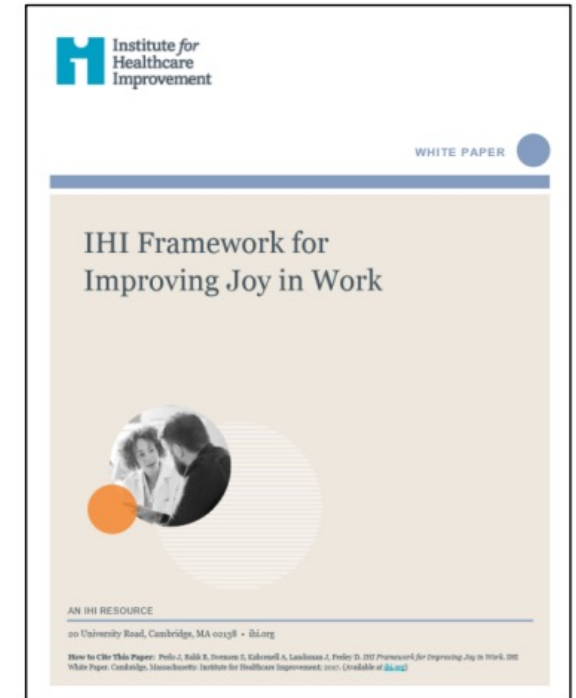


From Booster Shots to Bouncing Back

Session 1 Introduction



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BA-2, Booster Shots & Things That Keep Us Up at Night



Consider how to increase joy in work \using a collaborative approach based on the IHI methodology

Introduction



Why Joy?

The importance of joy in work (the “why”);



Four Steps

Four steps leaders can take to improve joy in work (the “how”)



IHI Framework

The IHI Framework for Improving Joy in Work: nine critical components of a system for ensuring a joyful, engaged workforce (the “what”)



Ideas & Tools

Key change ideas for improving joy in work, and Measurement and assessment tools for gauging efforts to improve joy in work.

Why Joy?

Burnout

The other plague of the bidemic

Turnover

Loss of experience, institutional knowledge, quality, teams

Leaving the Profession

Need these valued, experienced people

Better Outcomes

There is a consistent association between organizations with a positive workplace culture and better clinical outcomes.

Staff Stability

Staff longevity increases as people enjoy the work, colleagues and residents.

Intrinsic Motivation

Engages “the reason I got into this profession in the first place”.

The Four Steps

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

3. Commit to a systems approach to making joy in work a shared responsibility at all levels of the organization

2. Identify unique impediments to joy in work in the local context

1. Ask staff, "What matters to you?"

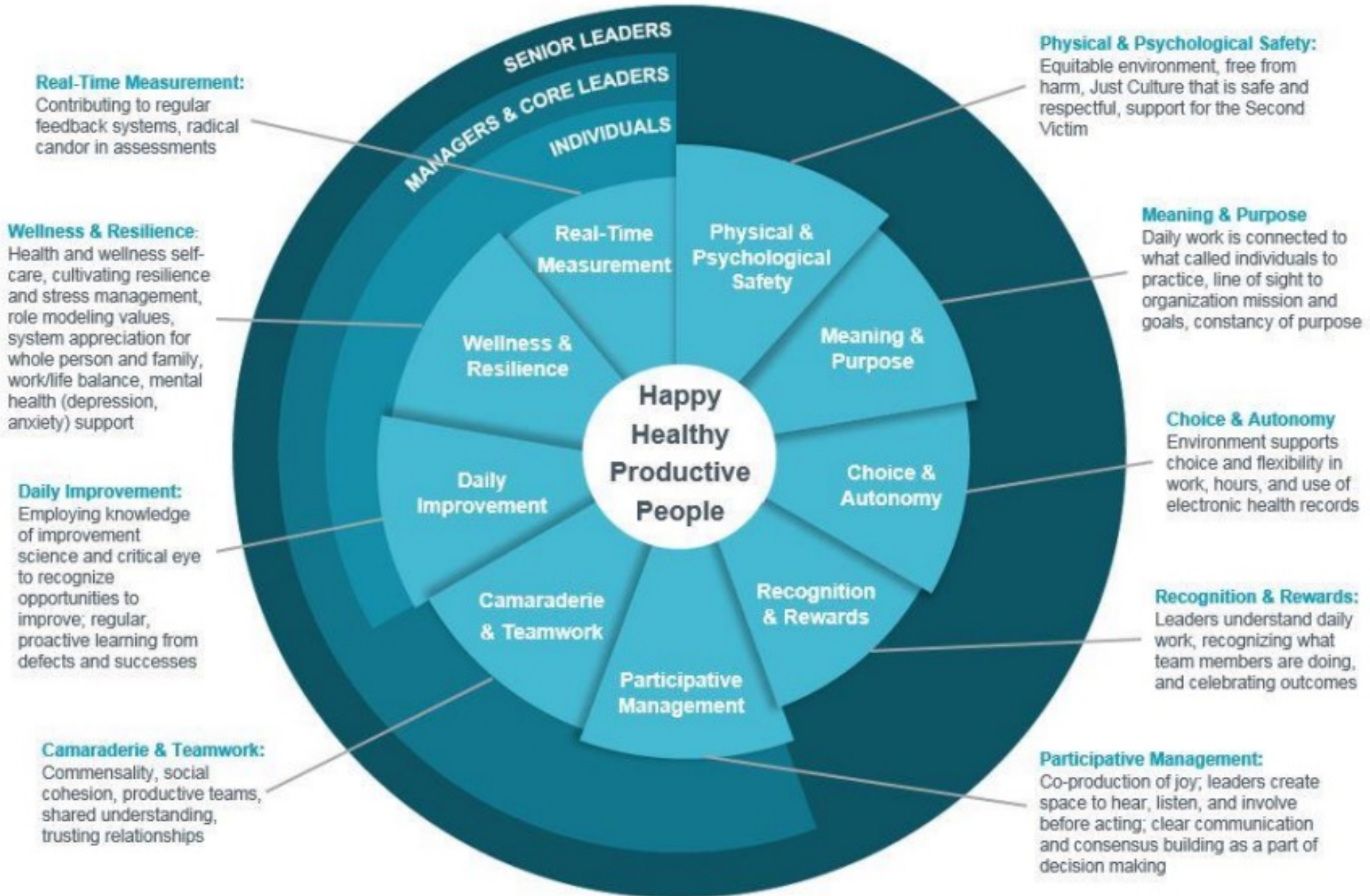
What Matters Most



Conversation Starters

- What makes for a good day for you?
- What makes you proud to work here?
- When we are at our best, what does that look like?

Figure 3. IHI Framework for Improving Joy in Work

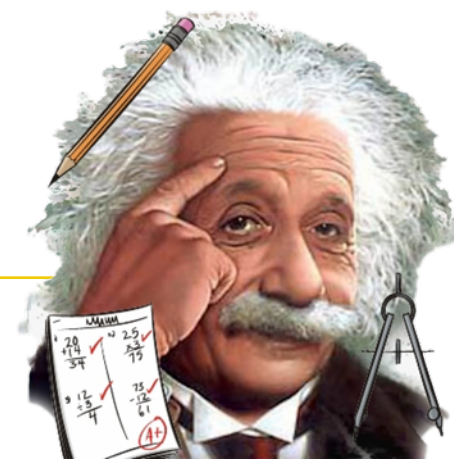


15s30m, huh?



“15 seconds 30 minutes” is a social movement, which asks members of staff to think of a small 15 second task they can do which will save someone else 30 minutes later on, and in doing so reduce frustration and increase joy for themselves, colleagues, and patients. We call these tasks 15s30m missions and anyone, from the chief executive to a hospital porter, can get involved.

Experience Lab



Many organizations involved in the prototype testing created regular huddles, workgroups, or team meetings as forums for members to share “bright spots” and identify impediments to joy in work. Huddles were used to ask colleagues to share what a good day at work looks like for them; what makes for a bad day; and what they appreciate or are grateful for. One site described this as a pause for a “joyful moment.”

Based on:
IHI Framework
for joy in work
available at:
ihi.org

Joy in work

@Sonia-Sparkies



"Healing and caring should be naturally joyful activities"

"Connecting to meaning+ purpose"

① ASK Staff what matters to you?

- relies on trust



Use appreciative inquiry:

- ① what makes a good day?
- ② what makes you proud to work here?
- ③ when we are at our best, what does that look like?



Need space to hear, involve+listen BEFORE acting, need to reflect.

- Q: Do people find meaning in their work?
- Q: Do they feel like they are making a difference?
- Q: Are they able to make their



- Create a shared understanding
- Build trust through transparent communication
- Make everyone feel cared for



Listen to understand.
Be comfortable with silence
Don't assume everyone views things the same

involve others
build consensus
influence decisions
find bright spots



② Identify unique impediments to joy in work
- make the right change

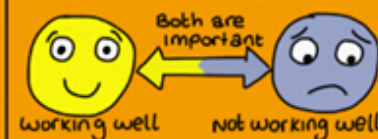


Get rid of the "pebbles in your shoes" - together
Paint the picture of joy based on step 1 + the barriers to overcome to achieve it



no matter how small or big the pebble

Address the impediments-
Analysis: what is/is not working
Co-create solutions with your team
Work across departments for joint solutions



working well not working well

5 needs must be met for joy in work:



understand frustrations & what gets in the way.
Appreciate work/life balance
Together identify opportunities to improve



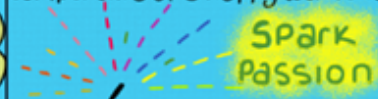
③ Commit to a systems approach to making joy in work a shared responsibility
- across all levels



Dedicate, time, attention, skill development and resources- by leaders at all levels
- Ask: what should we tackle first?
- Share actions across all members
Inspire action- not delegate it



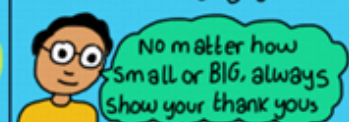
Everyone has something to contribute, has some passion and drive- use it
• Different levels of authority are responsible for different components of a happy workforce



Leaders have an important role of modeling expected behaviours and creating a culture that supports joy in work



Everyone needs to show respectful interactions and feel confident to speak up
• cultivate personal resilience
• practice amplifying gratitude



④ Use improvement science to test approaches to joy in work
- change for improvement



Keep it simple, use the model for improvement

AIM: make it clear + numerical (how much, by when)

DATA: use it to refine tests

TEST: start small scale, make sure it works before spreading



• Track results of every test
• Share results and understanding
Have some system level measures (e.g. staff satisfaction, turnover or engagement)
• Have some local level measures based on tests for change



Improvement involves everyone. Failures are opportunities to learn. This is a collaborative journey



Choose improvements that are highly perceived as value adding with a low "extra workload" requirement
... And finally, celebrate the small wins as well, it all adds to bringing joy in work



This Week's Challenge!



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Resources

- Perlo J, Balik B, Swensen S, Kabcenell 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)
- Does Joy in Work Matter During a Pandemic? By Derek Feeley | Tuesday, March 31, 2020
<http://www.ihi.org/communities/blogs/does-joy-in-work-matter-during-a-pandemic>
- Joy in Work Toolkit-
<https://digitalhealth.wales/sites/default/files/2020-08/Joy-in-Work-Toolkit-v.1.pdf>

THERE IS A CHOICE YOU
HAVE TO MAKE IN
EVERYTHING YOU DO.
SO, KEEP IN MIND THAT
IN THE END, THE CHOICE
YOU MAKE, MAKES YOU.

- Nishan Panwar