



Don't forget to join in the
conversations on twitter
Tweet us at **#quality2019**

A1 #qfa1



Institute for
Healthcare
Improvement

2019 International
Forum on Quality and
Safety in Healthcare

A1 Leadership Models for Co-producing a Joyful Workforce

Derek Feeley, Stephen Swensen, Amar Shah, Jessica Perlo



@derekfeeleyIHI
@espritdeswensen
@DrAmarShah
@jperlo8

Thursday
28 March 2019

Today's Agenda

3

11:00 – 11:22 (22m)	Welcome Introductions, Overview, Practical Examples from the Field
11:22 – 12:12 (50m)	Flipped Classroom Group brainstorm and feedback around opportunities for co-production and leadership of joy at the individual, team, and system levels
12:12 – 12:15 (3m)	Next Steps Shared commitments to bring this forward



Objectives

1. Describe key leadership behaviors that raise staff engagement and restore joy
2. Identify the key changes in the system for joy in work
3. Take away at least one distributed leadership model you can use to co-create joy in your workplace



What is Joy in Work?



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





ELINOR OSTROM

2009 Nobel Laureate
in Economic Sciences

Nobel medal © © The Nobel Foundation



Elements of Co-production:

- Treating people as assets, not burdens
- Building emotional intelligence and capacity of local communities
- Utilizing support through peer networks
- Minimizing the distinction between producers of services and consumers of services
- Giving real responsibility, leadership, and authority to end users



How to Create a Joyful Workforce

Outcome:
↑ Patient experience
↑ Organizational performance
↓ Staff burnout

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

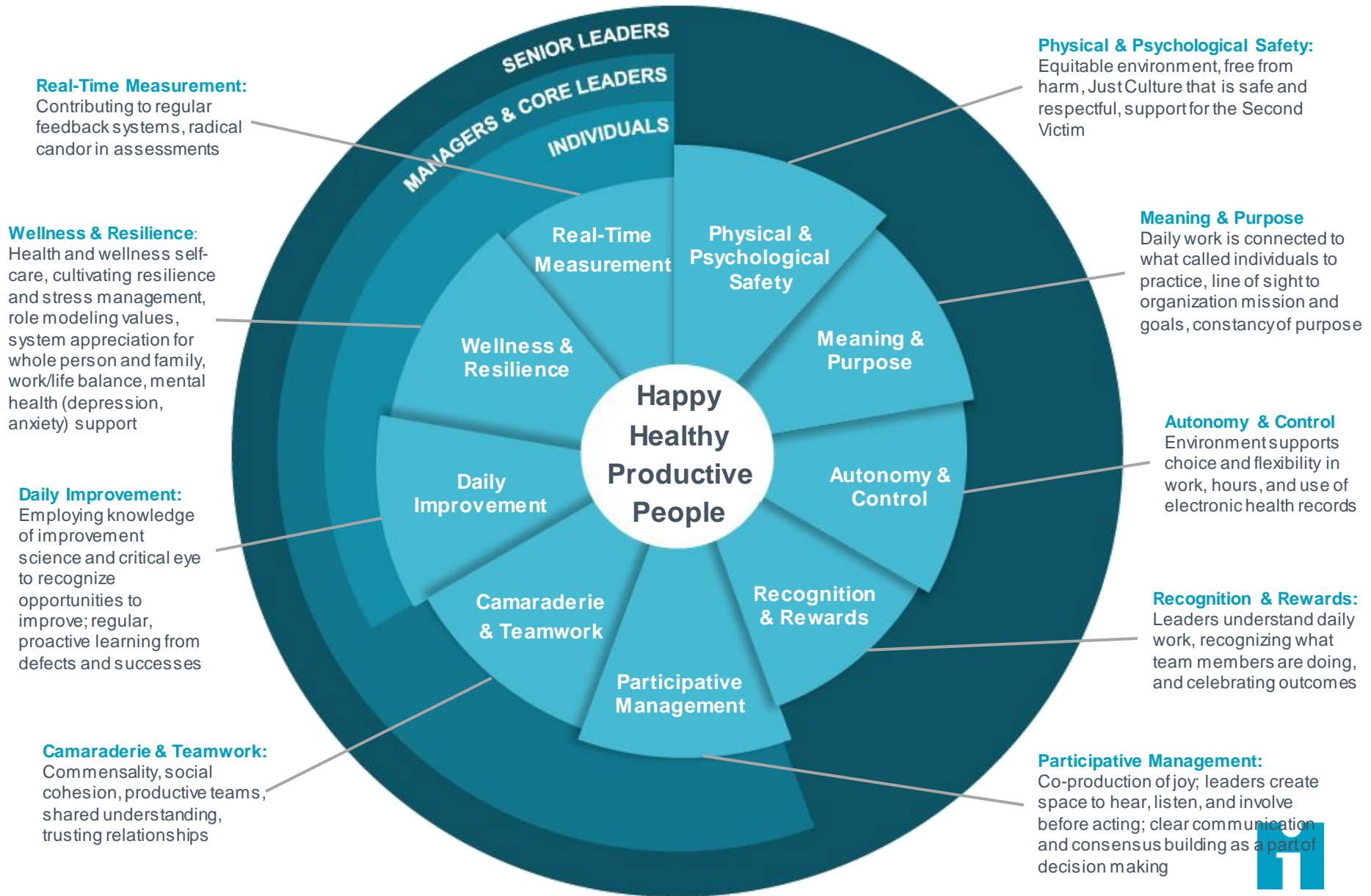
3. Commit to making *Joy in Work* a shared responsibility at all levels

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

1. Ask staff “what matters to you?”

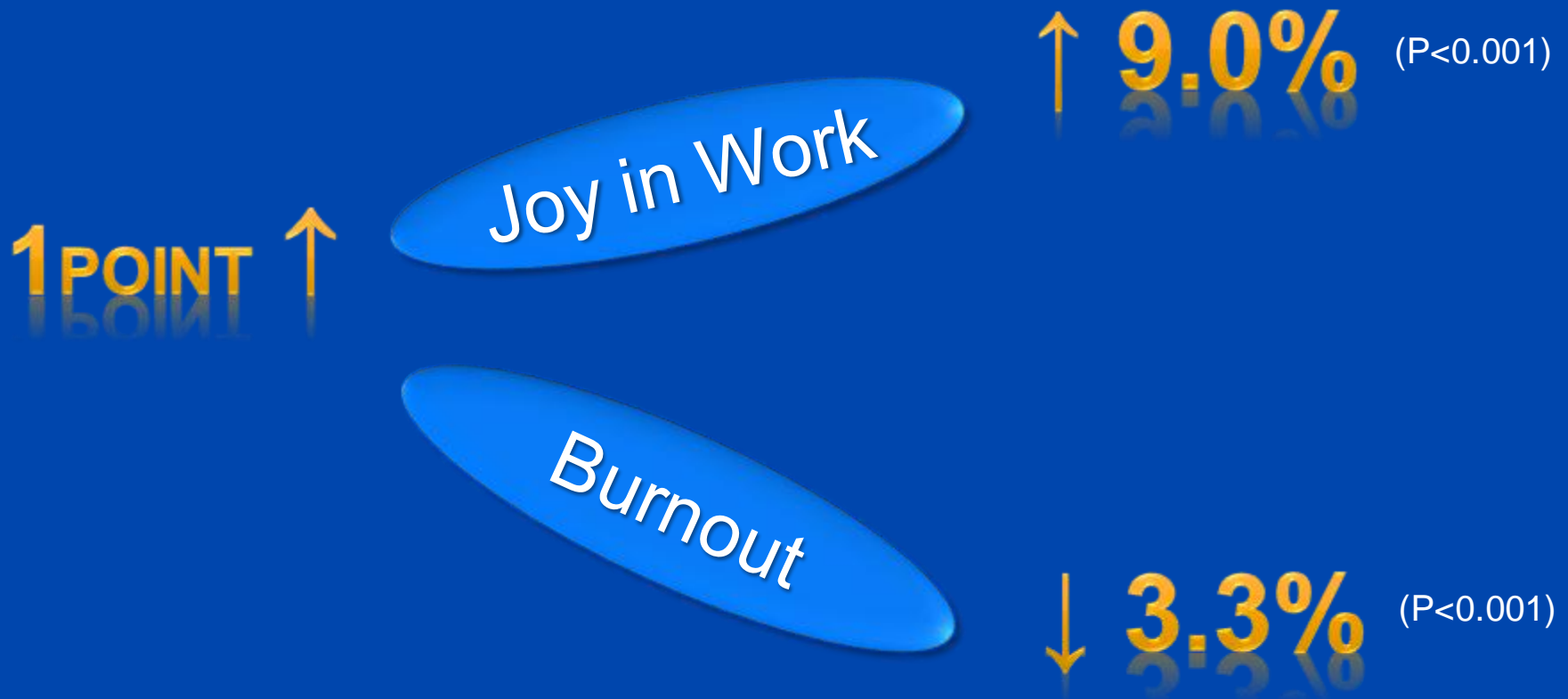


Critical Components for Joy in Work

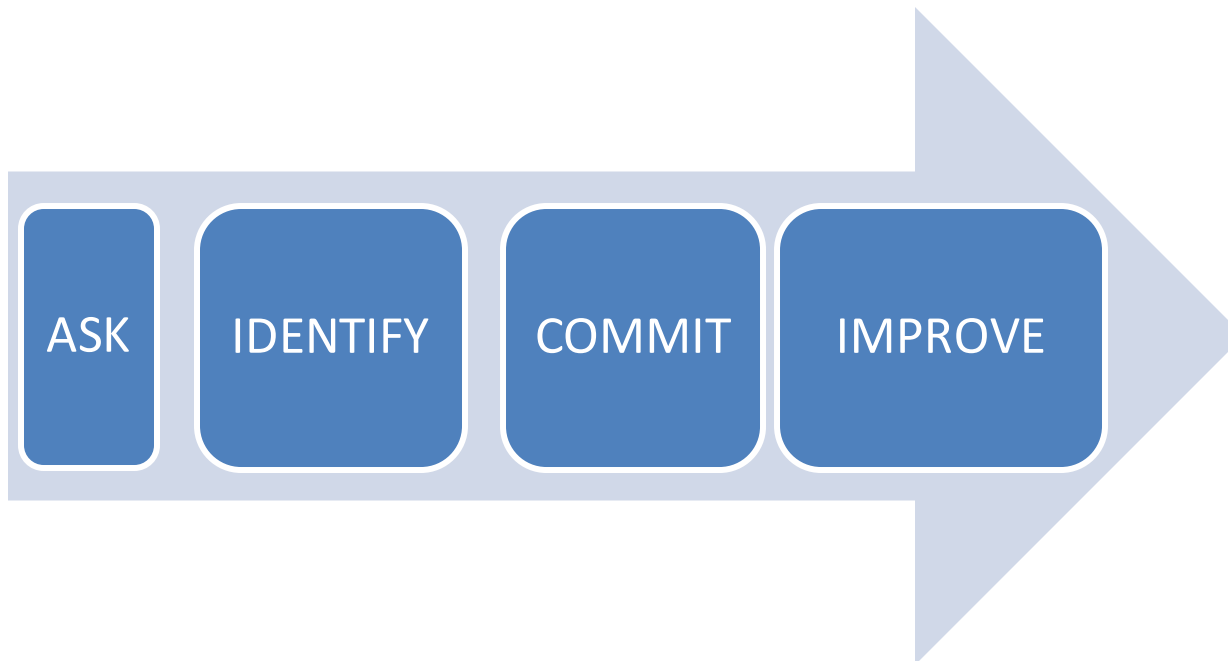


Five Leader Behaviors

Recognize – Inquire – Inform - Develop - Include



CO-CREATING JOY IN WORK



217 Units

(~11,000 staff)

Joy in Work **+17%**

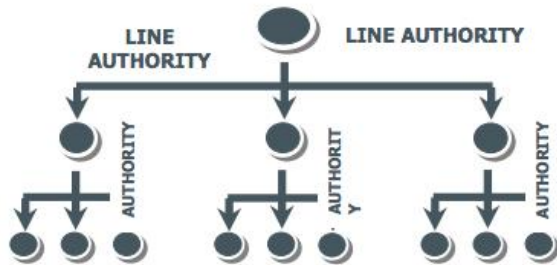
Teamwork **+12%**

Burnout **-21%**

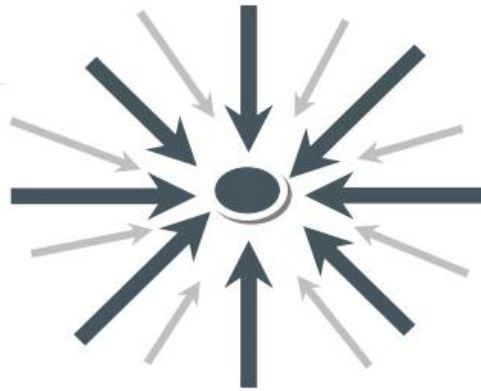
[ABSOLUTE CHANGE]

(22% = 3.1x)

“Hail Caesar!”
#Hierarchy4Eva

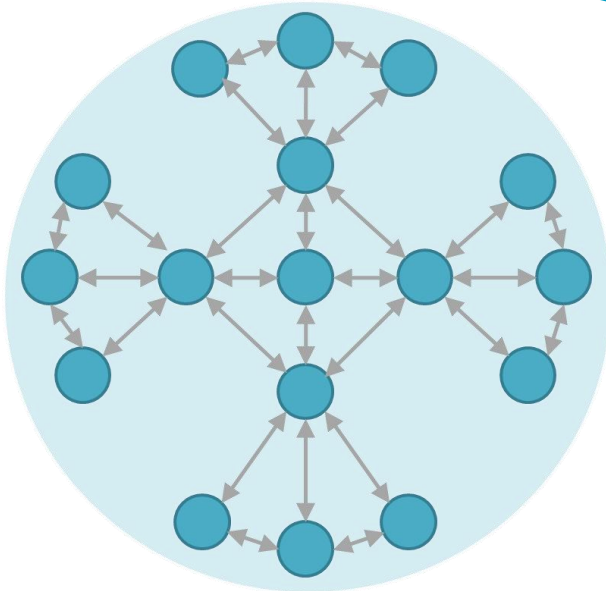
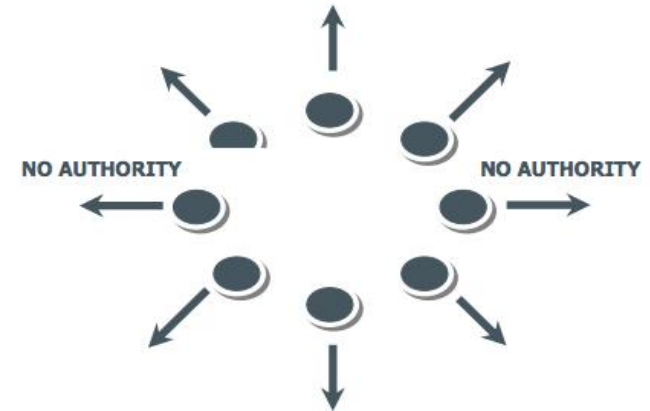


TOO MUCH CONTROL



“I’ll take care of it.”
#TheLoneRanger

“Who’s in charge here?”
#NoOneALeader



- Leadership is distributed
- No one person or group of people holds all the power
- Responsibilities are shared
- Everyone is responsible for developing leadership



Aims: Exploring the theory, language and perceptions on workplace joy and fulfillment and the overlap with developing a safety culture

Action taken: Team- based 'Focusing on the bright spots' and 'Culture of safety' workshops

Stakeholders involved: Quality Improvement Hub, Safety and Effectiveness Team

Key learning: Endeavour to have authentic conversations & meaningful interactions

Outcomes achieved: Discovery piece for 'creating the right conditions and attitudes' to open up a dialogue on workplace fulfillment and a culture of safety

Advice: Small changes make a big difference

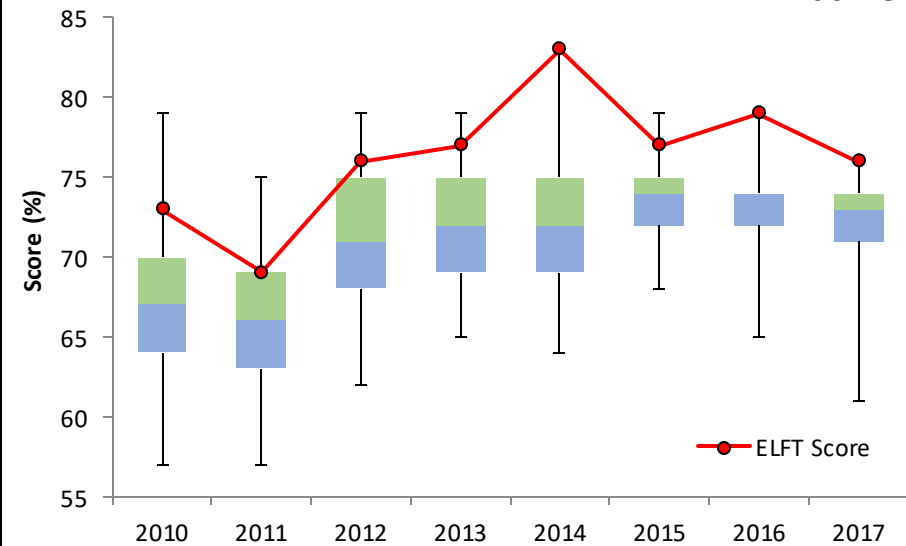


Do you know what makes a good day for your colleagues?

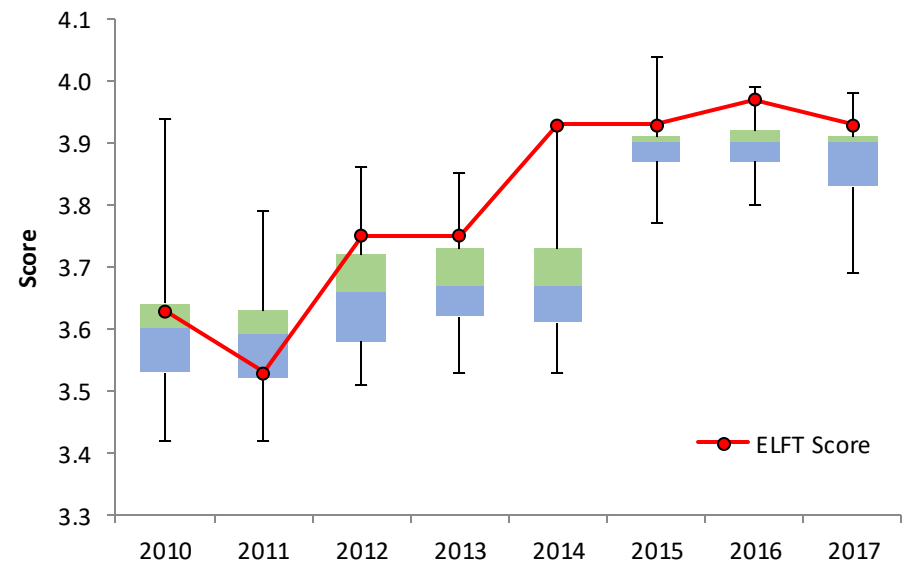




Staff able to contribute towards improvements at work



Staff job satisfaction



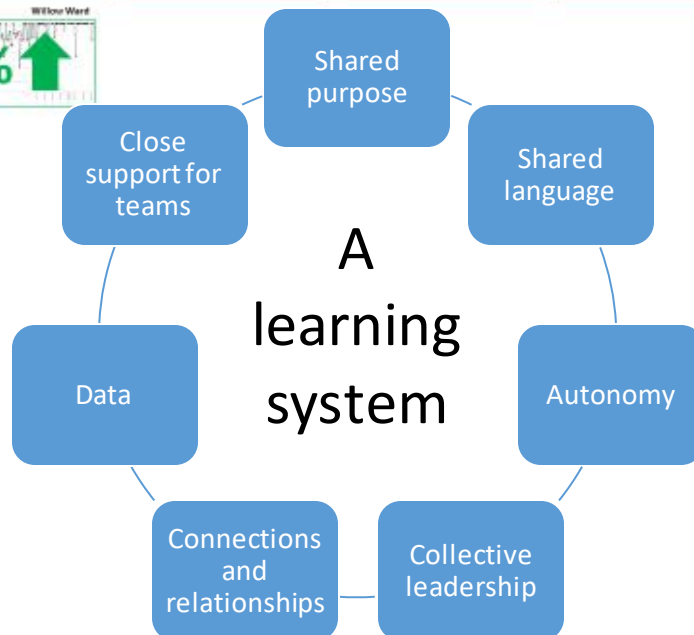
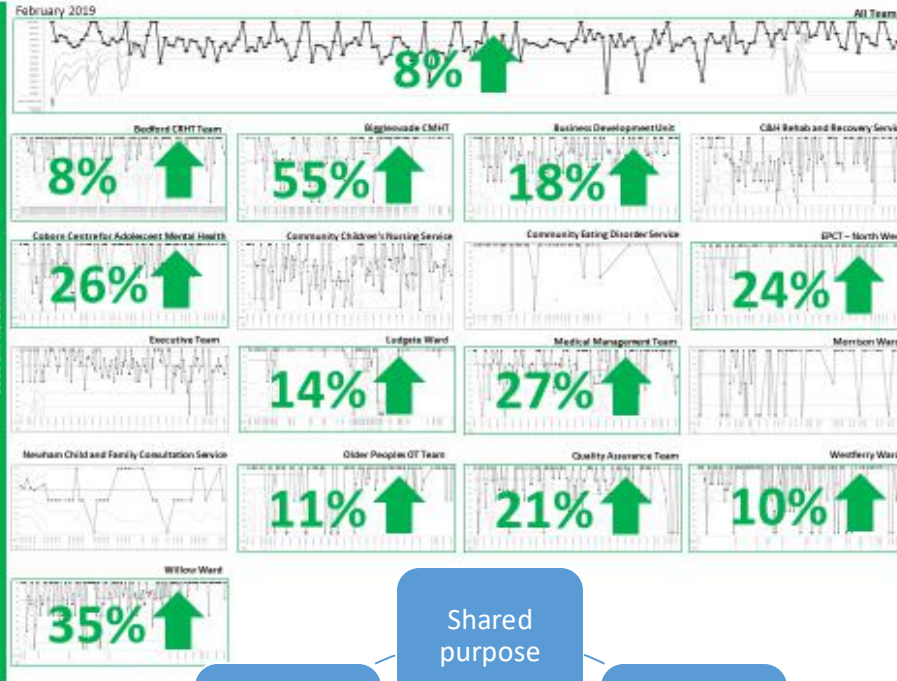
To improve staff satisfaction and wellbeing so that staff are better able to meet the needs of their service users

Model for Improvement

What are we trying to accomplish?

How will we know that a change is an improvement?

What change can we make that will result in improvement?



What assets do you
have locally for joy
at the **individual**
level?

*i.e. gems or bright
spots*



1- Open a browser on any laptop, tablet or smartphone

2- Go to **slido.com**

3- Enter the event code **#Quality2019**

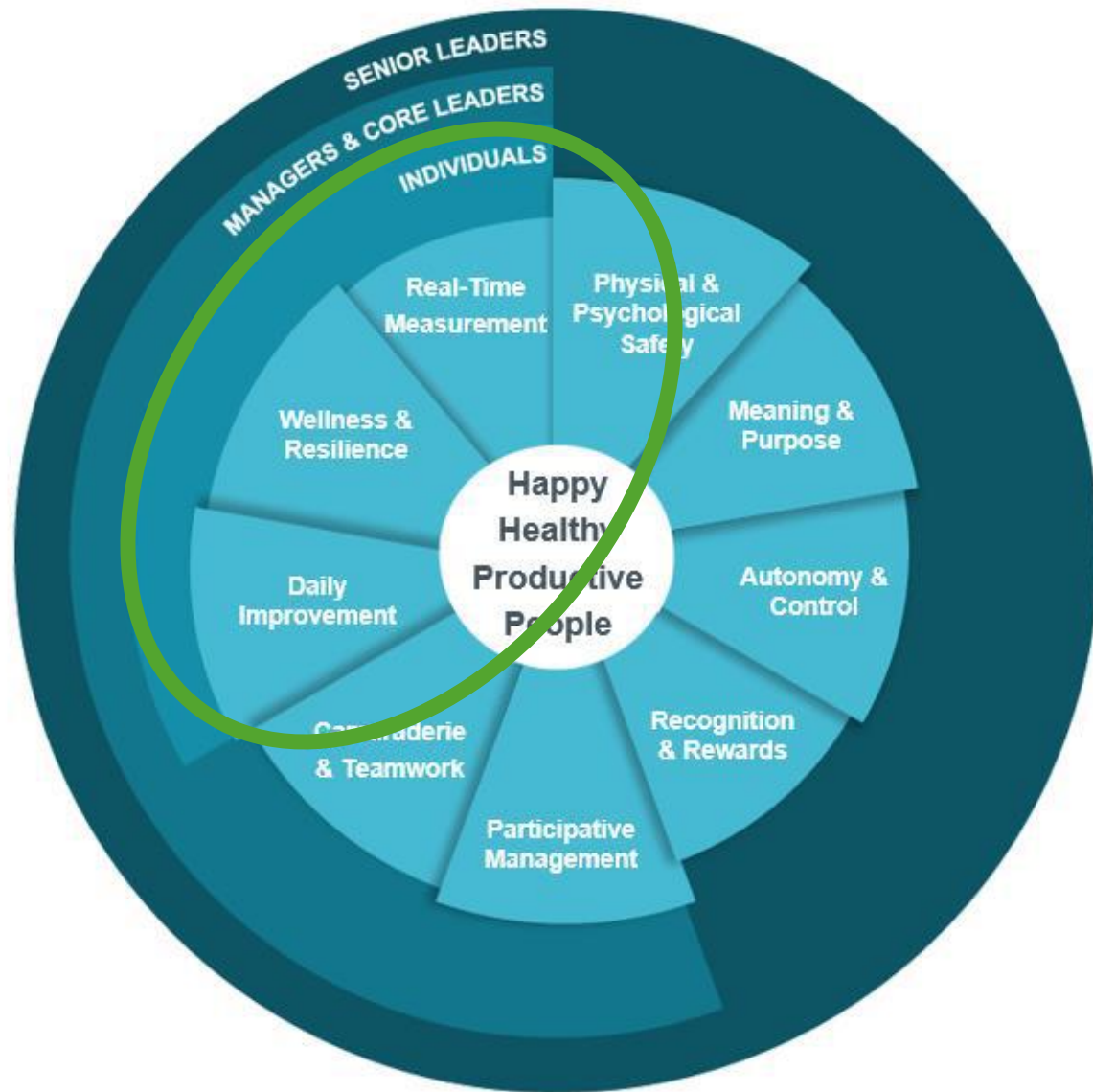
4- Select **Hall 5**

Q: What challenges do you have locally to joy in work at the **individual level**?

i.e. pebbles or opportunities for improvement


#Quality2019

slid.do



Panel feedback





What assets do you
have locally for joy at
the **team level**?

i.e. gems or bright spots

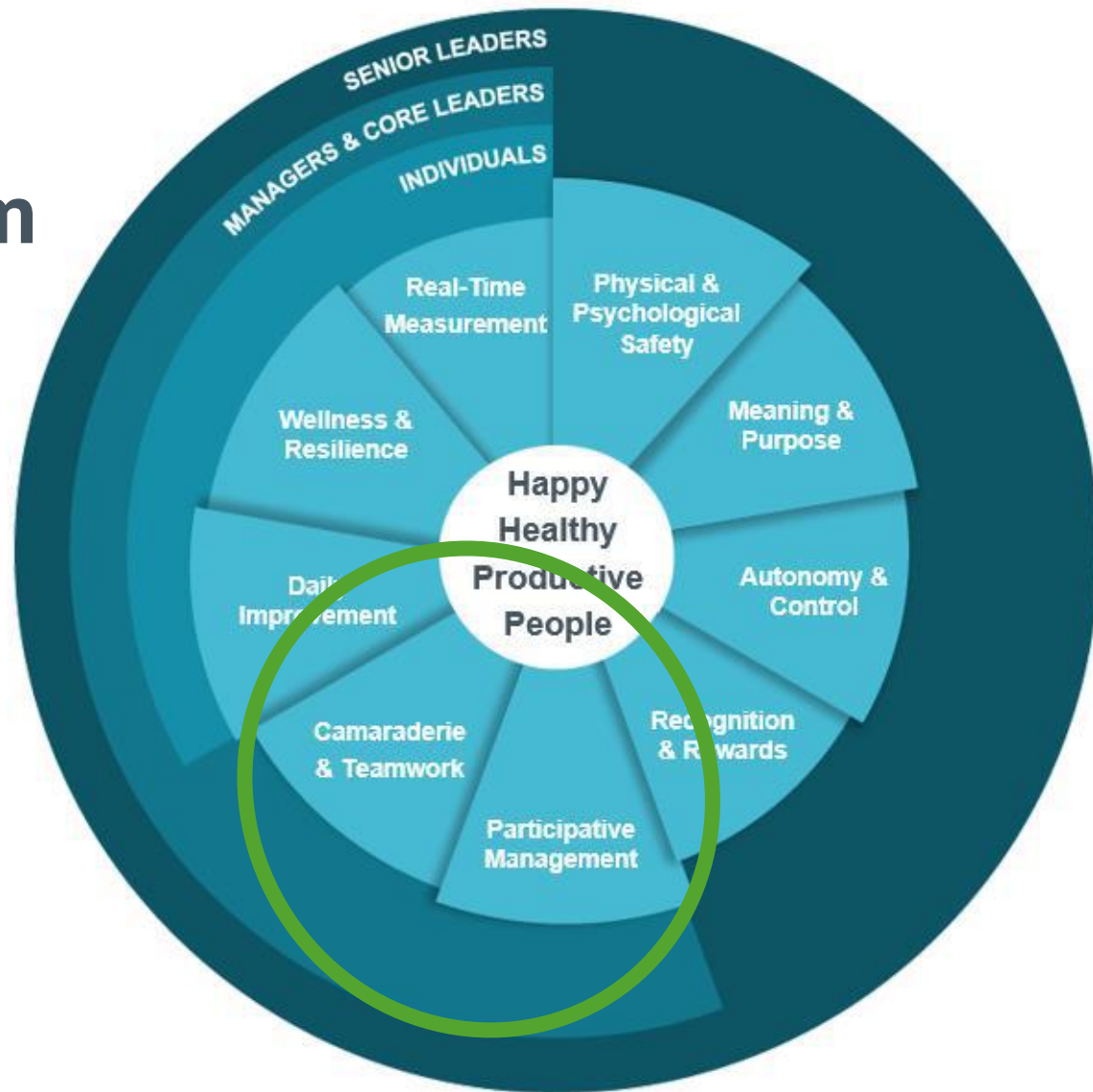
Q: What challenges do you have locally to joy in work at the **team level?**

i.e. pebbles or opportunities for improvement

[slido.com](https://www.slido.com)

#Quality2019

slido



Panel feedback





What assets do you
have locally for joy at
the **leadership level?**
i.e. gems or bright spots

Q: What challenges do you have locally to joy in work at the **leadership level?**

i.e. pebbles or opportunities for improvement

[slido.com](https://www.slido.com)

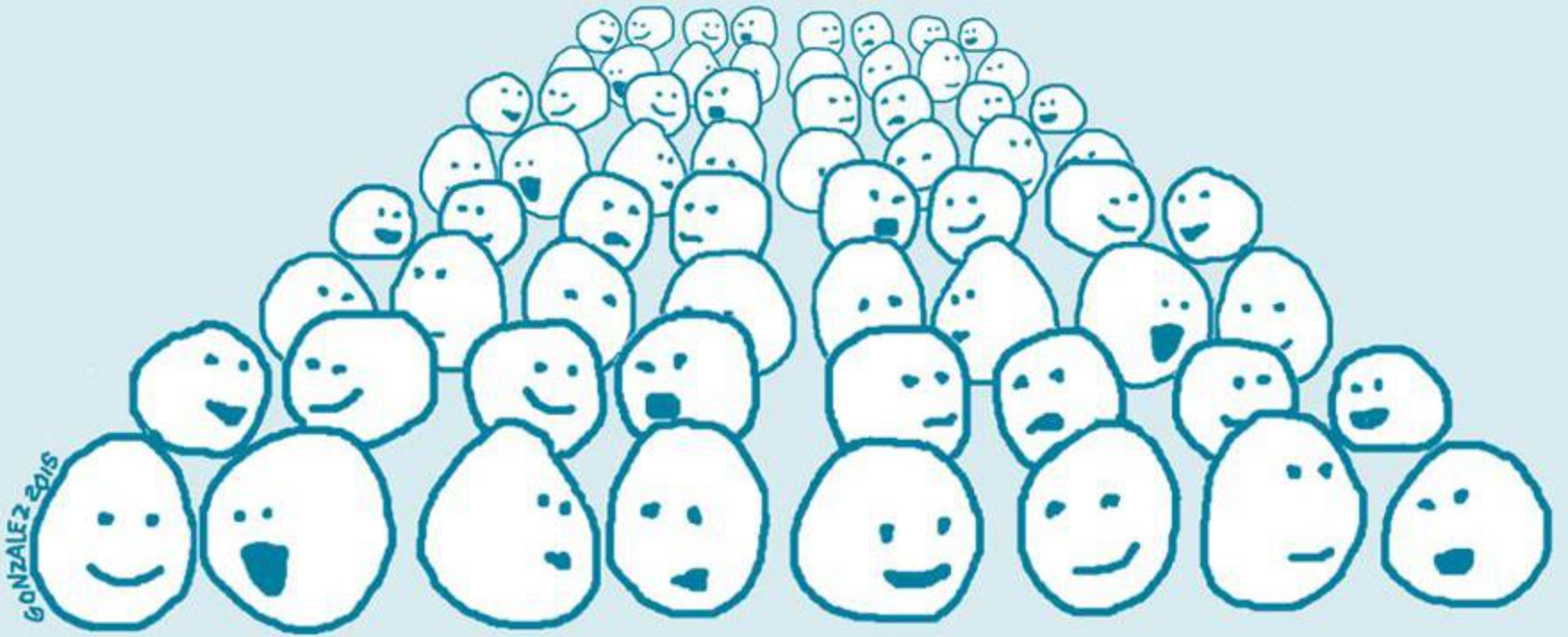
#Quality2019

slido



Panel feedback





1. Think 2. Pair 3. Commit

What is resonating for you? Where might you take action?

Turn to a partner in the room.

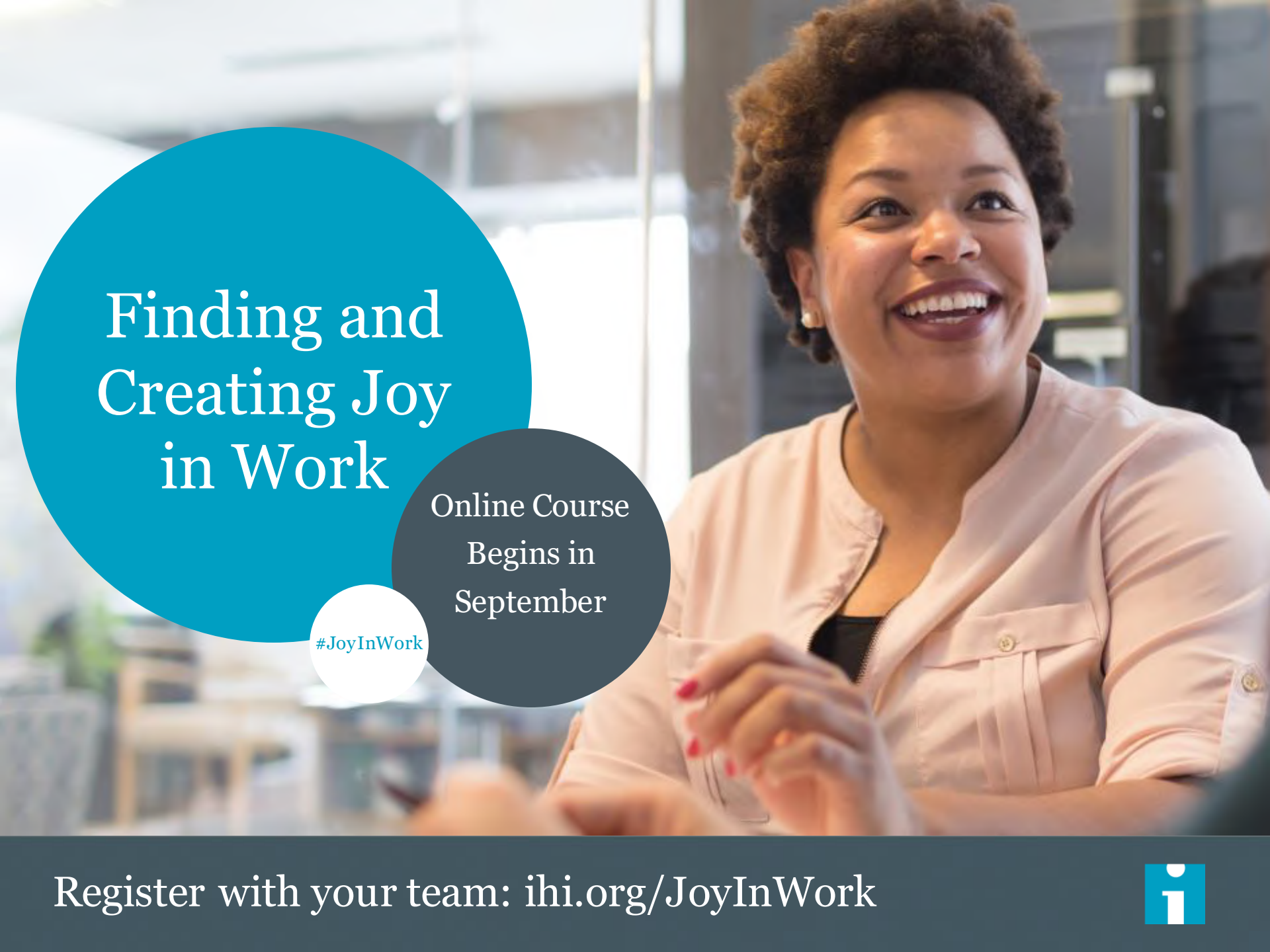
Share one commitment you can make to begin to co-produce joy by next Tuesday.



What's Next

- What will you do by next Tuesday? Can you commit to:
 - Starting one conversation around what matters to your colleagues / staff?
 - Testing one change to co-produce joy and contribute to institutional learning by June?
 - Reassessing opportunities for interventions at the system level
- Our commitment to disseminate learning:
 - IHI Joy in Work Whitepaper, *available for free on ihi.org*
 - Sessions at the 2019 IHI BMJ Asia Forum – *Taipei*





Finding and Creating Joy in Work


Online Course
Begins in
September

#JoyInWork

Register with your team: ihi.org/JoyInWork



New Initiative...

A graphic featuring two overlapping circles. The larger circle on the left is orange and contains the text 'IHI Joy in Work Results Oriented Learning Network'. The smaller circle on the right is blue and contains the text '12 Systems 18 Months Real Results'. In the background, there are several stylized network cables and connectors in blue and green.

IHI
Joy in Work
Results
Oriented
Learning
Network

Launching:
Autumn 2019

12 Systems
18 Months
Real Results

Learn more: joyinwork@ihi.org



Thank you!



@derekfeeleyIHI
@espritdeswensen
@DrAmarShah
@jperlo8

