CREATING SAFETY AND JOY IN WORK: 4 LEADERSHIP ACTIONS

Health Care Improvement Foundation Partnership for Patient Care Leadership Summit

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What We Will Do Together

• **What:** Describe joy in work; identify signals of burnout; and articulate the link between burnout and joy in work to patient outcomes, especially safety

• **Why:** Describe the need for leaders to nurture joy in work

• **How:** Identify 4 leadership actions to impact joy in work to and patient outcomes
What?
Barbara’s Sources of Joy
What are Your Personal Sources of Joy?
What is Your Experience?
Think of a time –
When you routinely experienced joy in work

• What did it look like?
• Use 1 - 2 words to describe
Why Was it Joyful?

- Do a brief root cause analysis with colleagues
  - Ask why 5 X
  - “Why was it joyful?”
  - “Why do you think that was?”
5 Whys – Joy in Work Experience

I had a great experience working in ......

Why is that?

Why is that?

Why is that?

Why is that?

Why is that?
SOME BACKGROUND

IHI Framework for Improving Joy in Work
OK, I ADMIT IT. “JOY IN WORK” SOUNDS FLAKY.

So, listen up! “Joy in Work” is not flaky, I promise you. It is possible, important, and effective in the pursuit of the Triple Aim.

Don Berwick
A TRUE SOURCE OF JOY IN WORK IS A CONNECTION TO PURPOSE

Don Berwick
Joy in Work – A Poll

Where are you in your organization?
1. Not on the radar screen
2. Some awareness; nothing underway yet
3. Just starting with a few small projects
4. Several things underway but no improvement yet
5. A well-developed plan with some improvement
What is Joy in Work?
What is *Joy in Work*?

- “By joy, we refer to the *feeling of success and fulfillment that results from meaningful work*... without joy and meaning in work, the workforce cannot perform at its potential.

- Employee engagement is about how connected an employee is to the culture, mission and values of your organization and the degree to which they are enabled and inspired to participate in furthering them.

Dimensions of Joy in Work

Joy in Work

- Workload & Job Demands
- Meaning in Work
- Social Support & Community at Work
- Control & Flexibility
- Work – Life Integration
- Efficiency & Resources
- Organizational Culture & Values

What Joy in Work is *Not*

- Something you announce
- Flavor of the month – a project
- Superficial one-time actions
- Pizza parties
- Tokens not linked to purpose, e.g. thank you notes
- Solely individual resilience
- Only a means to an end
- Something done `to` or `for` team members not `with`
What – Burnout
Engagement ↔ Burnout

- Workload/Staffing – Balanced vs. Overload
- Control/Choice – Control/choice over work or not
- Value match between personal and work – or Disconnect
- Fairness – Fair or Not
- Community – Civility and camaraderie or Incivility
Burnout

• Burnout description – Maslach
  • Exhaustion: Mental exhaustion and lack of emotional strength
  • Detached: Cynicism, callous, withdrawal
  • Lack a sense of personal effectiveness
  • Decreased empathy

• Burnout:
  • Predictor of reported major error and malpractice suits

Maslach, C., Schaufeli, W., Leiter, M. Job Burnout. Annu. Rev. Psychol 2001. 52:397-422
Dyrbye, et al. Burnout Among Health Professionals. NAM.edu/Perspectives. July 5, 2017
The gifts of hope, confidence, and safety that health care should offer patients and families can only come from a workforce that feels hopeful, confident, and safe.

Joy in work is an essential resource for the enterprise of healing.

Don Berwick

Why – Joy in Work?
You cannot give what you don’t have.  

M. Bisognano
What we know – Healthy work environments

Work climate and associated burnout predicts:
• Patient and caregiver safety
• Clinical outcomes
• Patient experience
• Turnover
• Financial vitality

Dyrbye, et al. Burnout Among Health Care Professionals: A call to explore and address this underrecognized threat to safe, high-quality care. NAM.edu/Perspectives 7/5/2017.
Urgency for Action

- **54%** of physicians are burned out; similar for nurses
- **60%** respondents of MD survey are considering leaving practice
- **70%** knew at least one MD who left practice due to poor morale
- **37%** of newly licensed RNs are thinking of leaving their job
- **13%** vacancy rate for RNs
- Few CEOs have taken up the challenge to transform their organizations
- Health care work force injuries are **30x** greater than other industries

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 system

How – Joy in Work
It’s Both/And

It’s 2 or 3 for 1
Critical Components for Ensuring a Joyful, Engaged Workforce
Interlocking responsibilities at all levels

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

Measures – Understand Current State

What Measures do you currently use?

• Options - samples:
  • MiniZ Survey
  • Maslach
  • Safety Culture Surveys
  • Engagement Surveys
  • Pulse Surveys

• LWDI/100 FTE
  • What is yours?
  • Compare to best industry?
Steps Leaders Take

1. Ask colleagues “what matters to you?”

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

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

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

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

First –
Get Ready to Ask “What Matters”

• Purpose:
  • What does joy in work mean to you
  • Why are you having the conversations?

• Assure capacity for leaders
  • Time for small tests
  • PI skills to take action

• Senior leader champion – who is it?

• Prepare for conversation
  • Use Listen to Learn Guide
Step #1: What Matters to You?
Step #1 – Start with Bright Spots

What’s working now – energy for change
Celebrate positives
• Ask one:
  • I got into 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 Impediments – Pebbles in Shoe

- Identify impediments that sap joy
  - Together: See the impediments, analyze, devise solutions
- Builds a sense of mastery and hope
Step #2 – 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:
  • “Help me understand what that looks like?”
  • “What happened yesterday that would be an example of that?”
Step #2: 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
Step #2: Frequent Challenges

• “What are we talking about?” “Aren’t we busy enough?”
• “We have to fix everything”
• “If they (fill in the blank) would change, things would be better”
• “It didn’t work before, it won’t work now”

Ideas to try:
• “Where can we start now?” – tests of change/day
• Learn by doing – teach as you go
• Start small, fail forward fast, celebrate the small win
• Clear purpose – everyone on the team can describe to others
• Act our way into new ways of thinking – not the reverse
Step 3: Share Responsibility
Step #3: Share Responsibility

All Levels – We’re in this together:

- Organizational, leader, work unit, and individual level
- Impediments addressed $\rightarrow$ team engagement improves and burnout recedes
- Individual shared responsibility:
  - Cultivate own resiliency and engagement
Step #3 – Share Responsibility

Some Examples:

- Senior leaders – *the boulders*
  - EHR
  - Workload/staffing
- Core leaders
  - Daily improvement
    - Leading & teaching Performance Improvement
    - Coaching in daily work
- Individuals
  - Healthy Habits
  - 3 Good Things
Leaders Make a Difference
Leadership Dimensions

- **My Chair/Manager:**
  - Holds career development conversations with me
  - Inspires me to do my best
  - Empowers me to do my job
  - Is interested in my opinion
  - Encourages suggestions for improvement
  - Treats me with respect and dignity
  - Provides helpful feedback on my performance
  - Recognizes me for a job well done
  - Keeps me informed about changes taking place
  - Encourages me to develop my talents and skills

*Shanafelt, Menaker, Buskirk, Gorringe, Swensen. 12 Leadership Dimensions Mayo Clinic Proceedings. April 2015: 90(4); 432-440*
THE CHALLENGE

"THE NEGATIVE SCREAMS AT YOU, BUT the positive only WHISPERS"

- Barbara L. Fredrickson
  Kenan Distinguished Professor of Psychology, University of North Carolina
We are hardwired to remember the NEGATIVE
THE RESPONSE

Turn up the

VOLUME

on the positive

LOW MED HIGH
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
Step #4: Test Approaches
Step #4: Test Approaches

- Keep It Going!
  - Use improvement science to test approaches that address impediments

- A brief list – not limited to:
  - Leader development in proven approaches that improve a sense of joy, meaning, and purpose; e.g. coaching
  - Measure engagement regularly
    - Assess effectiveness of unit leaders
    - Support them in using best practices
  - Assure team members feel part of something important, have clarity about roles, tools to do their job
  - Physical safety
  - Effective orientation and ongoing development
  - Compassionate support practices, e.g. after a harm event
Alone we can do so little; together we can do so much

Helen Keller
CONVERSATIONS

What will you do next?
Conversations for Action

• Given your earlier rating of your organization (1-5), what is possible in the next 60 days?
• What are you doing already you can build on? What are the bright spots?

For Reflection –

What does this content mean to you personally?
Joy in Work – A Poll

Where are you in your organization?

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Roadmap: Ideas for what will you do next

• Be able to clearly say to one colleague “here’s what joy in work means to me”?
• Start one conversation about what matters to your colleagues?
• Understand what your current measures tell you?
• Learn about a bright spot at MI?
  • E.g. what care site or area has great engagement or safety culture results?
• Test one change to remove impediments to joy and share what you learned?
• Identify one step that could combine quality and safety improvement work with barriers to joy?
• Express gratitude
RESOURCES
Resources


• Dyrbye, et al. *Burnout Among Health Care Professionals: A call to explore and address this underrecognized threat to safe, high-quality care.* NAM.edu/Perspectives 7/5/2017.
Resources

- Understand Team Effectiveness
  - https://rework.withgoogle.com/guides/understanding-team-effectiveness/steps/introduction/

- How to Foster Psychological Safety
  - https://rework.withgoogle.com/guides/understanding-team-effectiveness/steps/introduction/

- Listen to Learn Guide. Aefina Partners.
  - http://www.aefinapartners.com/resources.html

- Mary Jo Kreitzer & Maryanna Klatt (2016): Educational innovations to foster resilience in the health professions, Medical Teacher, DOI: 10.1080/0142159X.2016.1248917 To link to this article: http://dx.doi.org/10.1080/0142159X.2016.1248917
Psychological safety

- People feel:
  - Secure and capable of changing
  - Free to focus on collective goals and problem-prevention rather than on self-protection
  - Free to speak up about unsafe conditions without retribution
  - Confident that others will respond positively when they ask a question, raise a concern, seek feedback, admit a mistake, or propose an idea
  - Raising a dissenting view is expected and respected, error reporting is welcomed,
  - Is founded on respectful interactions by everyone and disrespectful behavior is rapidly and consistently addressed

# Psychological Safety - Measure

<table>
<thead>
<tr>
<th>How strongly do you agree or disagree:</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>If you make a mistake on this team, it is often held against you</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Members of this team are able to bring up problems and tough issues</td>
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<tr>
<td>People on this team sometimes reject others for being different</td>
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<tr>
<td>It is safe to take a risk on this team</td>
<td></td>
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<tr>
<td>It is difficult to ask other members of this team for help</td>
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<tr>
<td>No one on this team would deliberately act in a way that undermines my efforts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Working with members of this team, my unique skills and talents are valued and utilized</td>
<td></td>
<td></td>
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</tbody>
</table>

1 – Strongly Disagree   2- Somewhat Disagree   3 – Neutral   4 – Somewhat Agree   5 - Strongly Agree

Mini Z burnout survey – sample

• Overall, I am satisfied with my current job: 1-5
• I feel a great deal of stress because of my job: 1-5
• Using your own definition of “burnout,” please circle one of the answers below:
  • I enjoy my work. I have no symptoms of burnout.
  • I am under stress, and don’t always have as much energy as I did, but I don’t feel burned out.
  • I am definitely burning out and have one or more symptoms of burnout, e.g., emotional exhaustion.
  • The symptoms of burnout that I am experiencing won’t go away. I think about work frustrations a lot.
  • I feel completely burned out. I am at the point where I may need to seek help.
• My control over my workload is:
• Sufficiency of time for documentation is:
• My professional values are well aligned with those of my department leaders:

StepsForward: stepsforward@ama-assn.org
<table>
<thead>
<tr>
<th>Believe</th>
<th>Safety</th>
<th>Joy in Work</th>
</tr>
</thead>
<tbody>
<tr>
<td>Others will respond positively when I ask a question or voice a concern</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Others will respond positively when I admit a mistake</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Raising a dissenting view is expected</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Error reporting is welcomed</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>No one will be humiliated or punished for speaking up</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>All team members are treated equally</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Respectful interactions expected by everyone</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Disrespectful behavior is rapidly and consistently addressed – no matter who</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Failures are learning opportunity</td>
<td>✔️</td>
<td>✔️</td>
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How to ask ‘What Matters to You?’

• Put up a “What Matters to You” Board in a common area
• Talk about what a good day looks like in meetings
• Share bright spot self-reports during huddles or team meetings
• Set up regular huddles, workgroups, or team meetings – ask members to share what matters and “bright spots”
Prioritization Methods

- The Voice of the Staff – e.g.
  - Voting during a meeting or huddle
  - Responding with stickers to a list in common area at any time

- Categorize – some examples
  - Those issues that we can control vs. those that require outside help
  - Less vs. more expensive in time and other resources
  - Is meaningful to a number of the team
  - Can be a quick win
  - You are equipped to start small tests of change within 24 hrs.
  - Team members volunteer to test
# Leadership Dimensions – Assessment

<table>
<thead>
<tr>
<th>My Leader –</th>
<th>Yes/No/Sometimes</th>
<th>What it looks like when it happens –</th>
</tr>
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<tbody>
<tr>
<td>Holds career development conversations with me</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inspires me to do my best</td>
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Shanafelt, Menaker, Buskirk, Gorringe, Swensen. 12 Leadership Dimensions Mayo Clinic Proceedings. April 2015: 90(4); 432-440
Gallup 12

- *I know what is expected of me at work*
- *I have the materials and equipment I need to do my work right*
- *At work, I have the opportunity to do what I do best every day*
- *In the last seven days, I have received recognition or praise for doing good work*
- *My supervisor, or someone at work, seems to care about me as a person*
- *There is someone at work who encourages my development*
- *At work, my opinions seem to count*
- *The mission or purpose of my company makes me feel my job is important*
- *My associates are committed to doing quality work*
- *I have a best friend at work In the last six months, someone at work has talked to me about my progress*
- *This last year, I have had opportunities at work to learn and grow*

4 Basic Human Needs for Engagement

via Randy Conley

The need for Trust
At the heart of tapping passion & effort of people

The need to have Hope
Leaders are dealers of hope
Foster hope

The need to feel a Sense of Worth
People derive tremendous sense of worth from work
Rewards & recognition

The need to feel Competent
Challenging work that helps people grow
Healthy Habits used by Mayo

10 Simple Ways to Manage Stress at Work
for Health Professionals

Breathe

Practice belly breathing. Place one hand on your chest and one on your belly. Take even, deep breaths, making sure your belly moves out when you inhale and comes in when you exhale.

Do 4-7-8. Inhale to the count of four, hold your breath for the count of seven, and then exhale through your mouth slowly to the count of eight. Repeat three times.

Invoke the relaxation response. Taking deep breaths, repeat a soothing word in your mind (such as “love,” “peace,” or “calm”) with each slow exhale.

Talk to Someone

If you’re feeling stressed, don’t let your worries consume you—talk to a friend or trusted colleague. Simply describing your feelings can often lessen the burden they impose, and by sharing you’re likely to learn that you’re not alone.

Be Grateful

In the middle of a tough day, take a moment to focus your mind on something you feel grateful for, no matter how small. Go on an extra step further and write down your blessings in a journal or an app on your phone, or share them aloud with a colleague.

Take 5 for Self-Compassion

Speak to yourself like you would speak to a friend. Psychologist Kristin Neff says, “Practicing self-compassion is honoring and accepting your humanity. Things won’t always go the way you want them to. There will be losses and frustrations. You will bump up against your limitations, fall short of your ideals. This is the human condition, a reality shared by all of us. Acknowledge your own difficulties and stressful situations as you would for a friend, with kindness and compassion.”

Walk Mindfully

Anytime you’re walking down the hall, you can take a break. Rather than thinking about the place you’re heading to, let your attention focus on the journey there—the sensations and sounds of your shoes on the floor, the firmness of the floor beneath you, the air on your arms or face.

Live Your Values

Chances are that if you work in healthcare, you value compassion, integrity, and wellbeing. Reconnecting to those values during the workday can help mitigate the stress of working in a demanding field. Take a few moments to recall your core values and actively integrate them into your work—one easy suggestion is to silently wish your patients well whenever you see their names.

Connect With Nature

If you can, take a walk outside for a few minutes in the fresh air. Can’t get outside? No problem. You can take a nature break indoors by watering a workplace plant, gazing out a window or at nature photography, or watching a 5-minute Wallscapes nature video on your phone.

Inhale Calm

Tuck an essential oil inhaler in your pocket so you can breathe in a relaxing scent when you're feeling overwhelmed. Lavender, rosemary, and citrus are particularly healing during stressful times.

Stretch

Get your blood moving and endorphins pumping by bending over to touch your toes slowly stretching your arms above your head, and rolling your ankles in small circles. Stretch your tense neck muscles by gently dropping your chin to your chest and rolling your head from side to side.

Laugh

A sense of humor can boost resilience and get you through the really tough days. When appropriate, find ways to laugh with a colleague, watch a funny video on your phone, or recall the last time you had a deep belly laugh.