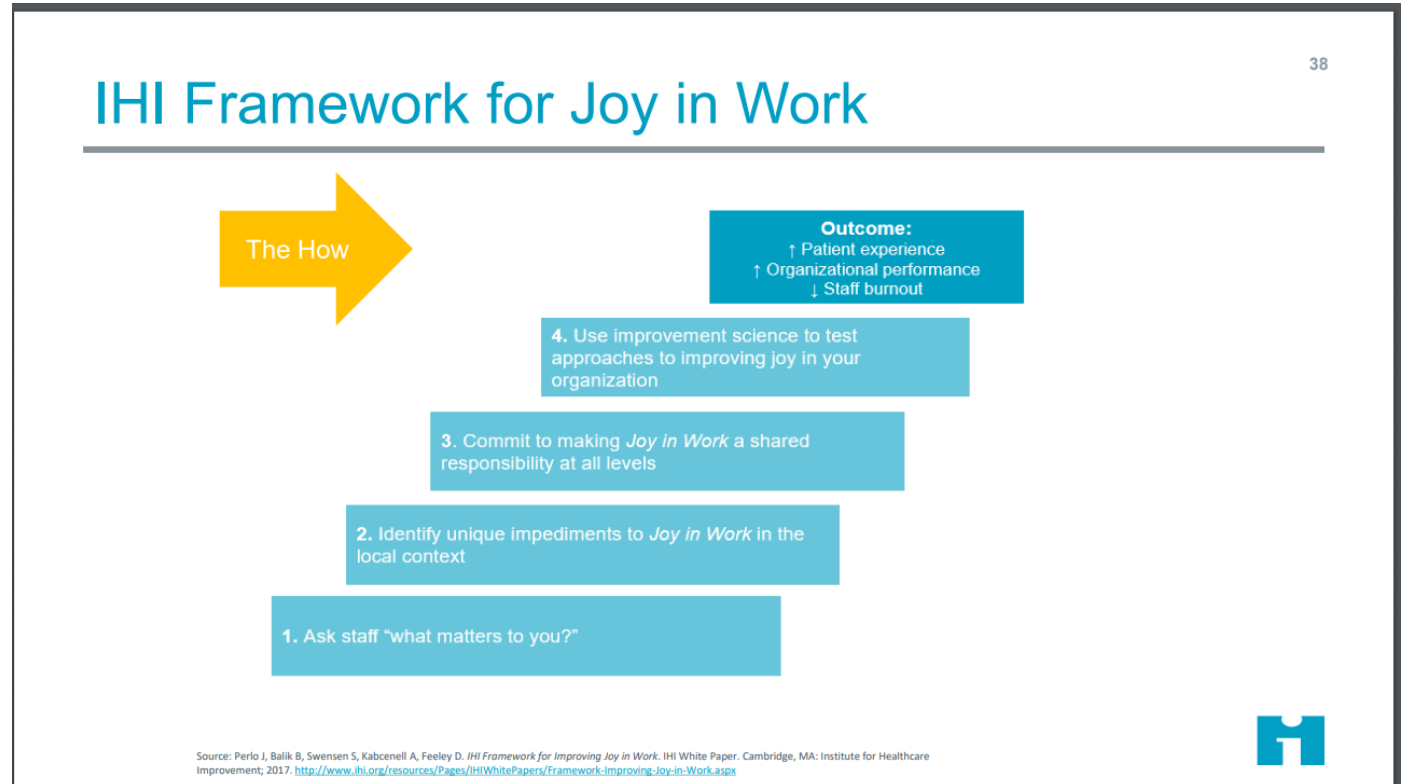
Why does joy matter?

2030 Strategic Plan

- Drive staff performance success through learning, innovation, agility and a joyful work environment.

- Empower and energize teams to create solutions for patients and colleagues — collectively finding joy in fulfilling Mayo Clinic's core mission.

- Cultivate a work environment where staff can experience joy and pursue meaningful work in alignment with our core mission and the strategy

Joy
@ Mayo Clinic

Joy @ Work

1. Ask your team, "What matters to you?"; this will help inform ideas on how to generate joy within work dynamics.
2. Once feedback is gathered, identify impediments to joy.
3. Create a plan to remove impediments to joy through a process improvement project, novel strategies or an activity that will help drive joy. (Happy Healthy Productive workforce wheel: joy drivers)

IHI Framework for Joy in Work

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The How →

Outcome:
↑ Patient experience
↑ Organizational performance
↓ Staff burnout

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Resources:
IHI Framework for Improving Joy
IHI Joy in Work Change Package
Conversation and Action Guide to Support Staff Wellbeing and Joy in Work

4. Test the joy driver ideas - did it work? Ask your team if it worked. If not, make some changes.

5. Celebrate what worked and figure out ways to sustain it. Just like with any improvement made, needs change. Be willing to pivot as needed.

IHI Framework for Joy in Work

The What

Happy Healthy Productive People

SENIOR LEADERS
MANAGERS & CORE LEADERS
INDIVIDUALS

Real Time Measurement
Physical & Psychological Safety
Wellness & Resilience
Meaning & Purpose
Daily Improvement
Autonomy & Control
Camaraderie & Teamwork
Recognition & Rewards
Participative Management

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Source: Perlo J, Balik B, Swensen S, Kabcenell A, Feeley D. *IHI Framework for Improving Joy in Work*. IHI White Paper. Cambridge, MA: Institute for Healthcare Improvement; 2017. http://www.ihi.org/resources/Pages/IHIWhitePapers/Framework-Improving-Joy-in-Work.aspx

Recommendations for 2021

Demystify Joy
Create a shared vision and commonality around what joy means.

Appropriate Match
Ensure joy projects match what matters to the employees.

Scale Novel Ideas
Establish centralized resources and provide connections to leverage.

Check out
the new website!

joy.mayo.edu

Funding opportunity

Joy Funding for novel and unique ideas that generate joy in the workplace is available. Scroll down to funding and apply. Deadline is June 1st.

Questions?

Joy and Well-being Learning Network: A Results Oriented Action Community

August 2021

Learn more: ihi.org/JoyResults

Next Steps

❑ Learn more at ihi.org/joyresults

❑ Email Matt at joyinwork@ihi.org with any questions