Institute for Healthcare Improvement

Presenter has no relevant financial or relevant nonfinancial relationships to disclose.

E8: Fostering Workforce Joy and Well-being While Combating Burnout: Lessons from IHI & ELFT

Jessica Perlo, MPH; Senior Director, IHI
Amar Shah, Chief Quality Officer, East London NHS Foundation Trust

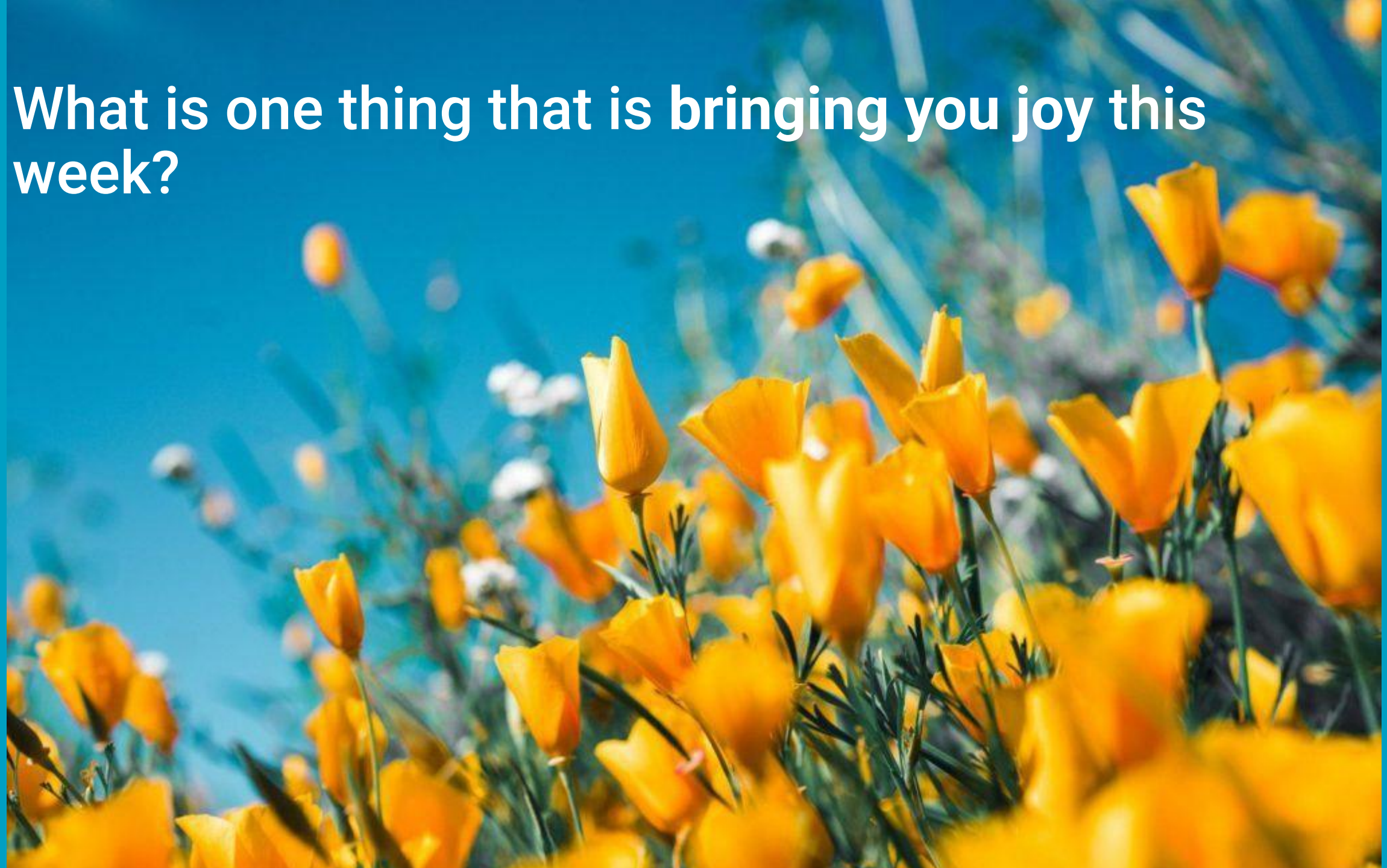
@jperlo8 @DrAmarShah

Session Objectives

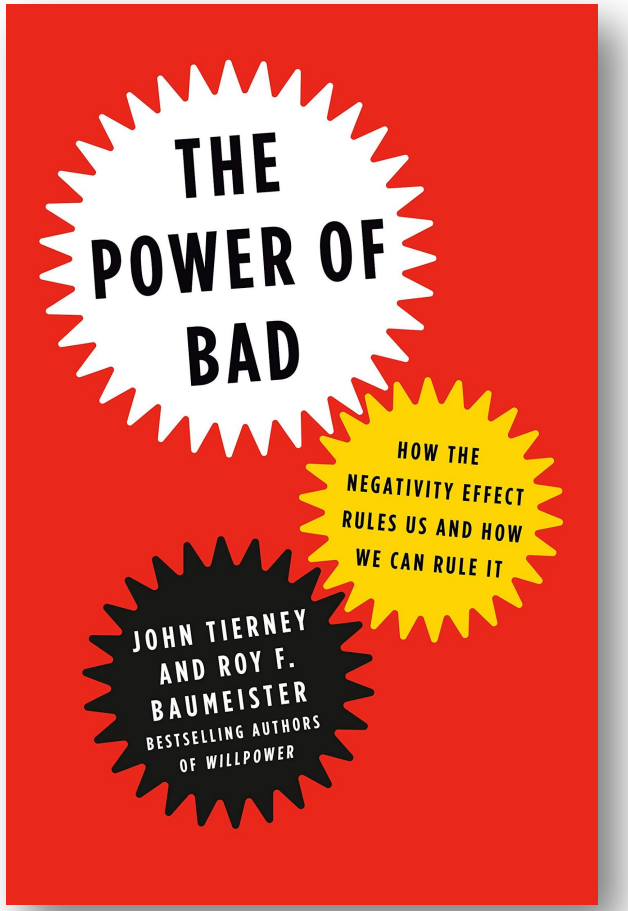
After attending this session, attendees will be able to:

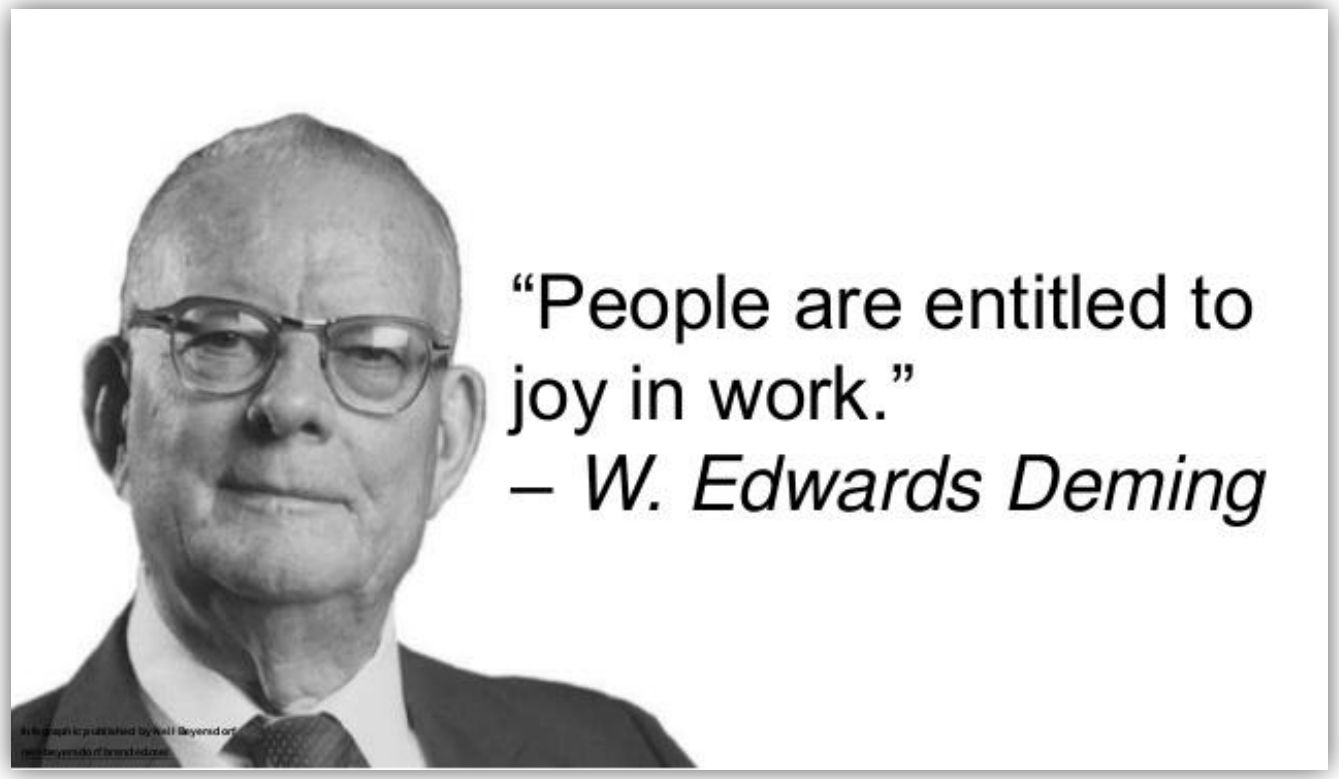
- Recognize the value of prioritizing workforce well-being in your quality agenda
- Identify the key changes in the system for joy and staff well-being
- Take away at least one intervention you can test in your institution

What is one thing that is bringing you joy this week?



The negative screams at you but the positive only whispers… Barbara Fredrickson





Los Angeles Times

OPINION

Op-Ed: Hand a burned-out healthcare worker a baked good, and 'muffin rage' may follow

"Muffin rage" is what the French peasants might have felt if Marie Antoinette had leaned out the window and cheerfully shouted at them to just eat cake. (Genevieve Ko / Los Angeles Times)

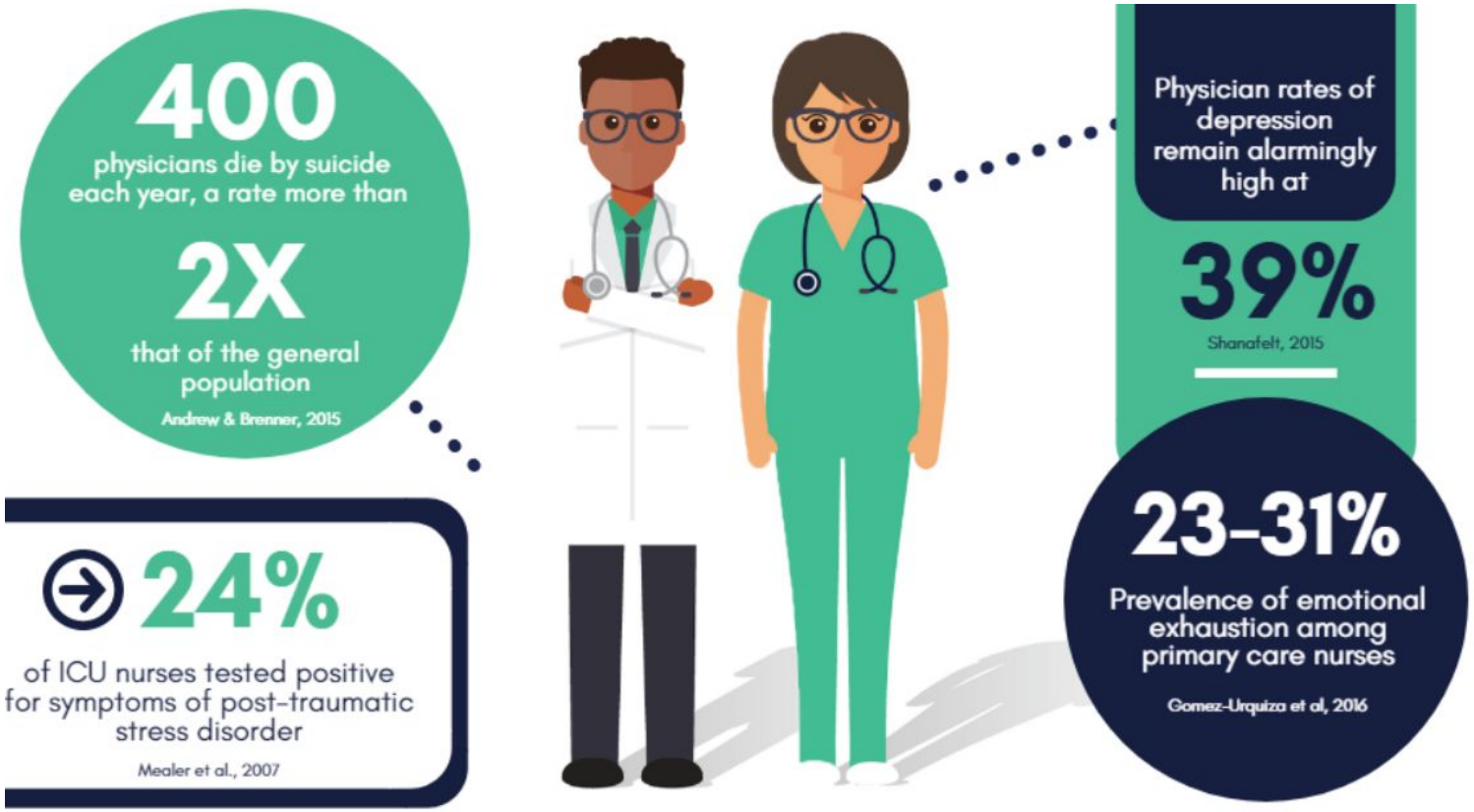
BY JILLIAN HORTON

DEC. 12, 2021 3:10 AM PT

Differentiating Well-being & Burnout

Burnout	A syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment occurring from chronic workplace stress.
Depression	A prolonged episode of at least 2 weeks characterized by depressive mood or anhedonia occurring most of the day, nearly every day. Context dependent.
Moral Distress	A psychological response to morally challenging situations. This can be a result of a situation in which a health care professional is prohibited from taking the morally correct course of action or in a situation where there is moral uncertainty regarding decisions surrounding patient care
Professional Well-being	A function of being satisfied with one's job, having a high quality working life, and finding professional fulfillment in one's work, as a result of constructive conditions in the workplace
Resilience	Ability of a person , community or system to withstand, adapt, recover, rebound, or even grow from adversity, stress or trauma

The Burning Platform



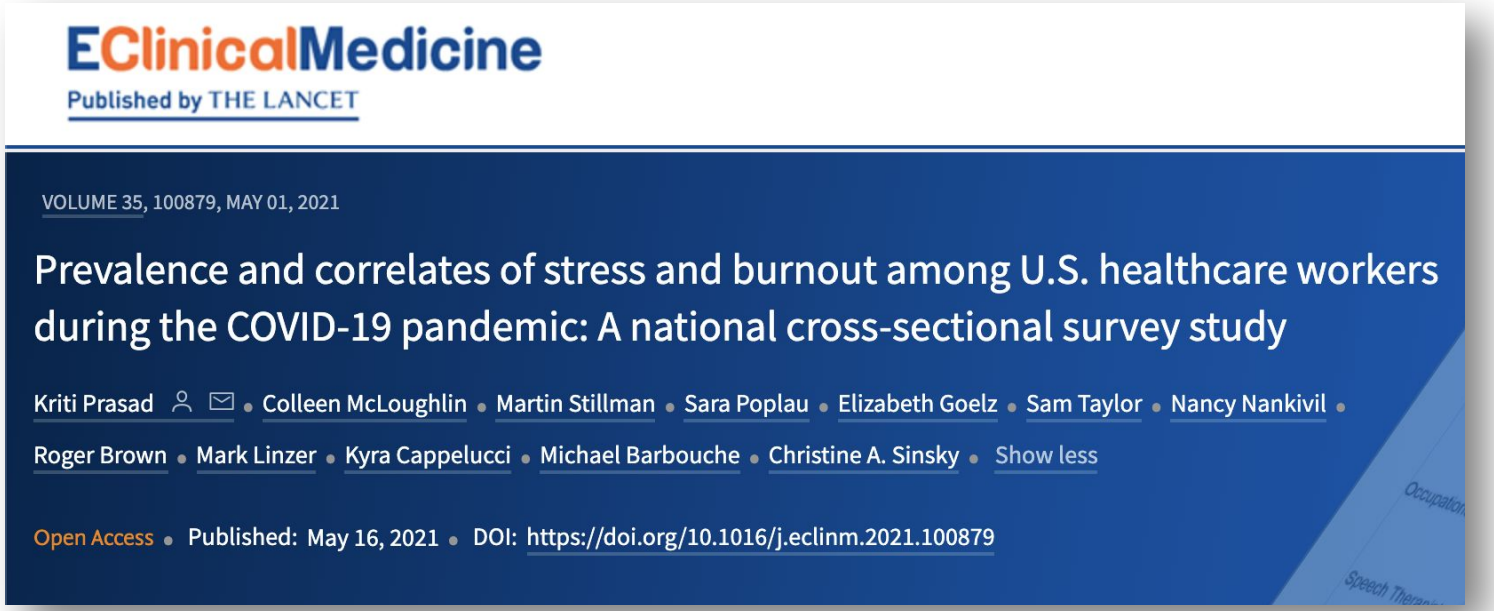
THE PANDEMIC TOLL:

- Severe health workforce shortage beyond pre-pandemic projections, most critically among nurses
- High-stress work environments are driving more physicians (20%) and nurses (40%) to leave practice after two years of the pandemic
- > 25% of employees in state and local government public health departments indicated they are considering leaving, a dire situation as the public health workforce has lost 20% of workers since ‘08

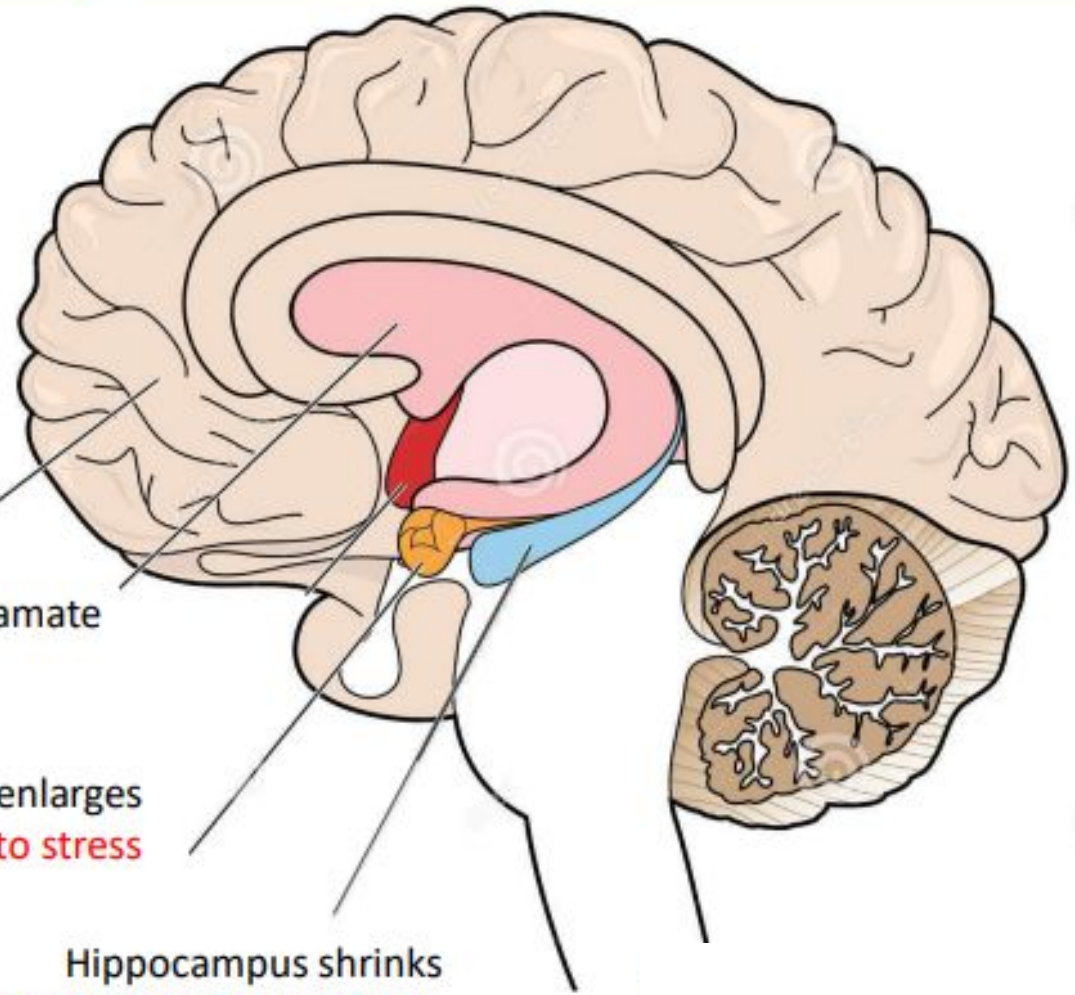
Sources: www.nam.edu/perspectives; Abbasi, 2022; PH wins, 2021; Stone, 2021

Coping during COVID-19 Pandemic

- Components of covid stress – fear of exposure, anxiety/depression and work overload
- Feeling valued associated with less stress/burnout
- Higher stress in nurses, women, persons of color, inpatient clinicians, critical care, and nursing assistants.



Brain Biological Effects of Burnout



Thinning of the **Pre-frontal Cortex**
↓ ability to focus, quality of medical decision-making

Decreased grey matter of **Basal Ganglia** from excess glutamate
↓ fine motor control

Amygdala enlarges
↑ reactivity to stress

Hippocampus shrinks
↓ short-term memory, then long-term memory

Privitera M. and Shaw T. 2022

Well-being for an Equitable Workplace

Health equity in the workplace means that all employees have a fair and just opportunity to be as healthy as possible. – Robert Wood Johnson Foundation

In this large national study of US resident physicians, reported **symptoms of burnout were associated with greater explicit and implicit biases towards people of color**

[Paving the Road to Health Equity - OMHHE - CDC]

Top Ten Patient Safety Concerns 2022

1. Staffing shortages
2. COVID 19 effects on healthcare workers' mental health
3. Bias and racism in addressing patient safety
4. Vaccine coverage gaps and errors
5. Cognitive bias and diagnostic error
6. Nonventilator pneumonia
7. Human factors in operationalizing telehealth
8. International supply chain disruptions
9. Products subject to emergency use authorization
10. Telemetry monitoring

ECRI

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

Office of the US Surgeon General - We must shift burnout from a “me” problem to a “we problem.

Q: *Is workforce well-being an explicit priority to your organization or team?*

Joy and Well-being Cannot Happen When:

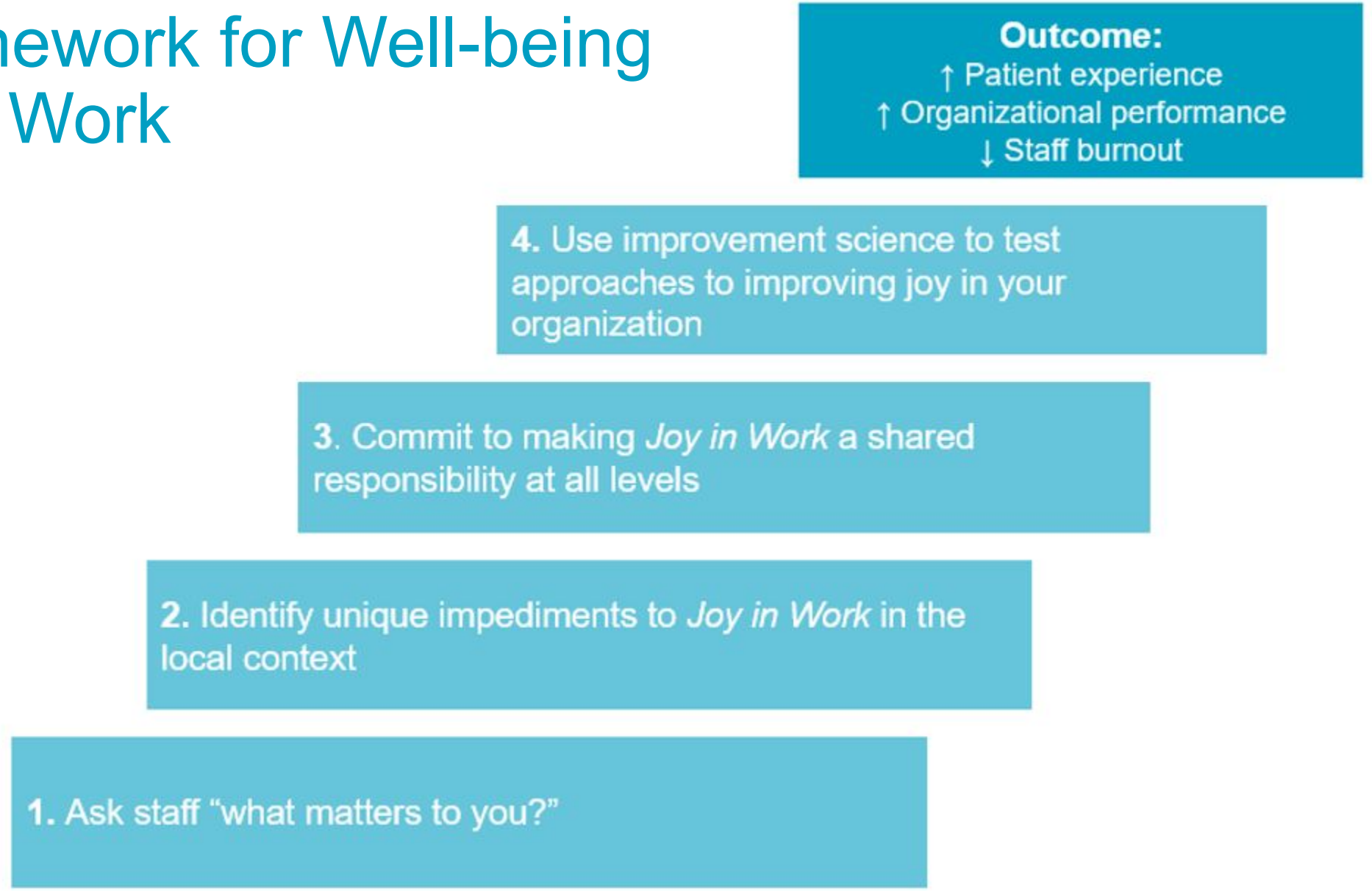
Work demands and pressures not matched to knowledge skills and abilities

Little control over work processes and demand/workload

Moral injury is repeatedly happening

Unsafe and inequitable work environment

IHI Framework for Well-being & 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

IHI Framework for Joy in Work

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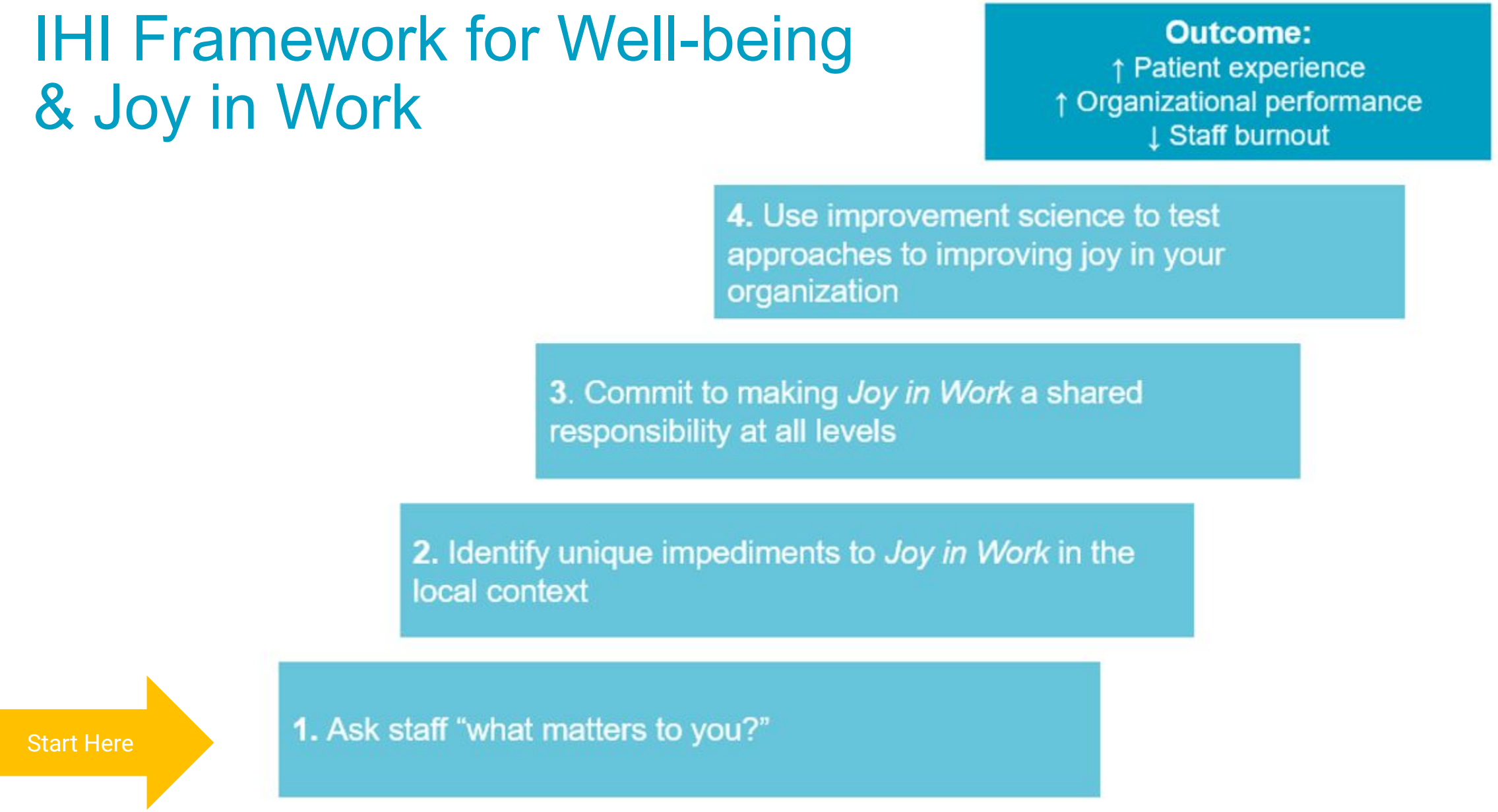
IHI Framework for Well-being & Joy in Work



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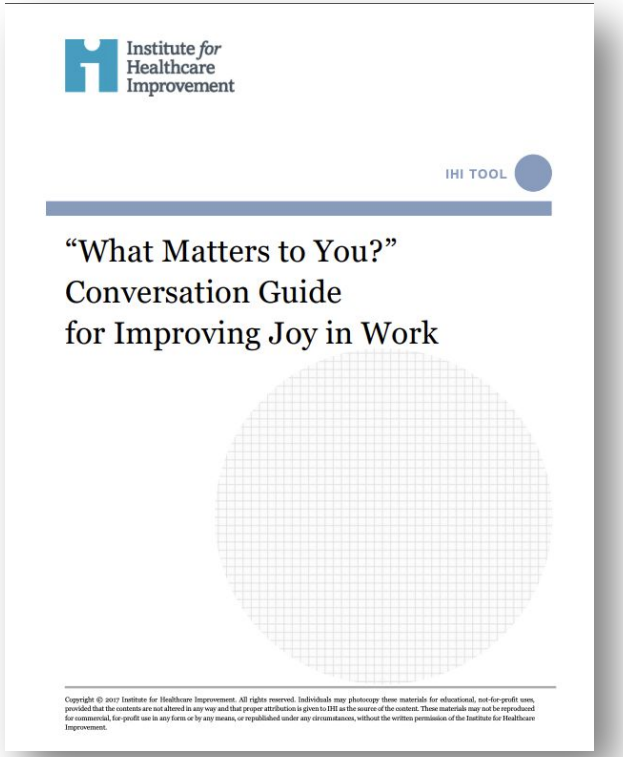
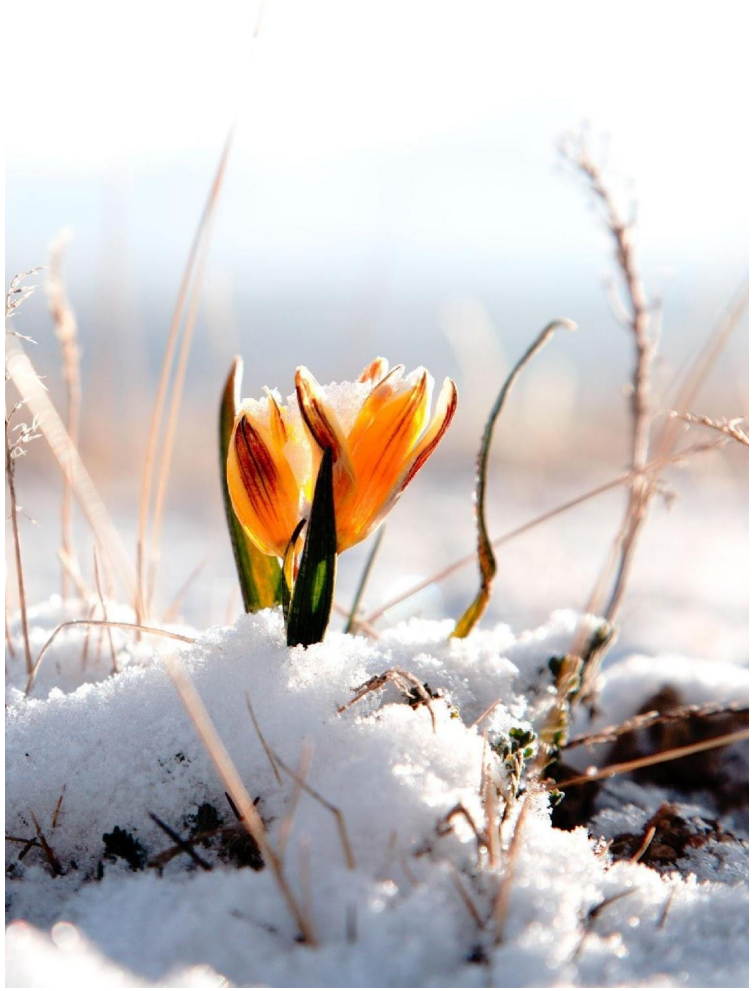
What is a “What Matters To You” conversation?

- The purpose is to **build relationships** and engage in effective, meaningful conversations:
  - What matters to each individual?
  - How to build on assets:
    - What helps make a good day?
    - When we are at our best, what does that look like?
    - What gets in the way of a good day?
- **Listen to understand** what matters, to enable teams to work together using improvement science tools to address the things that get in the way of what matters
    - Pebbles in the shoes – smaller issues that the local team can work on
    - Boulders – bigger issues that need to be referred to senior leader for resolution



What Matters to You? Start with Bright Spots



This is a “What’s working now?” question

- Celebrates positives
- Provides energy for change

Ask one:

- What matters to me is . . .
- What makes me proud to work here 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 . .
- What brought me to healthcare . . .
- What is going well with how our team has responded in the pandemic. . .

IHI Framework for Well-being & 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?"

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

- 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?”
  - “What ideas do you have?”

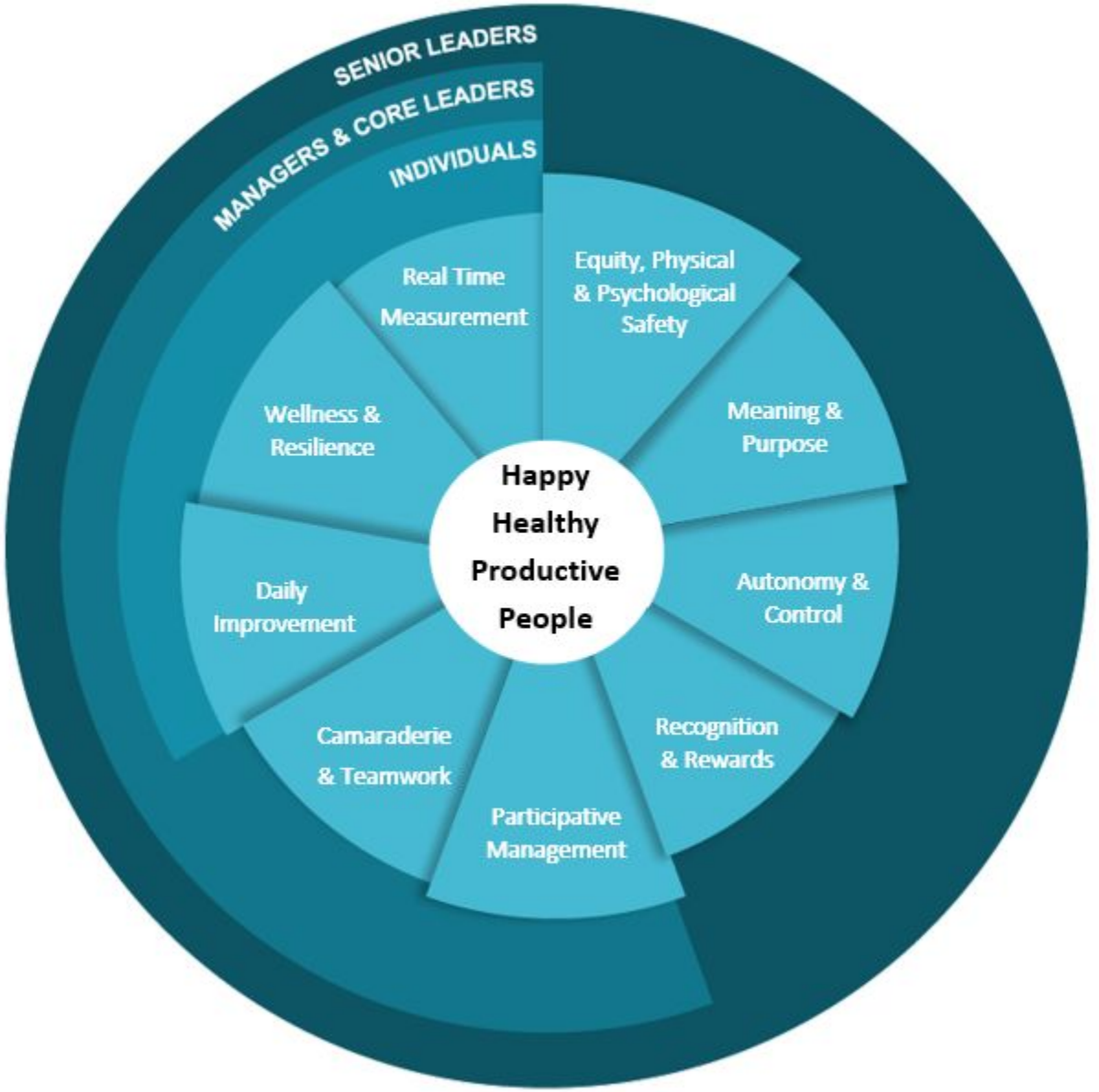
- May come from frustration over the same repeated pebbles you're trying to remove
- Can change to positive voices – when hope is restored
- A few steps:
  - Acknowledge what you're hearing – "this issue frustrates you… did I get that right?"
  - Capture issues on stickies – make their pebbles visible
  - When the comment is 'if they would just …' – you ask 'what can we do now?'
  - When comments include "Always" or "Never", 'they never…' – ask for specifics: 'help me understand what that looks like'

Ways to Have the Conversation

- Test sharing with a colleague; get their reaction – clear, meaningful, helpful?
- Start by reflecting on your personal “why” which expresses your meaning & purpose in the work you do; authentic, from the heart
- Use huddles – 10-15 min; don’t wait for big meetings – it will take too long; start a huddle with yesterday’s bright spot or ‘moment of joy
- Try “What Matters to You Speed Dating” - 3 minute rounds; 1.5 minutes for each partner to share
- “RCT” – Random Coffee Trials – coffee gift cards and the only rule is it has to be with someone you don’t normally work
- Use Jamboard or other virtual white boards to facilitate large groups virtually

Q: Would "What Matters to You?" Conversations be helpful in advancing your work? Why or why not?

IHI Framework for Well-being & Joy in Work



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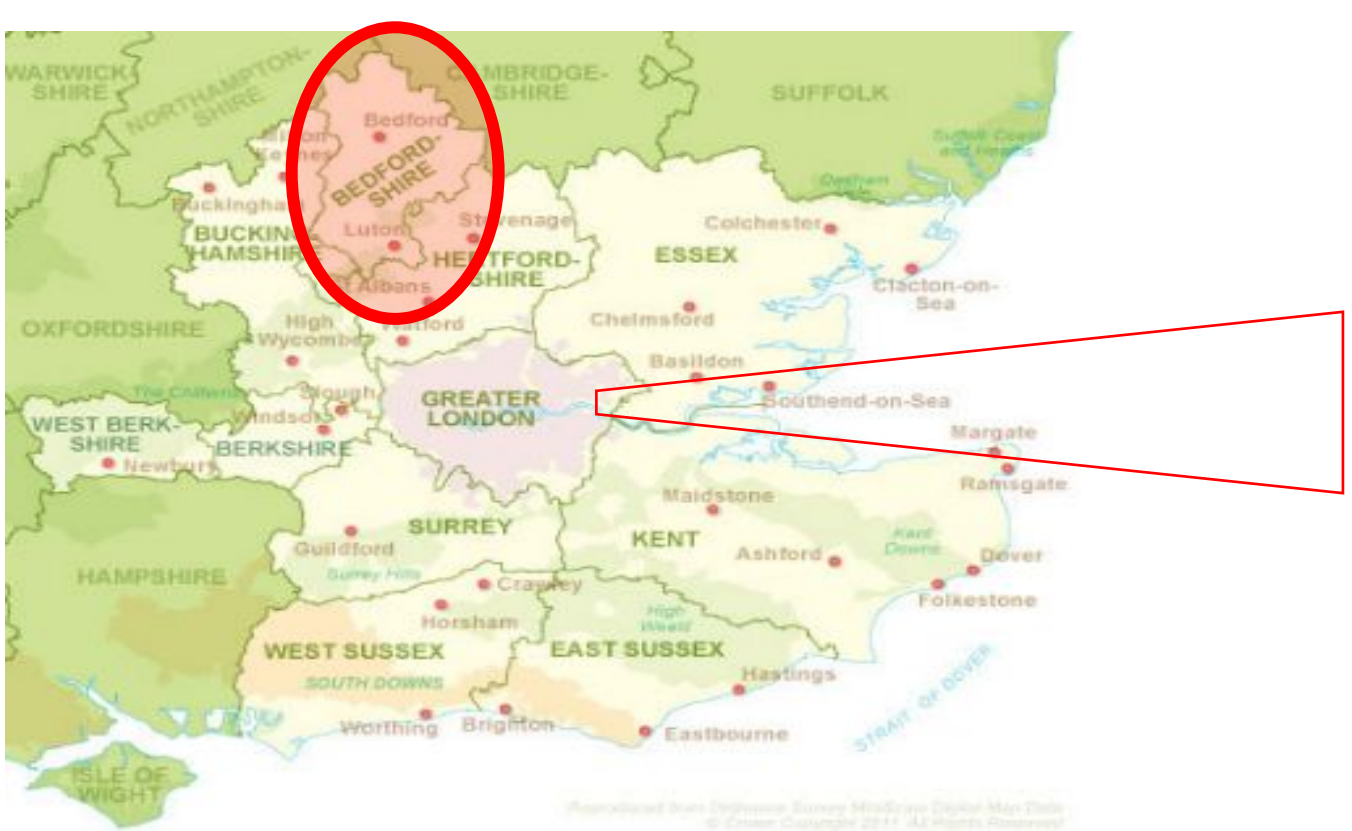
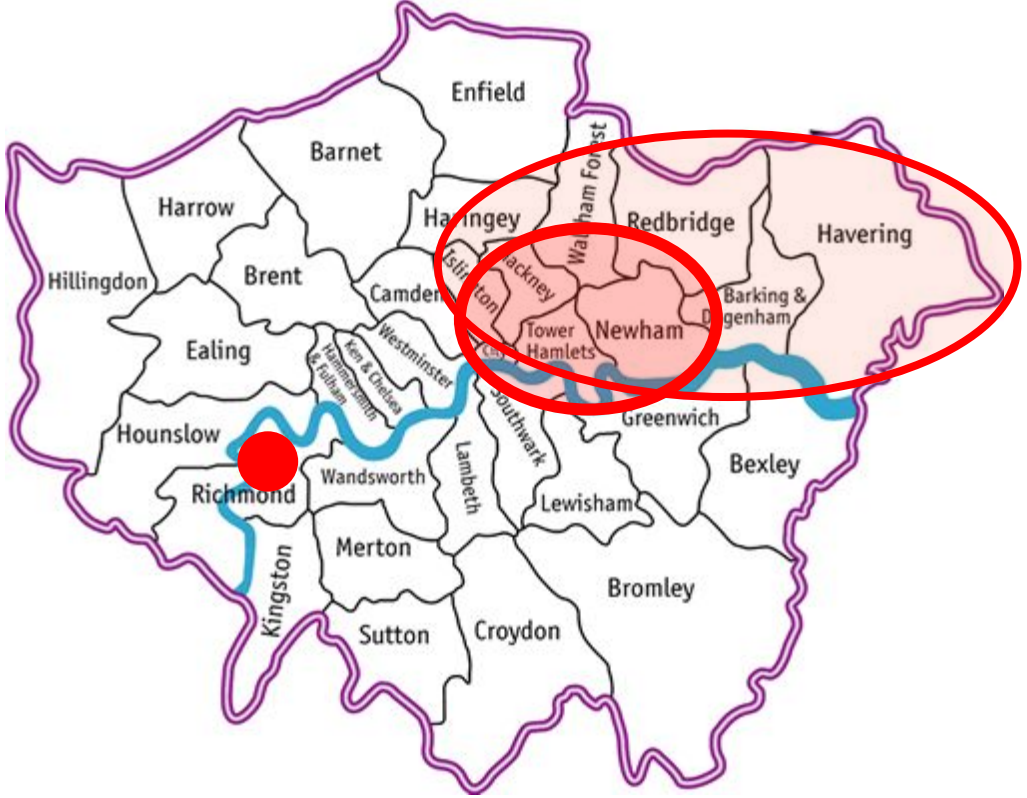
Learning from practical application in the UK





Mental health services
Newham, Tower Hamlets, City & Hackney, Luton & Bedfordshire

Forensic services
All above & Waltham Forest, Redbridge, Barking, Dagenham, Havering

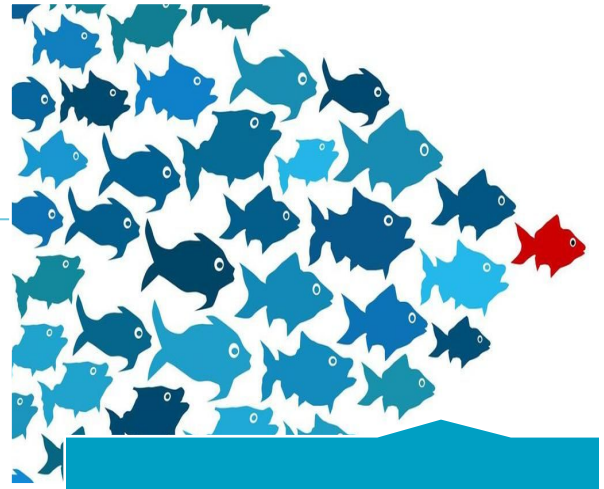
Child & Adolescent services, including tier 4 inpatient service

Regional Mother & Baby unit

Community health services *Newham, Tower Hamlets & Bedfordshire*

IAPT
Newham, Tower Hamlets, Richmond and Luton

Five Primary care practices

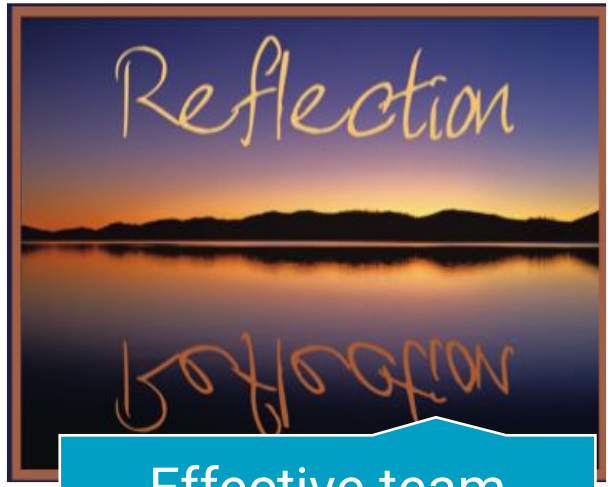


Clinically led

Accessibility

People participation

Collective, inclusive leadership

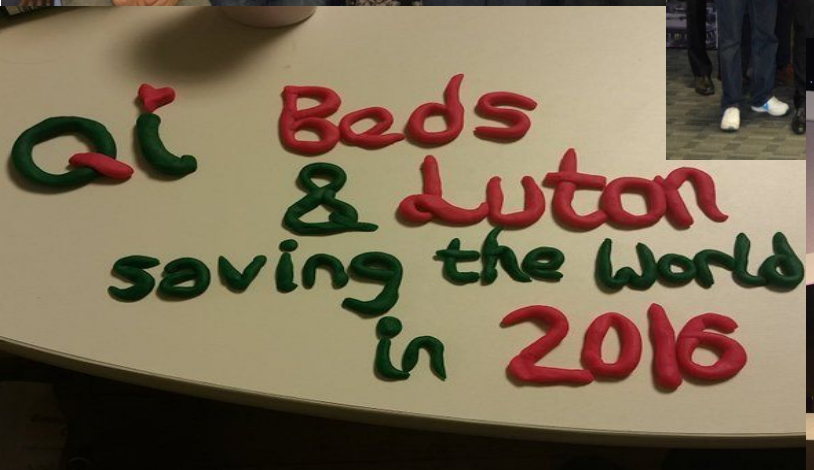


Effective team working

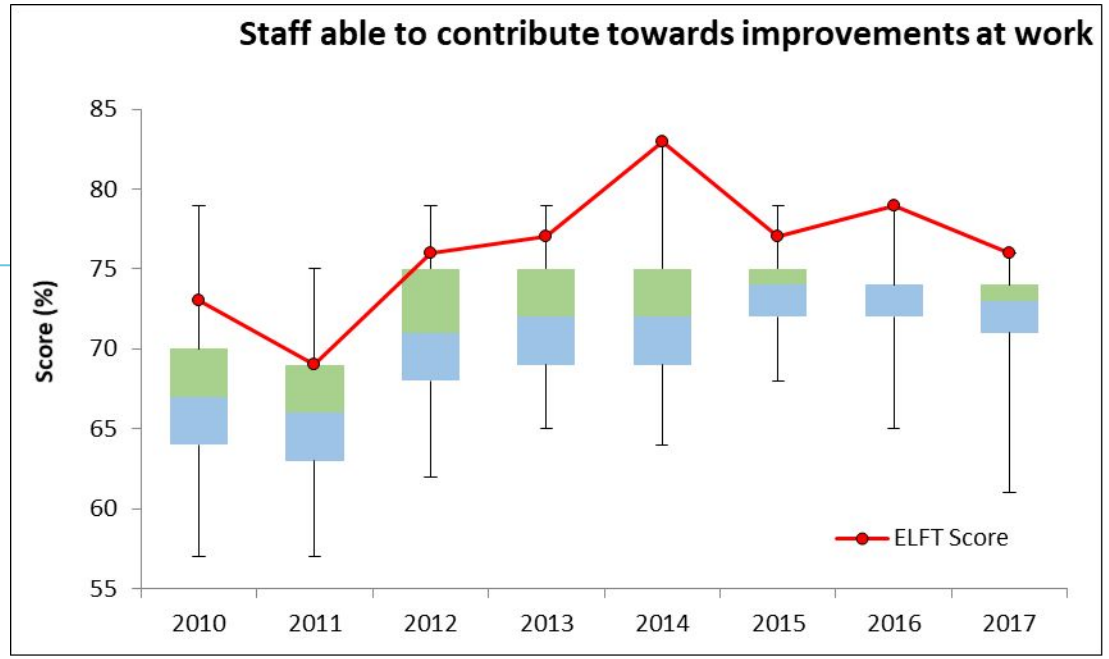
Public Health England
BMA
CROHN'S & COLITIS UK
MDDUS
NICE

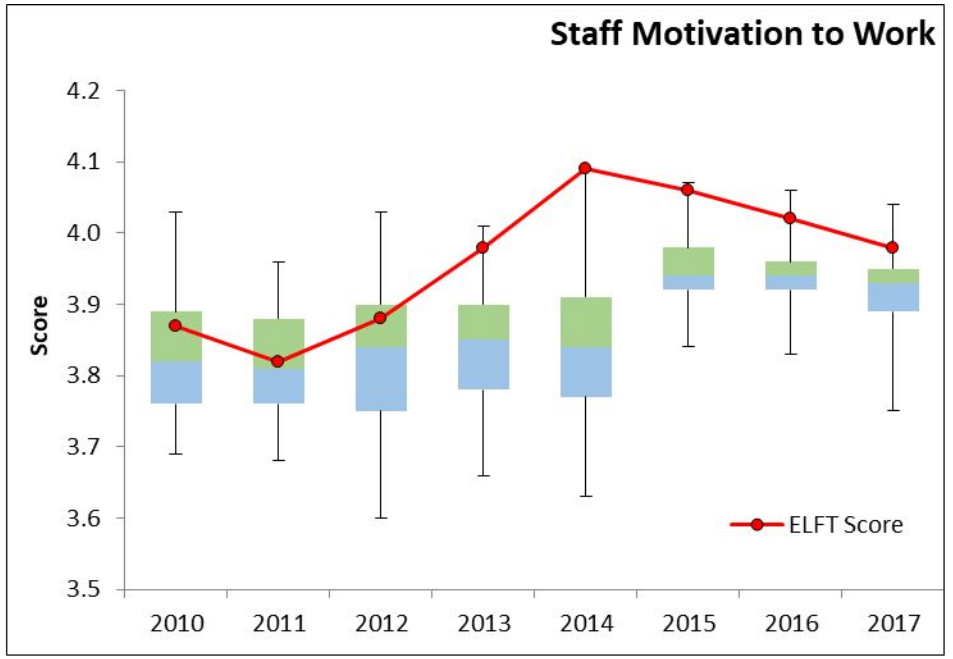
A
P
S
D

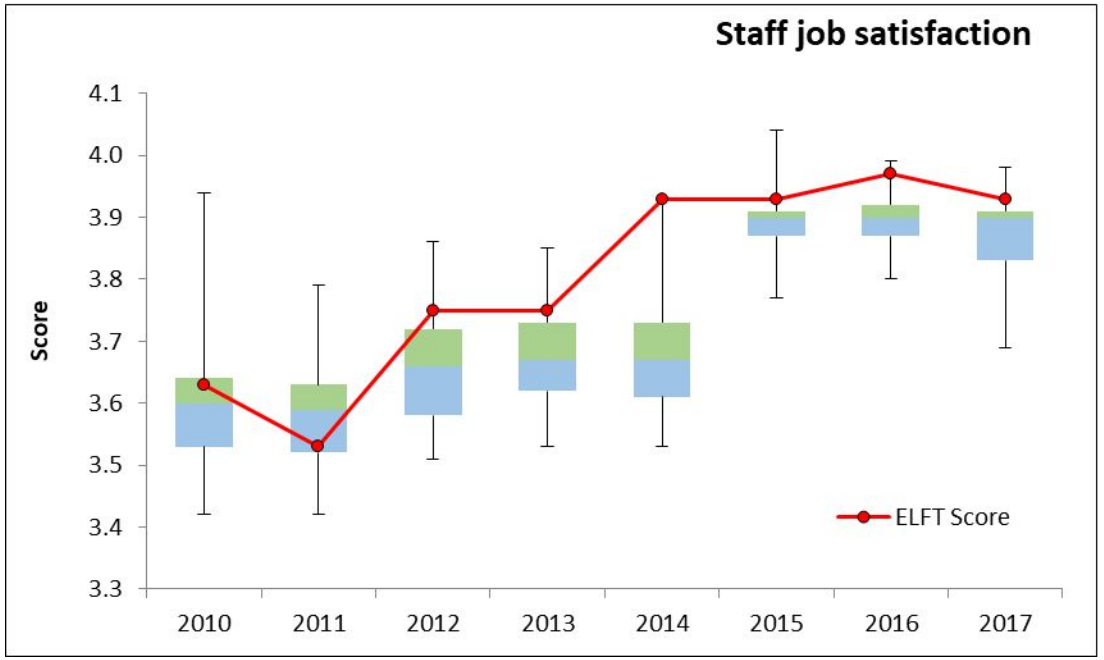
COMMUNITY
HEALTH NEWHAM


Beds
& Luton
saving the world
in 2016

Nursing
Times
Awards


Staff able to contribute towards improvements at work
Score (%)
85
80
75
70
65
60
55
2010
2011
2012
2013
2014
2015
2016
2017
ELFT Score


Staff Motivation to Work
Score
4.2
4.1
4.0
3.9
3.8
3.7
3.6
3.5
2010
2011
2012
2013
2014
2015
2016
2017
ELFT Score


Staff job satisfaction
Score
4.1
4.0
3.9
3.8
3.7
3.6
3.5
3.4
3.3
2010
2011
2012
2013
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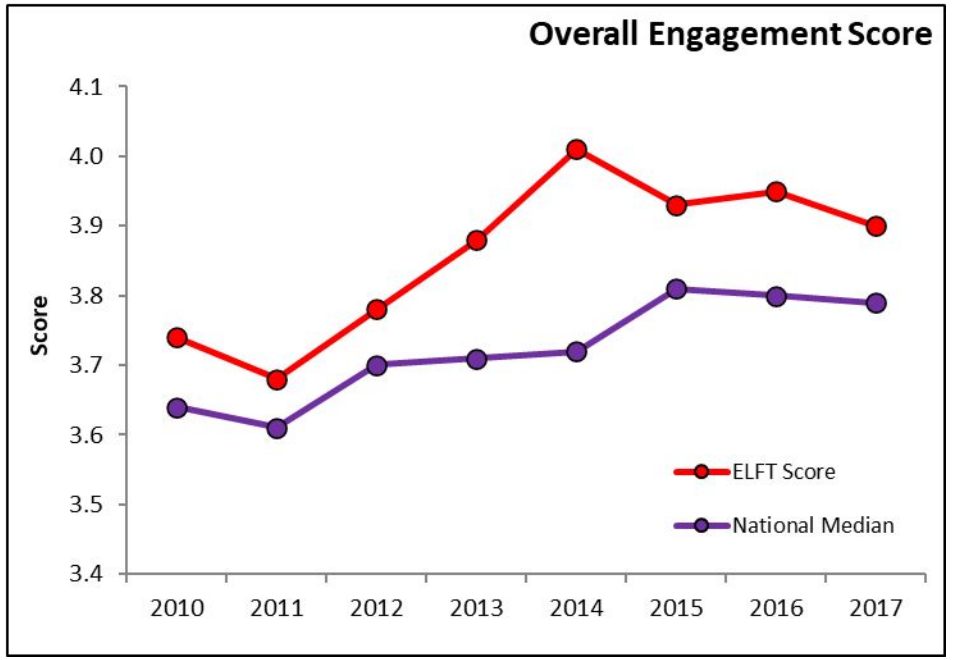
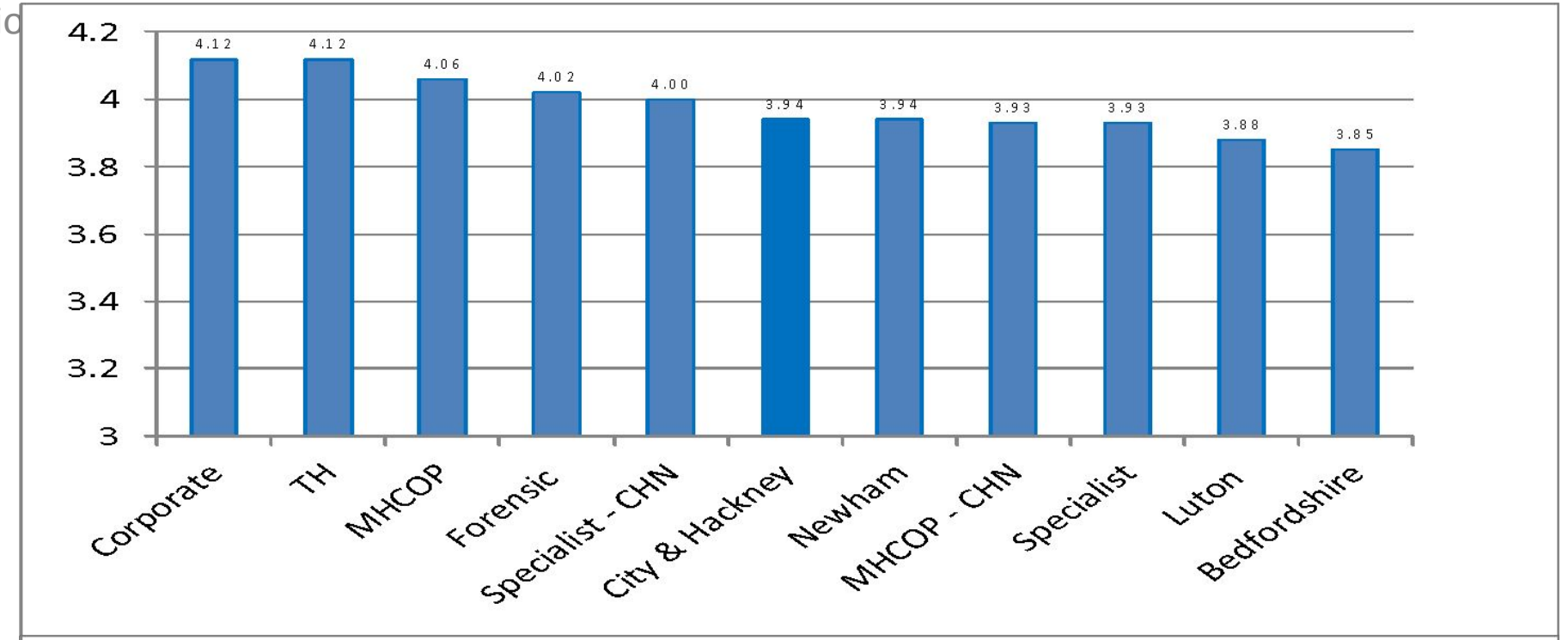
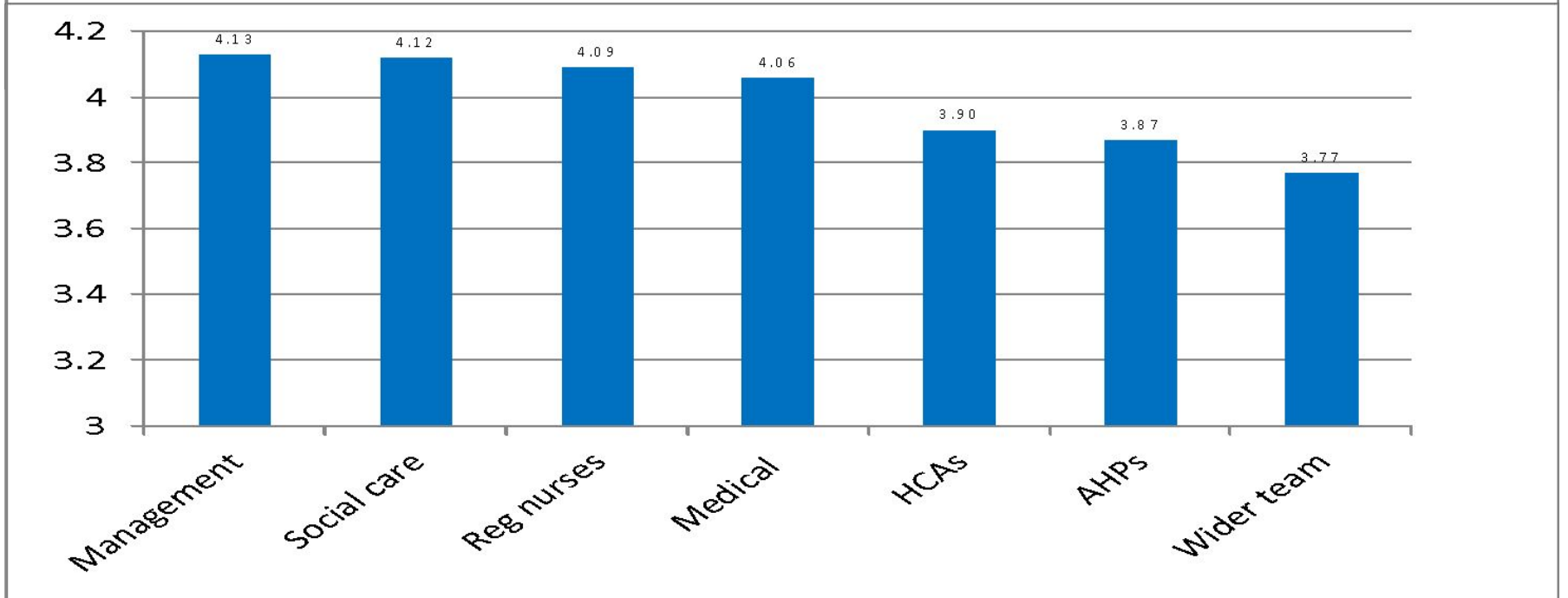
2016
2017
ELFT Score


Overall Engagement Score
Score
4.1
4.0
3.9
3.8
3.7
3.6
3.5
3.4
2010
2011
2012
2013
2014
2015
2016
2017
ELFT Score
National Median

Staff engagement score by directorate



Staff engagement score by profession



Prototyping… 2016-17

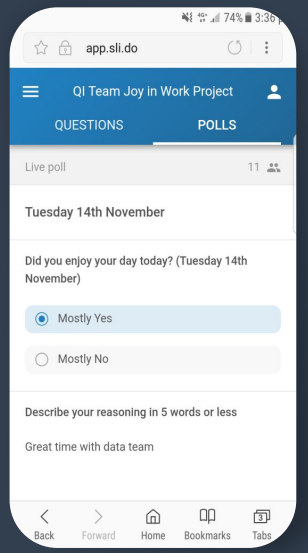
5 teams from different contexts

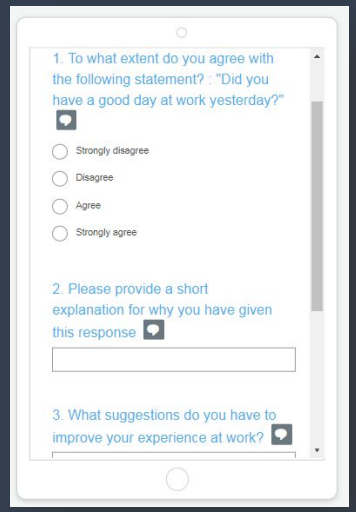
Co-designed the aim & theory of change

Tested different potential measures

Tested different data collection systems

Provided support from improvement advisor & sponsor





Raise awareness again of survey in daily team huddles (06/07/2018)

Testing new Improve Well App for data collection

Raise awareness of survey in daily team huddles (5th February, 2017) – ended after 1 week by project lead

Sharing out data collection and analysis responsibility with trainees Psychologist (9/01/2017)

Central Data Display Board updated weekly (05/12/2017)

Using online data collection following concerns raised by team around anonymity (27/10/2017)

Token drop system September 2017

PDSA 1: Develop reliable data collection system

New Kanban board with Monthly Pareto charts of Good day and bad day themes and biweekly data

Using Kanban Board to illustrate change ideas/tasks completed, planned, in progress.

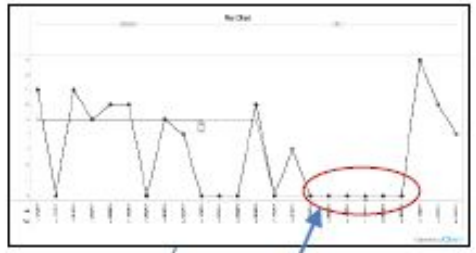
Dual word cloud for each response type following comments from team around confusing use of wordcloud. (5th December, 2017)

Single word cloud displayed for all responses (1st December 2017)

Collect Qualitative data around good day/bad day contributing factors (October 2017)

2) Promote communication and ownership of project data/Increase response s (2nd Driver)

Run Chart: Zumba Attendance (weekly)



Implementation risk identified when key initiator is away

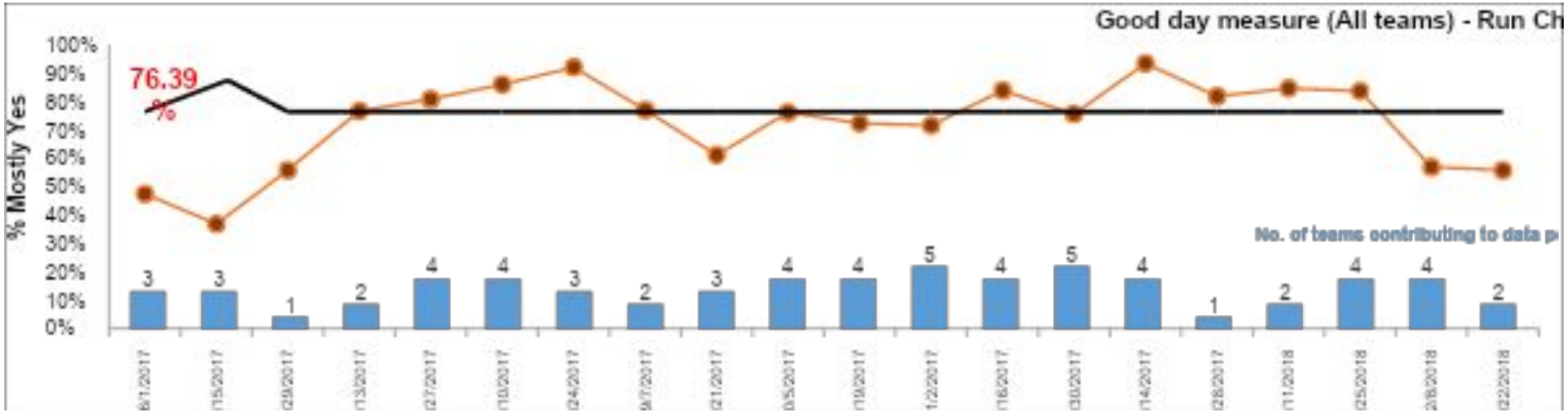
Team agreed to implement Zumba as standard weekly fixture

Planned: review 9th March with attendees through feedback form (task)

Friday Zumba classes (19th January)

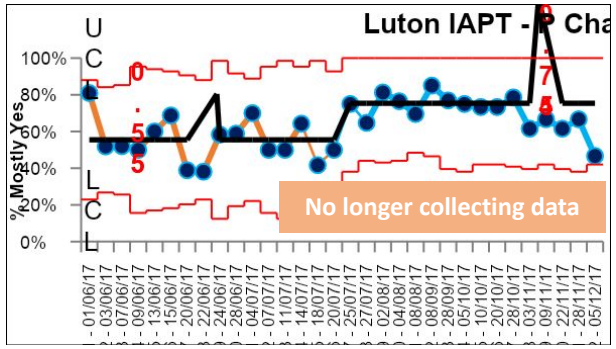
3) Build camaraderie and teamwork (2nd Driver)

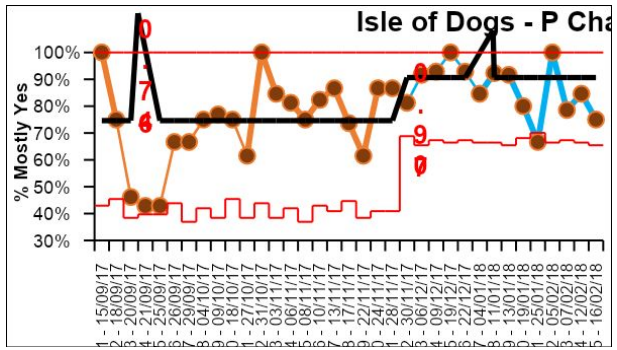
GOOD DAY MEASURE

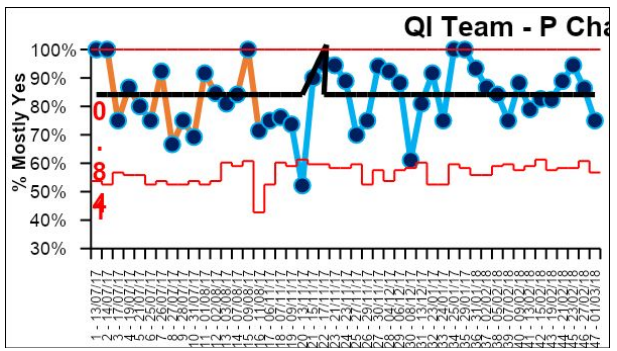


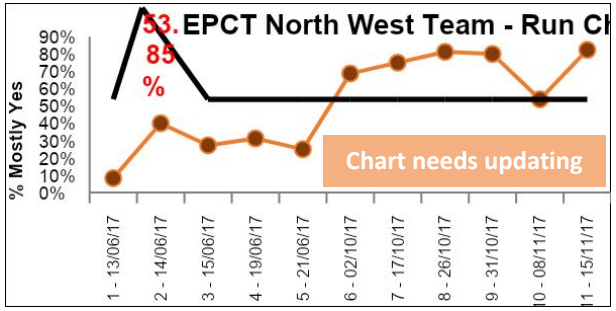
EPCT South data until 20/11/17.
Team leaves collaborative in Feb 18

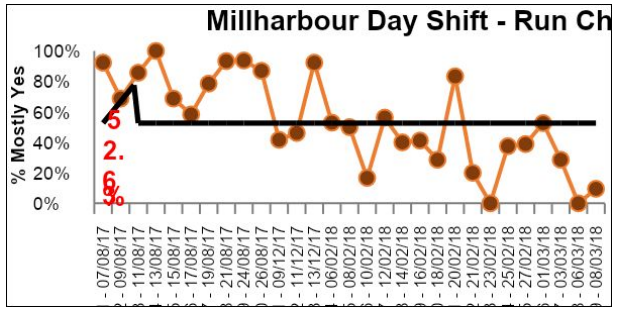
Luton IAPT data until 11/12/17.
Team leaves collaborative in Feb 18

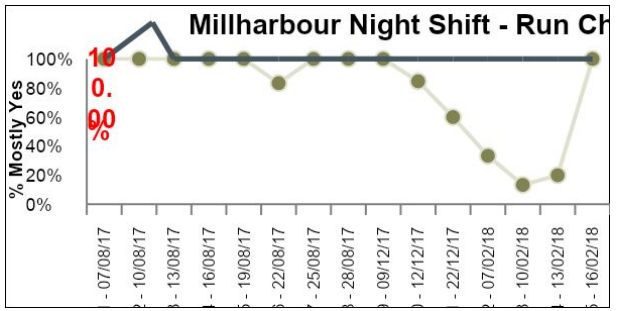












Subgroup = a minimum of 12 responses is required for each subgroup.

Five cohorts at ELFT… 2017-21

75 teams in total

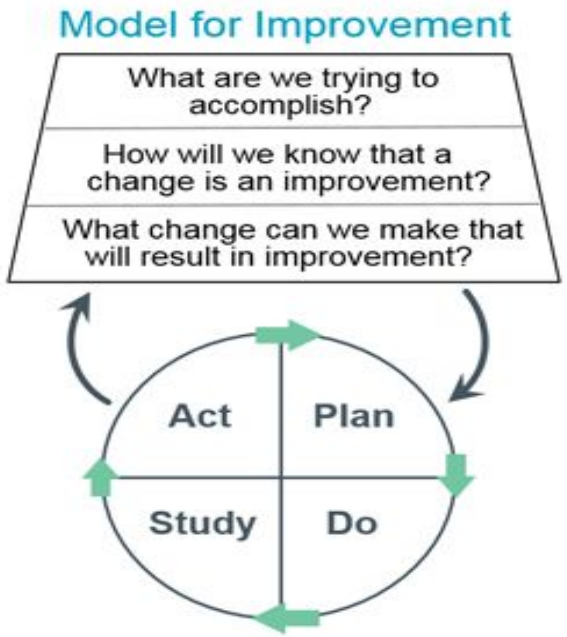
Support from improvement advisor, sponsor & organisational development

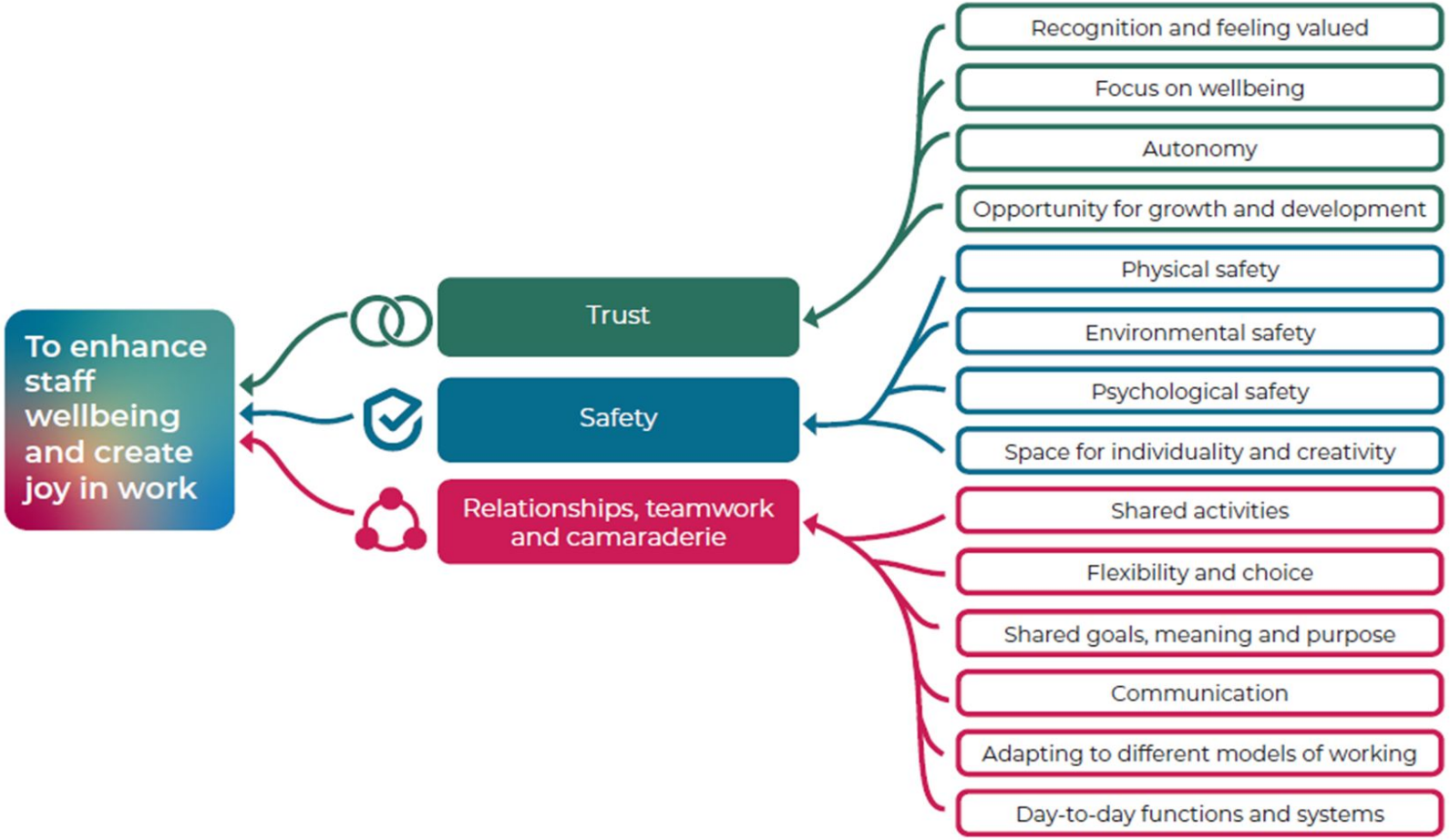
Standardised the measures & data collection

Increased focus on qualitative data and stories

Created a learning system around the teams

To enhance staff wellbeing and create joy in work





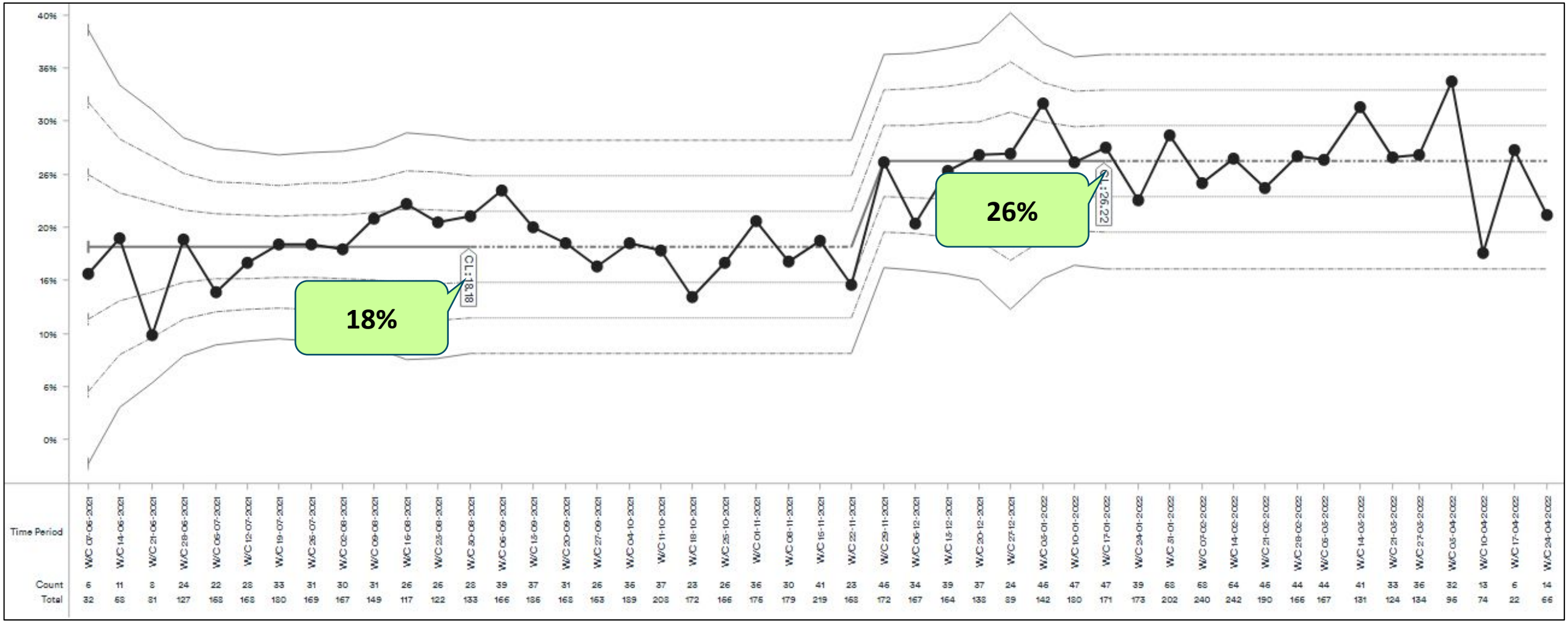
NATIONAL COLLABORATING CENTRE FOR MENTAL HEALTH

#EnjoyingWork

RCPSYCH Enjoying work

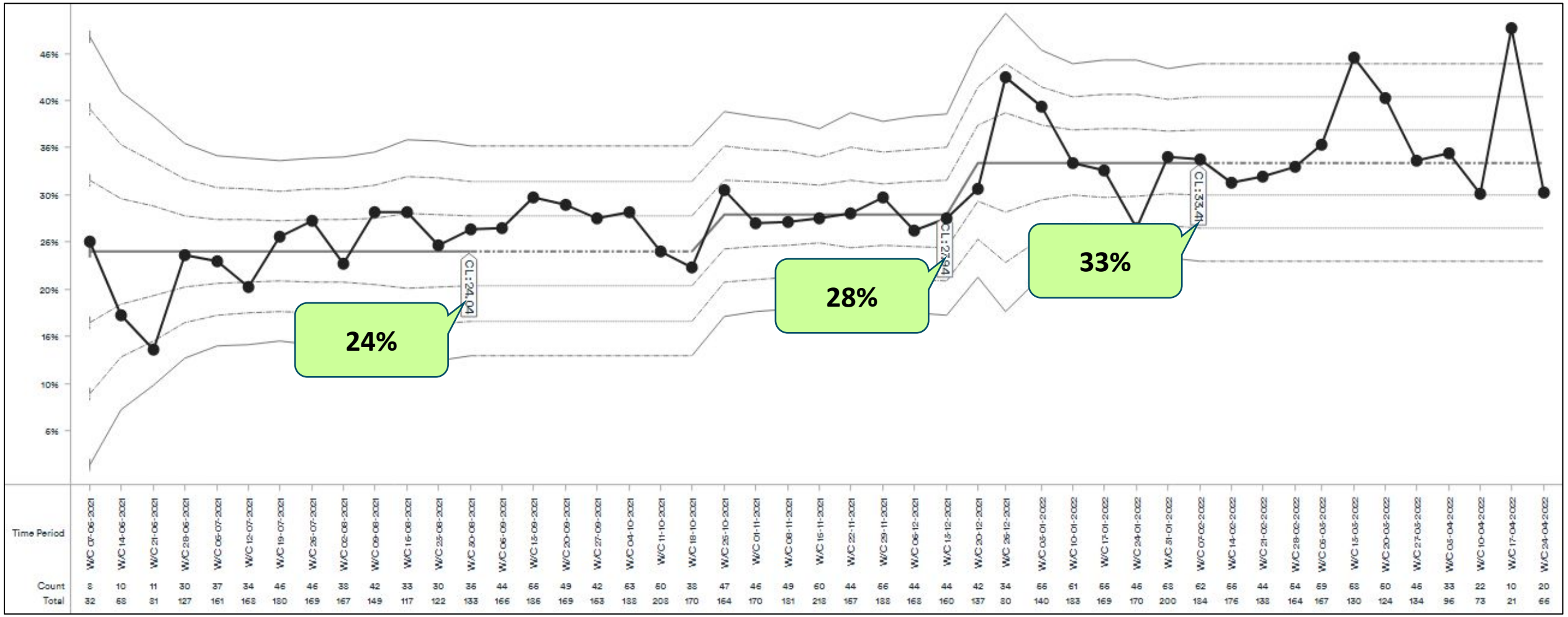
Enjoying work

% people who have enjoyed being at work **frequently**



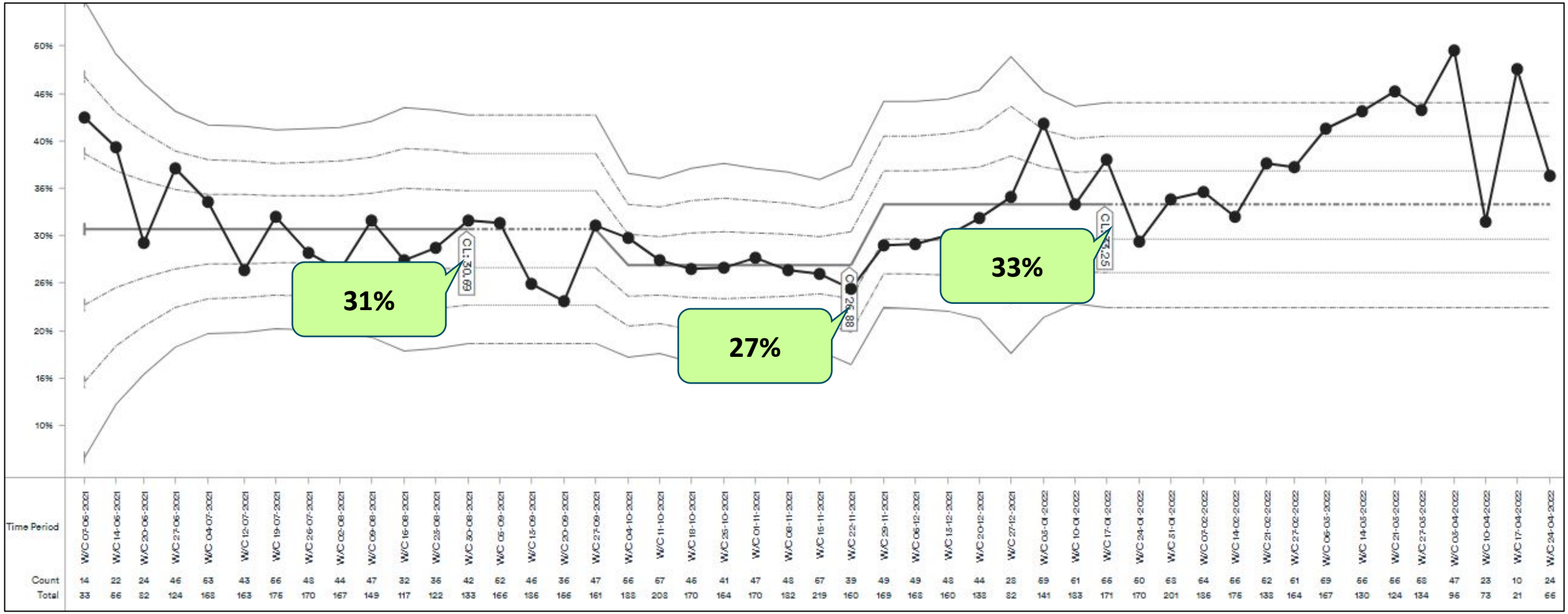
Feelings of burnout

% people who experience **no symptoms of burnout**



Recommending team as a place to work

% people who are **extremely likely** to recommend their team as a place to work (9 or 10 out of 10)



Key learning…

It is possible to apply the systematic method of QI to joy in work

Key learning…

It is possible to apply the systematic method of QI to joy in work

Measurement is a challenge

HOW DO WE KNOW

?

keep it simple.

Forms

SurveyMonkey

Improve Well.

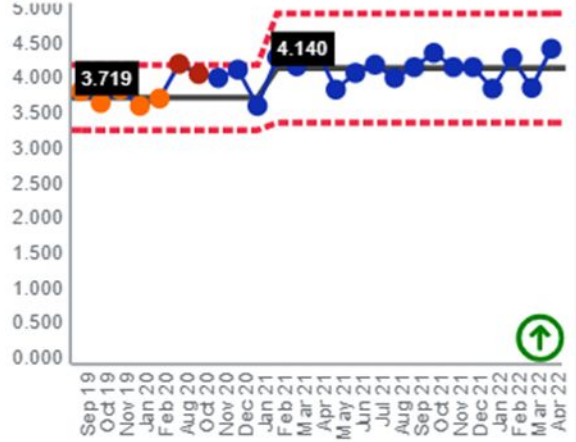
Pick something meaningful

Measure it regularly

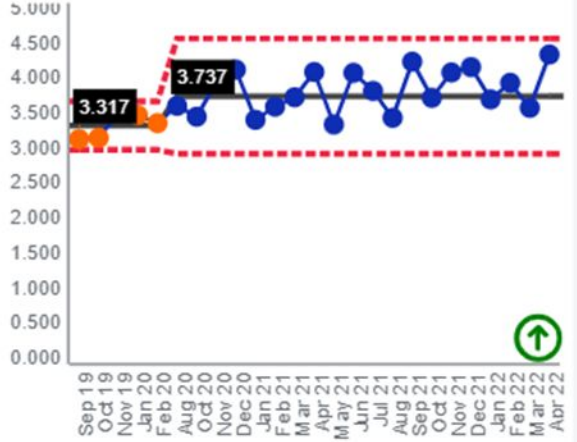
Share the data to spark conversation and curiosity

Take action – develop ideas, and test

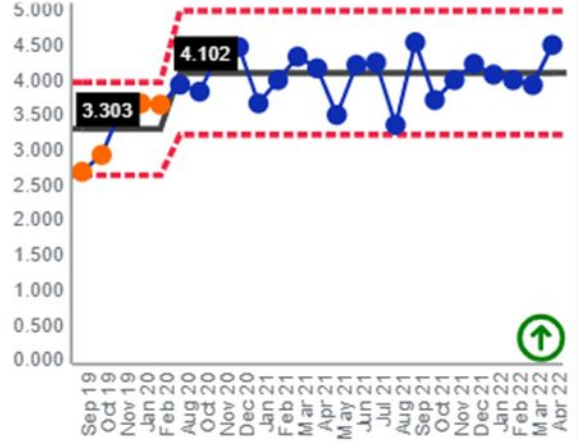
We work well with other teams within the organisation



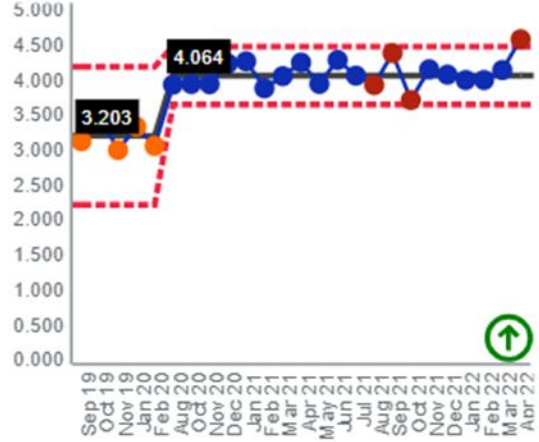
I am able to influence the way things are done in my team



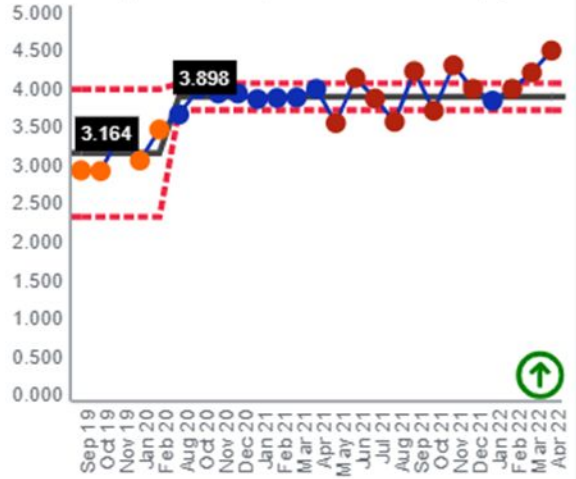
In the last 7 days, I have received recognition or praise for my work



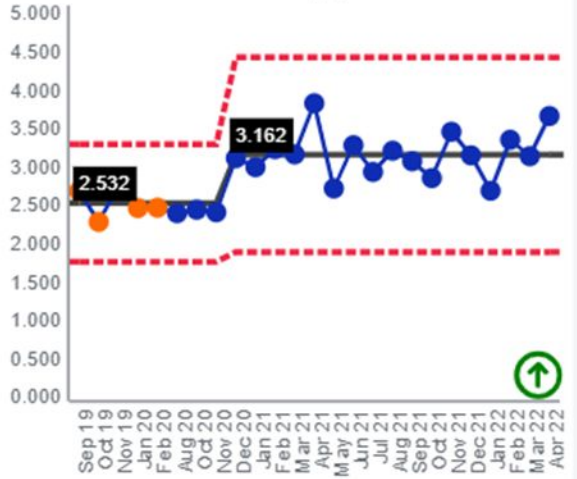
I am kept informed about what is going on in our team



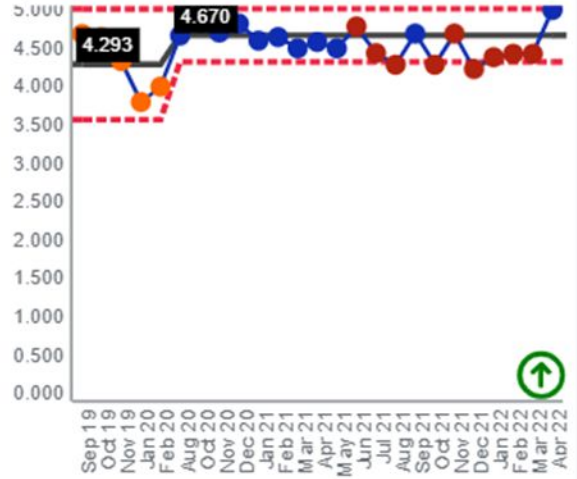
I know exactly what is expected of me in my job



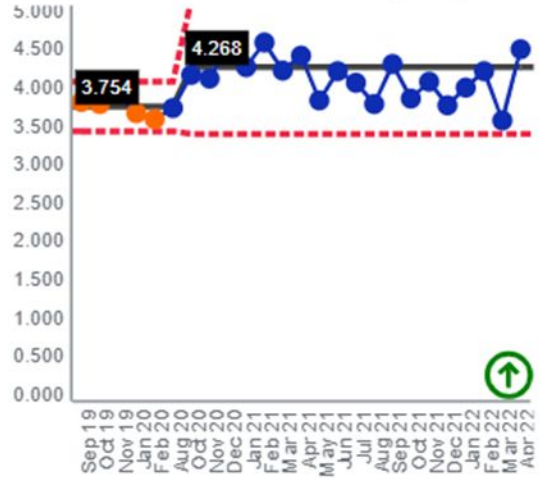
I have sufficient time to do my job well



The people I work with are friendly



I have the resources I need to do a good job



Key learning…

It is possible to apply the systematic method of QI to joy in work

Measurement is a challenge

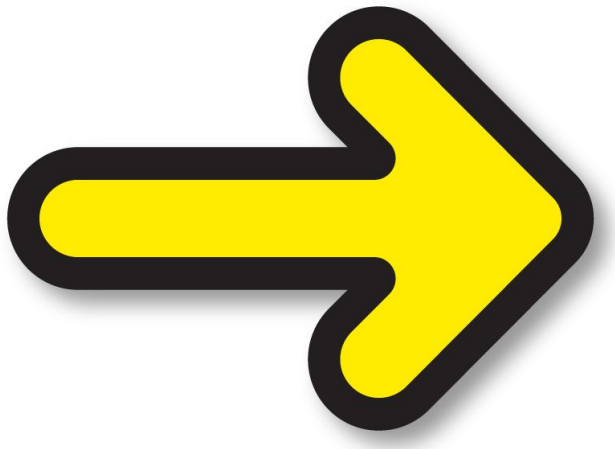
Importance of the whole team being part of the work

Whole system

Organisation

Team

Individual



WE KANBAN, CAN YOU?
WINNING together
IN PIPELINE
TO DO NEXT
IN PROGRESS
DONE
Want to recognise colleague's efforts?
08.03.2018
S.O.P
30.04.18
16.03.18
14.03.18
28.03.18
31.01.18
-
02.03.18
Employee of the month
Seven step meeting
We Care
Has anyone helped you today?
Good Day Measure – Subgroup n=12

IDEAS
IN THE PIPELINE
DONE
DON'T FORGET!
HAVE YOU RATED YOUR DAY?
Quality Newsletter
APP RATINGS LAST WEEK
DAY
NO.
% of GOOD
MONDAY
6
100 %
TUESDAY
2
100 %
4
100 %
3
66.6%
2
50%
1
100%
SUNDAY
1
100%

Key learning…

It is possible to apply the systematic method of QI to joy in work

Measurement is a challenge

Importance of the whole team being part of the work

Role of leaders is even more critical (and exposed)

The change ideas are highly localised, but the process is scalable

Dunstable CAMHS Enjoyment at Work 2020

The start..

QI Team

Appreciative Enquiry

Measurements

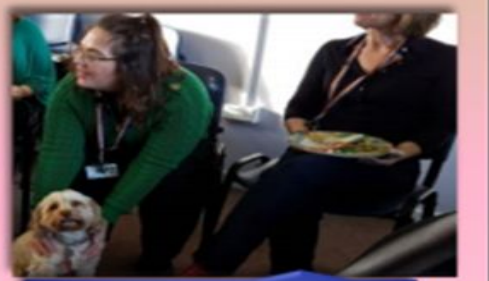
The results

Birthday Celebrations

Dancing

Well-being Corner

Yoga



Dog at work

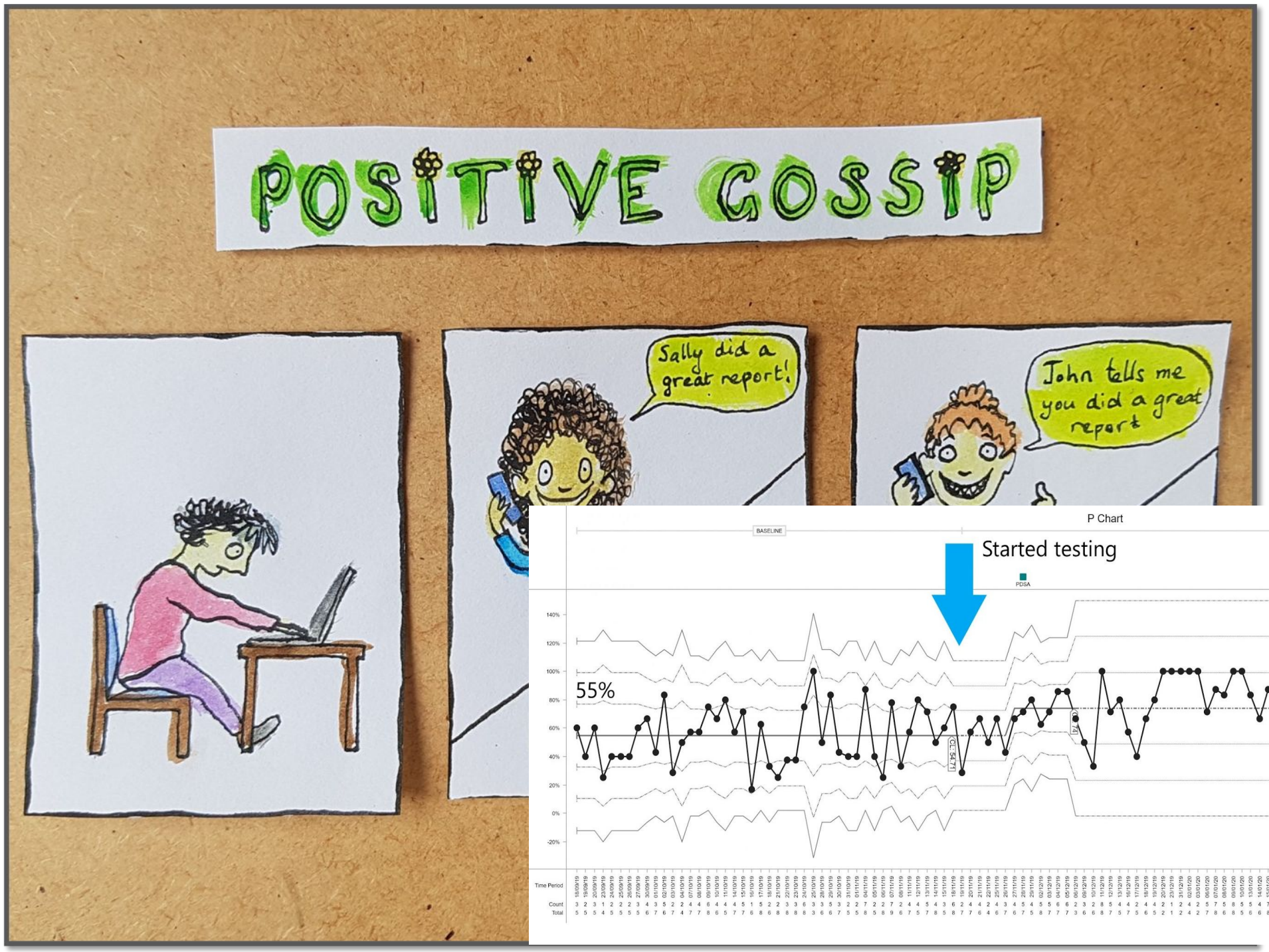
Bulb Planting

Walk

Indoor plants

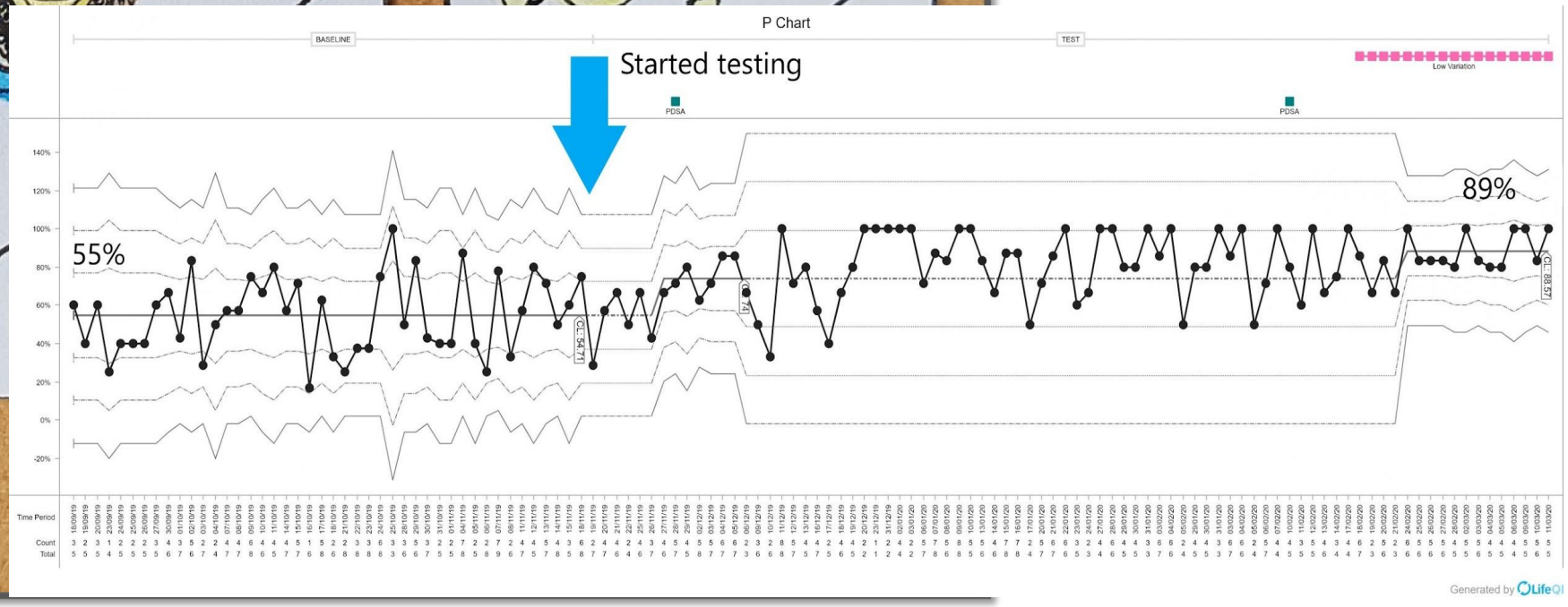
Weekly Team Tea

Craft Session

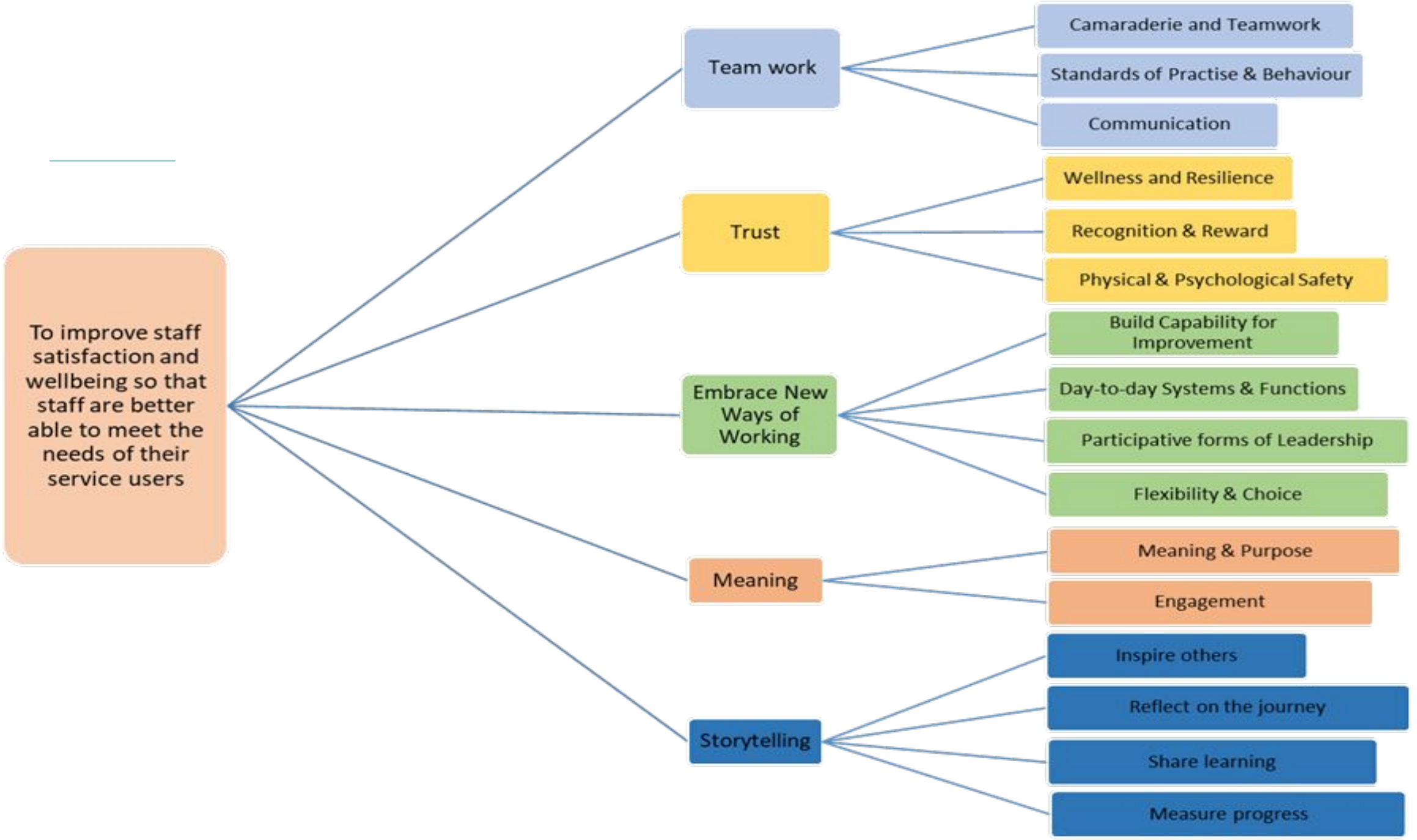


Good Day Measure

% of staff reporting a good day



Generated by QLifeQI


To improve staff satisfaction and wellbeing so that staff are better able to meet the needs of their service users
Team work
Camaraderie and Teamwork
Standards of Practise & Behaviour
Communication
Trust
Wellness and Resilience
Recognition & Reward
Physical & Psychological Safety
Embrace New Ways of Working
Build Capability for Improvement
Day-to-day Systems & Functions
Participative forms of Leadership
Flexibility & Choice
Meaning
Meaning & Purpose
Engagement
Storytelling
Inspire others
Reflect on the journey
Share learning
Measure progress

Key learning…

It is possible to apply the systematic method of QI to joy in work

Measurement is a challenge

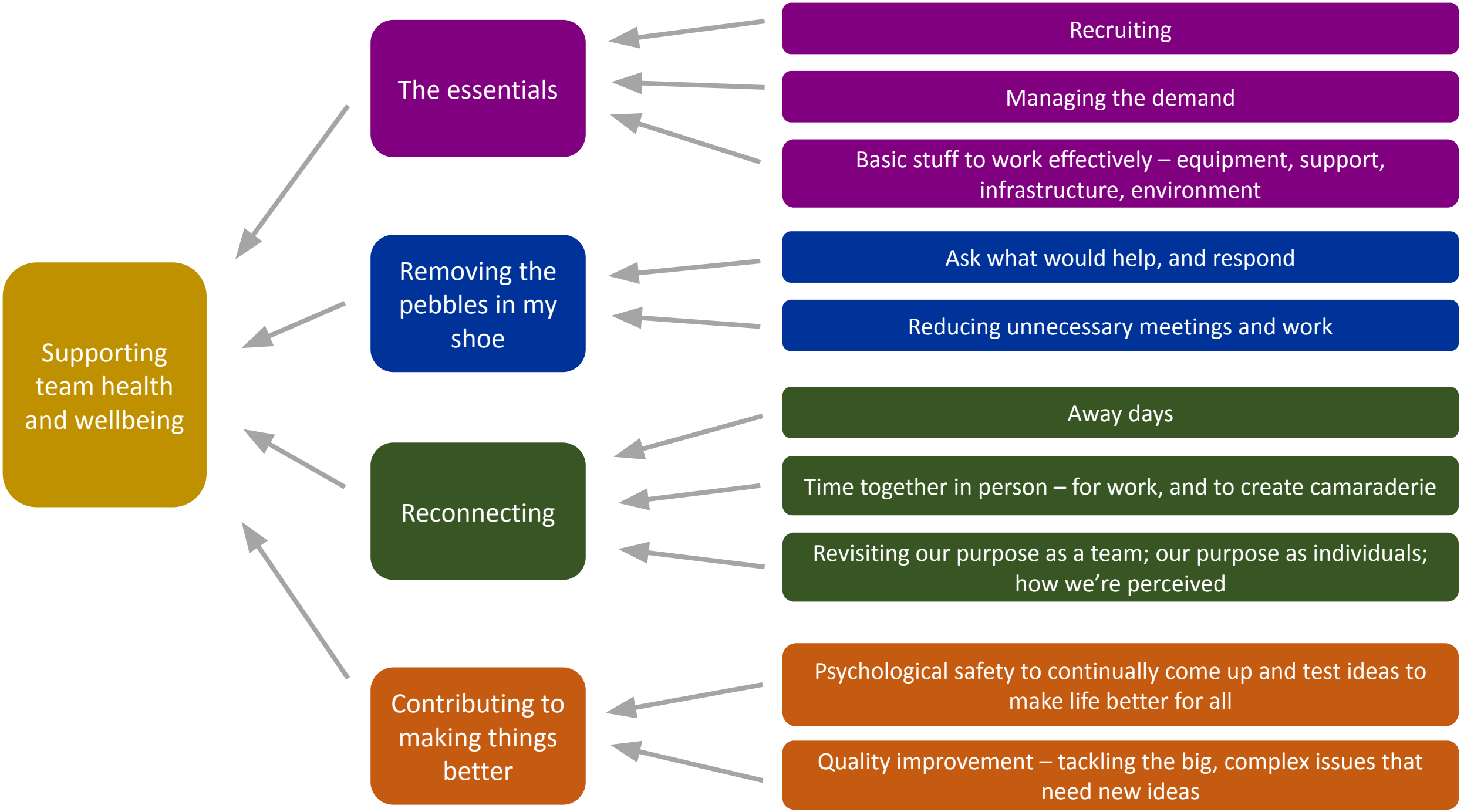
Importance of the whole team being part of the work

Role of leaders is even more critical (and exposed)

The change ideas are highly localised, but the process is scalable

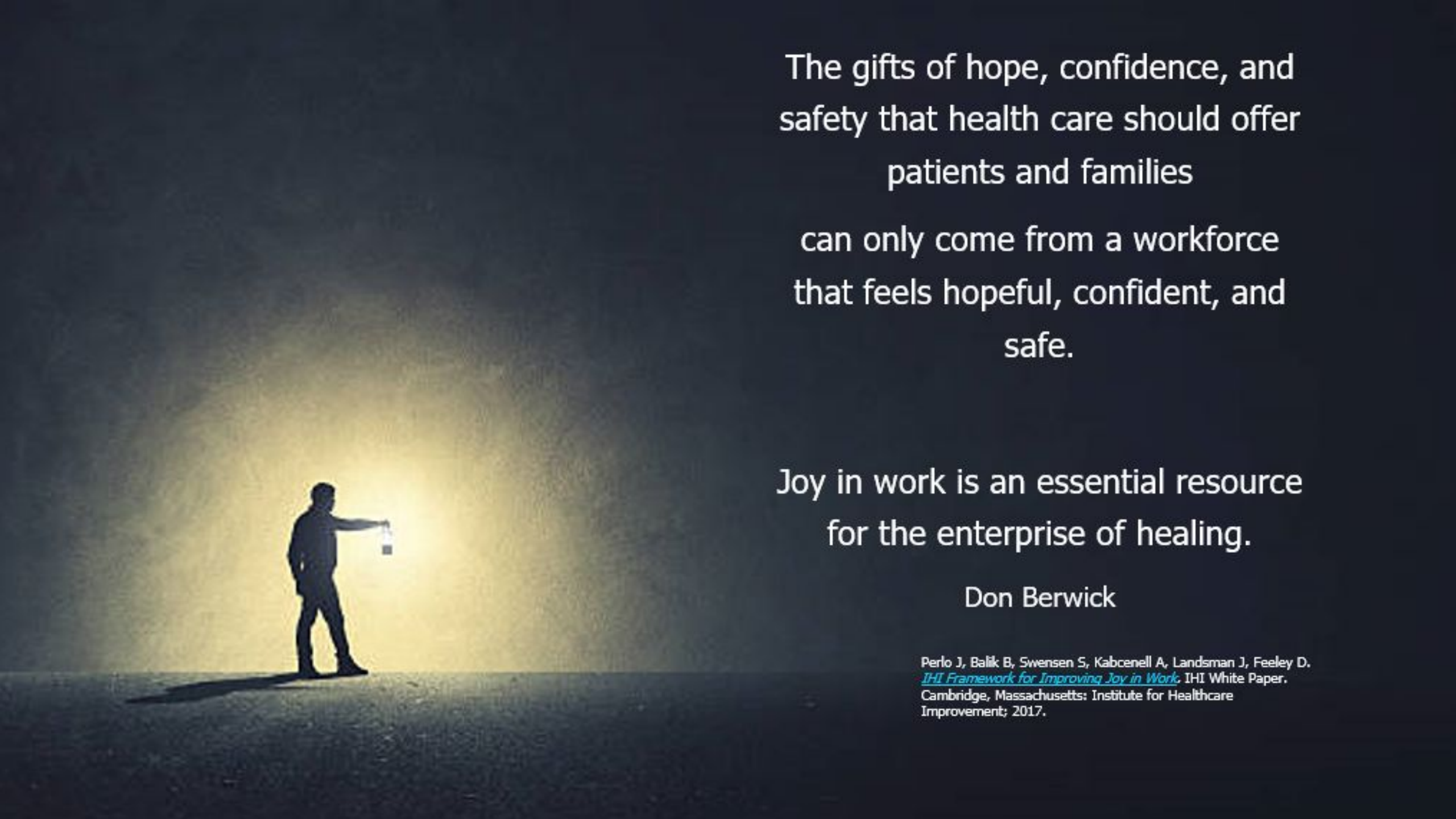
Supporting this type of work entirely virtually is less joyful

Where Are
We Now?


Supporting team health and wellbeing
The essentials
Recruiting
Managing the demand
Basic stuff to work effectively – equipment, support, infrastructure, environment
Removing the pebbles in my shoe
Ask what would help, and respond
Reducing unnecessary meetings and work
Reconnecting
Away days
Time together in person – for work, and to create camaraderie
Revisiting our purpose as a team; our purpose as individuals; how we're perceived
Contributing to making things better
Psychological safety to continually come up and test ideas to make life better for all
Quality improvement – tackling the big, complex issues that need new ideas

Q:What might you test to support well-being / joy in your work or learning environment?

Questions?



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

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.

Thank you!

Get in touch:

jperlo@ihi.org
@jperlo8

amarshah@nhs.net
@DrAmarShah