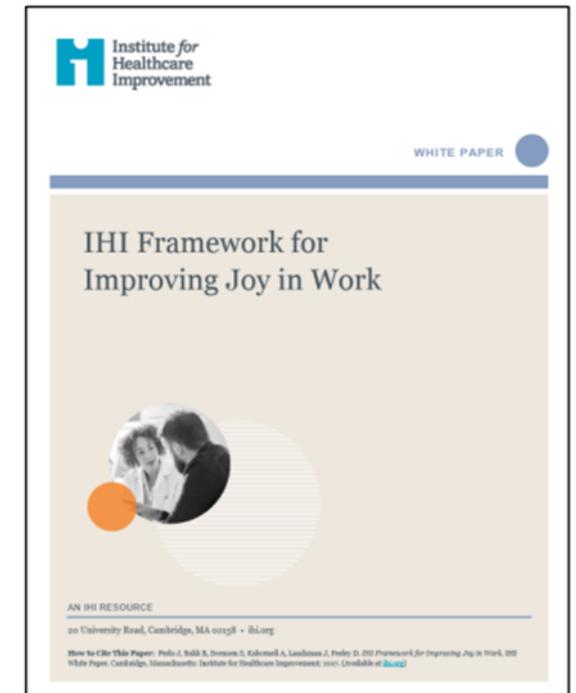


From Booster Shots to Bouncing Back

Session 4 Psychological PPE



This material was prepared by the IPRO QIN-QIO, a Quality Innovation Network-Quality Improvement Organization, under contract with the Centers for Medicare & Medicaid Services (CMS), an agency of the U.S. Department of Health and Human Services (HHS). Views expressed in this material do not necessarily reflect the official views or policy of CMS or HHS, and any reference to a specific product or entity herein does not constitute endorsement of that product or entity by CMS or HHS. 12SOW-IPRO-QIN-T3-AA-22-628

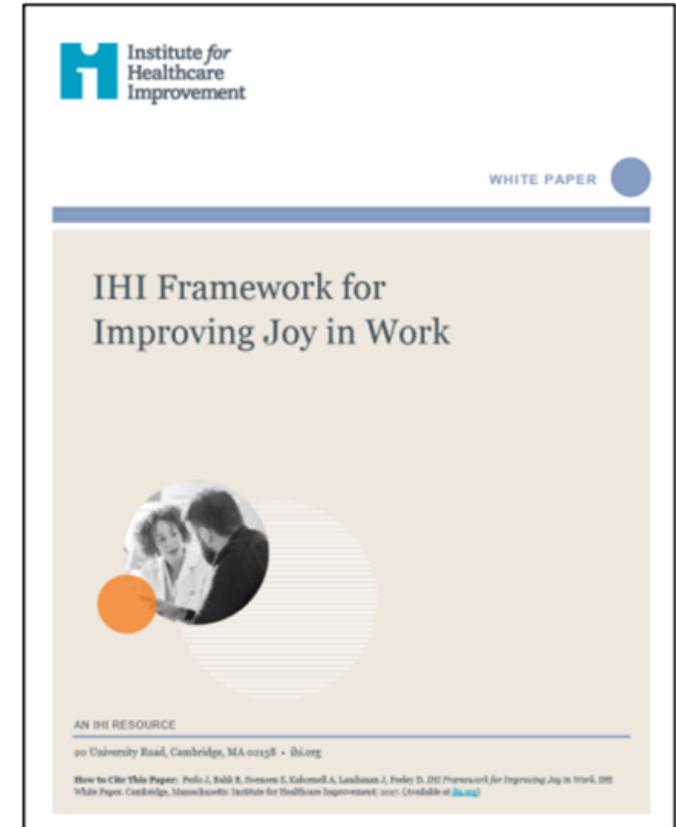


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Quick Recap for Those Just Joining

- Booster Blitz is more than a clinical series of tasks
- The pandemic, variants, disruptions, staffing have ravaged our normally well-run systems and left us with fertile soil to reimagine our workplaces and culture.



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

Why Joy?

Burnout

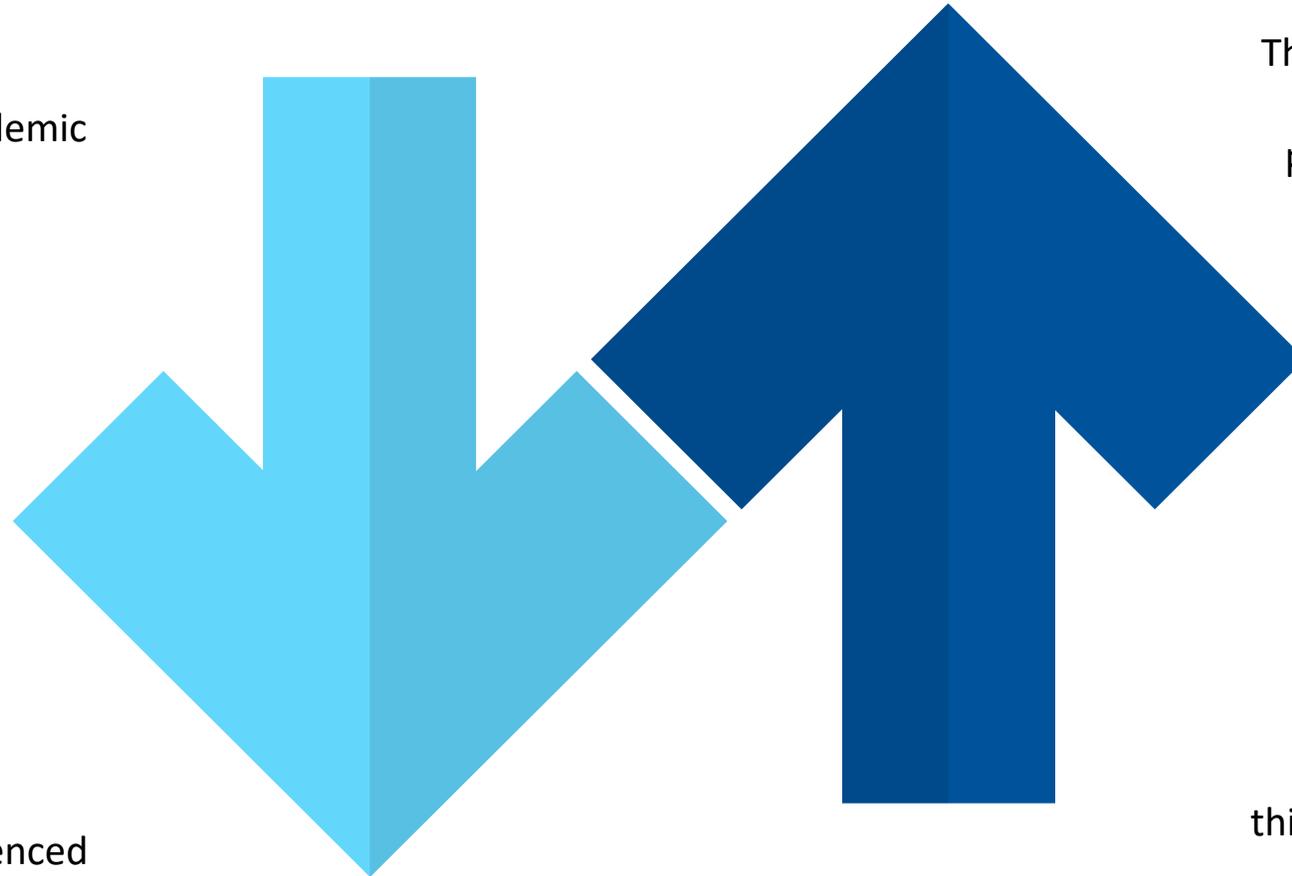
The other plague of the bidemic

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”.

Assignment 1: Challenge!

- Assignment-Talk to five people
 - 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?
- **What did you learn or hear?**



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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.



My 15s30m mission is to:

This is when I'm going to start it:



I'll put a tick in this box each time I've done it:

Is the world a better place because of our work?

- Build systems reflecting love & care within your setting.
- Heal people and enrich their lives.
- Lead with kindness.
- Show caregivers the tangible and intangible results of their purposeful work.



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Week 3: 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?"



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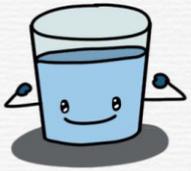


Look after yourself

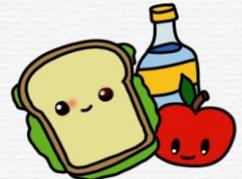


@Sonia_sparkles
Soniaparkles.com

Now more than ever, we need to start to make those small changes in work to prevent [#stress](#) and look after our mental health. Start small with one thing at a time....



KEEP HYDRATED



LUNCH AWAY FROM DESK



USE YOUR VOICE



SHARE YOUR FEELINGS



TAKE REGULAR BREAKS



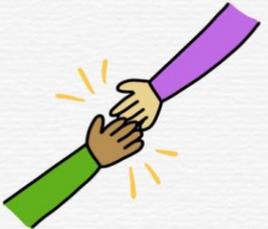
GO FOR A WALK



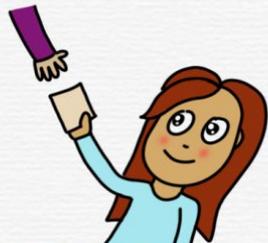
GO HOME ON TIME



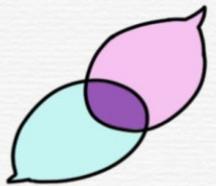
ORGANISE YOUR WORK



ASK FOR HELP



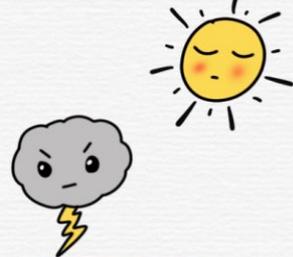
DELEGATE MORE



KEEP COMMUNICATING



SEND LESS EMAILS



WALK AWAY FROM CONFLICT



TAKE DEEP BREATHS



REFLECT ON YOUR DAY



TAKE YOUR TIME



FOCUS ON SUCCESS



ASK CURIOUS QUESTIONS



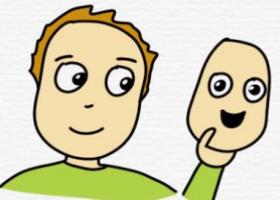
HELP EACH OTHER



BE CLEAR



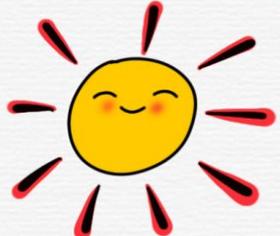
TREAT YOURSELF + OTHERS



BE YOURSELF



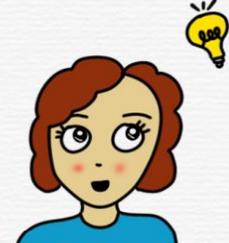
BELIEVE IN YOURSELF



FOCUS ON THE GOOD



BE HONEST + BRAVE



TRY SOMETHING NEW

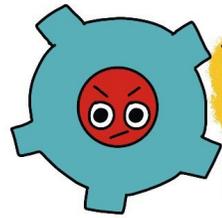


SPREAD KINDNESS



LISTEN TO YOURSELF

What I thought improvement was...



Full of complex tools & terminology that are hard to understand



Something only "experts" can do



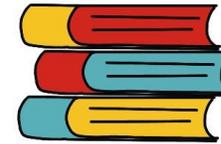
Someone senior needs to approve it - permission



Time consuming and demanding

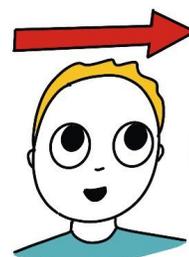


Failures and wasted effort



You need lots of training and studying

What improvement actually is...



A simple and effective process



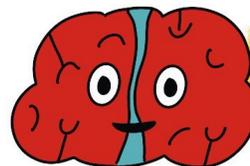
Everyone has ideas and can do improvement



Inspire and believe in yourself making the change



Start small, test it out and do what's manageable



It's an opportunity to learn new things and experiment



You've done improvement before - you just didn't recognise it!

Helping staff to understand the QI process and making it relevant to daily life is so important

Get rid of the jargon and complexity so staff can feel they are a part of the process.

Week 3 Challenge

- Read the IHI's White Paper as a team
 - Consider it's use in your setting
- Go to one link from this or the previous presentations OR just Google Joy in Work and see the enormous amount of work being done and shared throughout the world



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Psychological PPE (personal protective equipment):

- Psychological PPE includes individual and systems-wide actions that can be taken to protect your mental health, the mental health of those around you and protect against burnout.

Your Psychological PPE

to Promote Mental Health and Well-Being



These recommendations are based on a review of published literature and the experience of health systems. For more information visit IHI.org.

Individual



.....> Take a day off and create space between work and home life



.....> Avoid publicity and media coverage about COVID-19



.....> Receive mental health support during and after the crisis



.....> Facilitate opportunities to show gratitude



.....> Reframe negative experiences as positive and reclaim agency

Team Leader



.....> Limit staff time on site/shift



.....> Design clear roles and leadership



.....> Train managers to be aware of key risk factors and monitor for any signs of distress



.....> Make peer support services available to staff



.....> Pair workers together to serve as peer support in a "buddy system"

Going Home Checklist

*Saving lives,
Improving lives*

NHS
Salford Care Organisation
Northern Care Alliance NHS Group

Going Home Checklist

- Take a moment to think about today
- Acknowledge **one** thing that was difficult on your shift: let it go
- Be proud of the care you gave today
- Consider **three** things that went well
- Check on your colleagues before you leave: are they OK?
- Are you OK? Your senior team are here to listen and support you
- Now switch your attention to home: **Rest and Recharge**

THANK YOU



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Improving Staff Well-Being

- Listen to staff and respond to concerns about well-being
- Provide transparent communication
- Promote mental health and well-being
- Offer support where, how and when staff need it
- Organize ways to ease burdens of the staff

Physical and Psychological Safety: Hear Me:

Do	Don't	Steps to try	Sustain Joy in Work
Conduct frequent, brief well-being huddles to learn about current pressing issues.	Assume you know since concerns may vary by individual	Ask: What concerns do you have for patients, yourself, or the team?	Continue well-being huddles to learn about current pressing issues for staff and focus on what matters most to care teams
Listen! Do not interrupt	Ignore the strengths and bright spots	Ensure you understand by confirming: "Here's what I hear you saying-do I have that right?"	Try different small tests to identify the huddle time, agenda, and facilitation structure that works for each group
Learn what is going well, not just problems	Underestimate the learning required to care for patients with COVID-19 in addition to the other patients	Ask: "what can we do together that would help right now?"	

Physical and Psychological Safety: Protect Me:

Do	Don't	Steps to Try	Sustain Joy in Work
Be fact-based	Make things up just to have an answer	Reassure and inform: <ul style="list-style-type: none"> • Testing is available for staff-here's how you get it • Steps to protect your family before you go home.... 	Establish and support a physically safe work environment Conduct hazard assessments
Focus on what we can control- Use quality improvement methods and conduct small tests of change	Assume everything is chaos	Ask: "What decisions can we make together about how we manage the volumes of patients we expect using the PPE available?" Ask: "What can we test this morning?"	Engage staff and patients/families in designing safe systems
Offer realistic hope	Provide false assurances	Inform	Share data transparently

Physical and Psychological Safety: Care for Me:

Do	Don't	Steps to Try	Sustain Joy in Work
Identify what support looks like for staff and their families	Ignore the personal and family toll on staff	Ask: "What would support look like for you today?" Address the basics: Food, medicine, safe housing, PPE, childcare	Assess effective support systems for all
Recognize that mental illness may increase during times of intense stress	Ignore that staff may have mental health needs	Offer assistance: "Our mental health is vital for all of us and our patients. Let me or your provider know if you need help."	Provide accommodations for mental health needs Create a peer support and coaching network
Find ways for staff to support colleagues who are sick or have died from COVID-19	Assume that stress will not affect everyone's wellbeing	Provide support: <ul style="list-style-type: none"> Here are resources to support one another. 	Build learnings about effective support in times of great stress

More Ideas

All team members:

- Be responsive to feedback

Senior position/team leader role:

- Give staff flexibility where possible regarding working hours
- Demonstrate trusts through delegation (delegate, not dump)
- Reduce blame culture
- Cultivate a culture of joy not fear
- Create a speak up culture
- Empower the team to develop solutions and direction
- Involve the team in decision making
- Listen and take action to address issues

Week 4 Challenge

- Pick one unit to have a “touching base huddle” for 5-10 minutes. If you have time, try to reach each unit twice over the week.
 - Ask: What concerns do you have for the residents, yourself or the team?
 - Listen
 - Before ending the huddle, ask: What is one strength with the resident, yourself or the team?

Resources

IHI Framework for Improving Joy <http://www.ihl.org/resources/Pages/IHIWhitePapers/Framework-Improving-Joy-in-Work.aspx>

Sonia Sparkles-posters and other resources for QI, wellbeing & joy

Friends and Family Vaccine Clinic Toolkit

Resource Location: https://drive.google.com/file/d/1T-ISGPfx_draw2fSOUmqlZCKGEs8qxYC/view?usp=sharing

Valuable tools and resources to partner with the community to host a vaccination clinic to improve vaccination rates with resident and staff friends and families.

IHI tool: “Psychological PPE”: Promote Health Care Workforce Mental Health and Well-Being

[Virtual Learning Hour Special Series: Psychological Personal Protective Equipment \(PPE\) | IHI - Institute for Healthcare Improvement](#)



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

Joy in work

@Sonia-SPARKIES



"Connecting to meaning+ purpose"

"Healing and caring should be naturally joyful activities"

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 voice heard?

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

Both are important
 working well not working well

5 needs must be met for joy in work:

physical + Psychological
 meaning+ purpose
 choice+ autonomy
 camaraderie & teamwork
 fairness+equality

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

Shine & show the way to a brighter way of working

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

measurement of joy

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

By all of us working together to bring joy in work, the journey is easier + more... joyful!
 Each take a piece

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

Rolling your eyes at the idea of joy in work? I was too until...

Blog post on Sign up to safety website. Published 25/07/19

Author: Cat

- <https://www.signuptosafety.org.uk/rolling-your-eyes-at-the-idea-of-joy-in-work/>

- **Create Psychological Safety to Support Improvement**

- Blog post on IHI website. Published 16/07/19

- Author: Julianna Spranger

- <http://www.ihl.org/communities/blogs/create-psychological-safety-to-support-improvement-blog>

- **The fearless organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth**

- Book. Published 28/12/19

- Author: Amy C. Edmondson

'What matters to you' day –starting conversations that can transform care

The Point of Care Foundation. Published 05/06/18

Authors: Bev Fitzsimons and Joanna Goodrich

<https://www.pointofcarefoundation.org.uk/blog/what-matters-to-you-day-starting-conversations-that-can-transform-care/>

Finding and creating joy in work: what matters to me?

Blog post on Q website. Published 23/11/18

Author: Sophie Bulmer

<https://q.health.org.uk/blog-post/finding-and-creating-joy-in-work-what-matters-to-me/>

Workforce stress and the supportive organisation –a framework for improvement through reflection, curiosity and change

NHS Improvement

https://improvement.nhs.uk/resources/workforce-stress-and-supportive-organisation-improvement-framework/?utm_campaign=2431259_Improvement%20newsletter%20July%202019&utm_medium=email&utm_source=Monitor&utm_orgtype=AHSN&dm_i=2J9J,1G3YZ,7RH L5Z,4TWJ0,1