Workforce Wellbeing & Joy in Work; Truths and Myths

Derek Feeley
Senior Fellow, IHI

Why Joy in Work?

Just as wellbeing is more than the absence of disease, joy is more than the absence of burnout.

Deming and Joy

The Deming Institute
The W. EDWARDS

People are entitled
to joy in work.

W. Edwards Deming

quotes.deming.org/quote/470

How big a problem is this?

ALL CLINICAL PROFESSIONALS ARE AT RISK OF BURNOUT.

35—54% nurses and physicians

45—60% medical students and residents

in the United States have substantial symptoms of burnout.
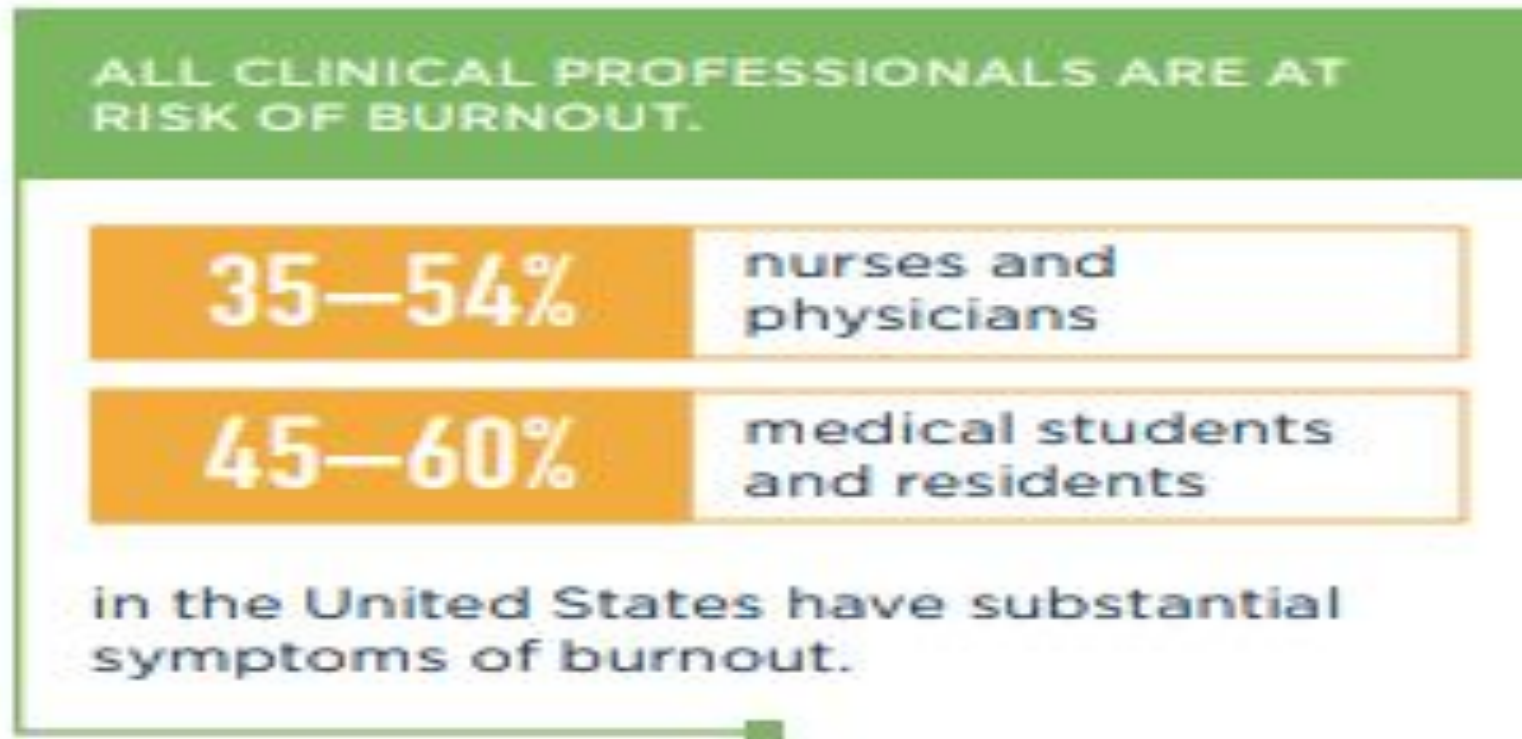
Taking Action Against Clinician Burnout: A Systems Approach to Supporting Professional Well-Being, NAM 2019

STRESS

BURNOUT

More attention to detail
Reactive emotions
Over engagement
Sense of urgency
Hyperactivity
Lost or diminished energy

Disengagement
Detachment
Blunted emotions
Loss of motivation and interest
Easily irritated
Symptoms of depression

2.5 fold increase in medical error

Surgeon burnout, impact on patient safety and professionalism: A systematic review and meta-analysis . Al-Ghunaim et al, AJS Dec 2021
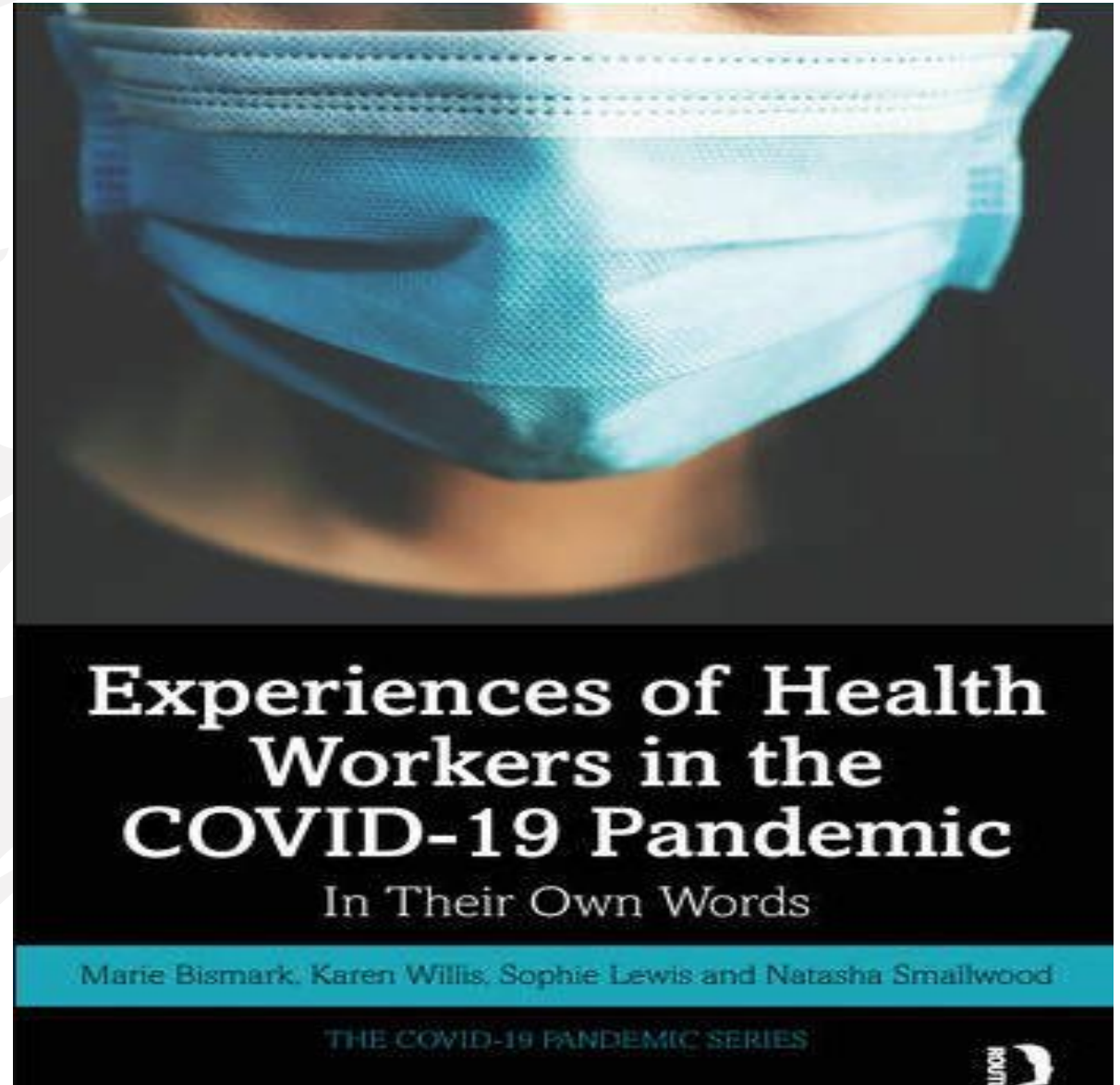
41% Lower Absenteeism

58% Fewer Patient Safety Incidents

Has Covid made things worse?

Smallwood N, Karimi L, Bismark M, et al. High levels of psychosocial distress among Australian frontline healthcare workers during the COVID-19 pandemic: a cross-sectional survey. General Psychiatry 2021;34:e100577. doi:10.1136/gpsych-2021-100577

Experiences of Health Workers in the COVID-19 Pandemic

In Their Own Words

Marie Bismark, Karen Willis, Sophie Lewis and Natasha Smallwood

THE COVID-19 PANDEMIC SERIES

Future Proofing the Frontline – supporting health care workers during crises

9518 responses

Assoc Prof Natasha Smallwood
BMedSci BMBS MSc AFRACMA FRCP FRACP PhD
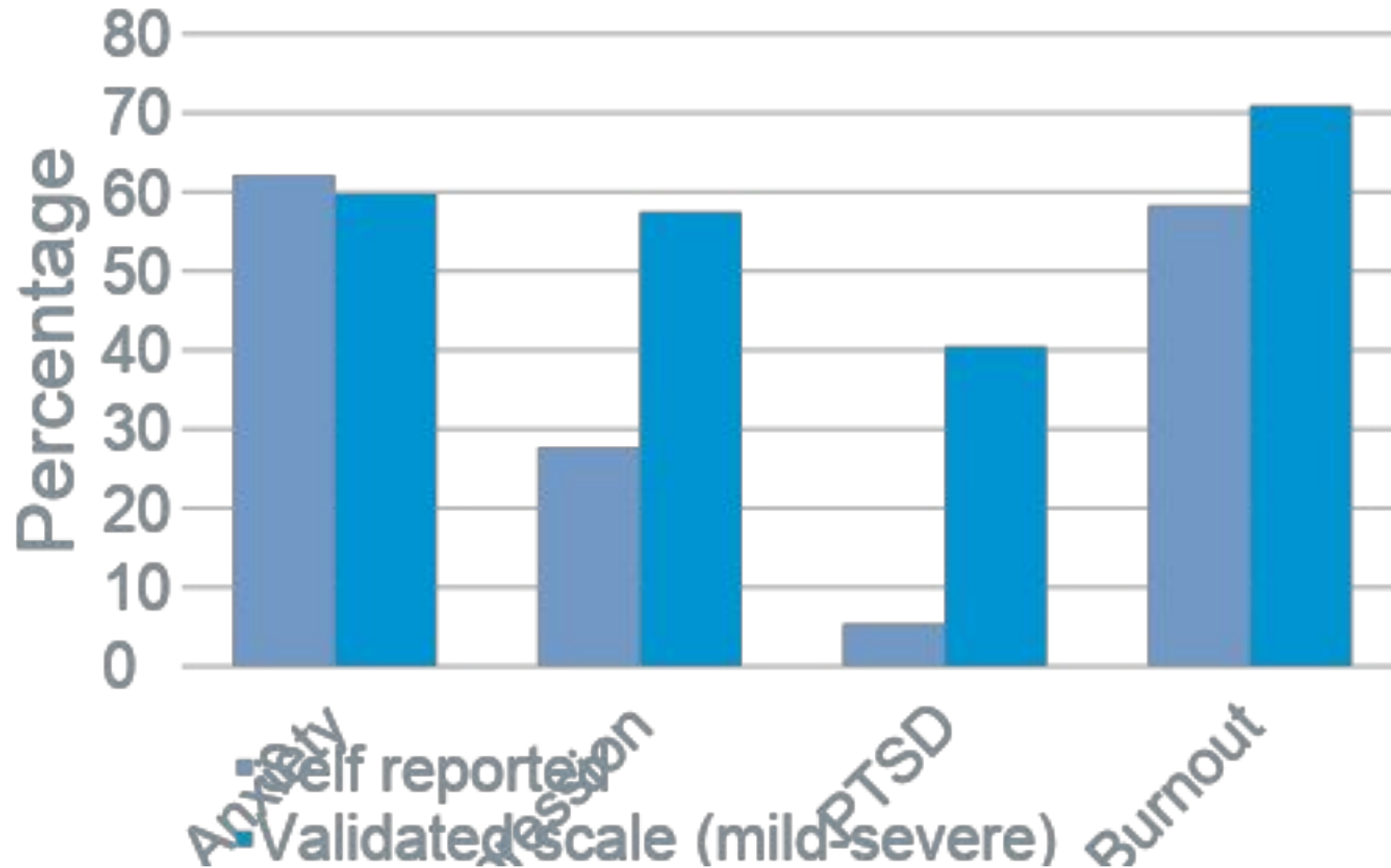Respiratory Physician - Alfred Hospital & Monash University

Prof Karen Willis
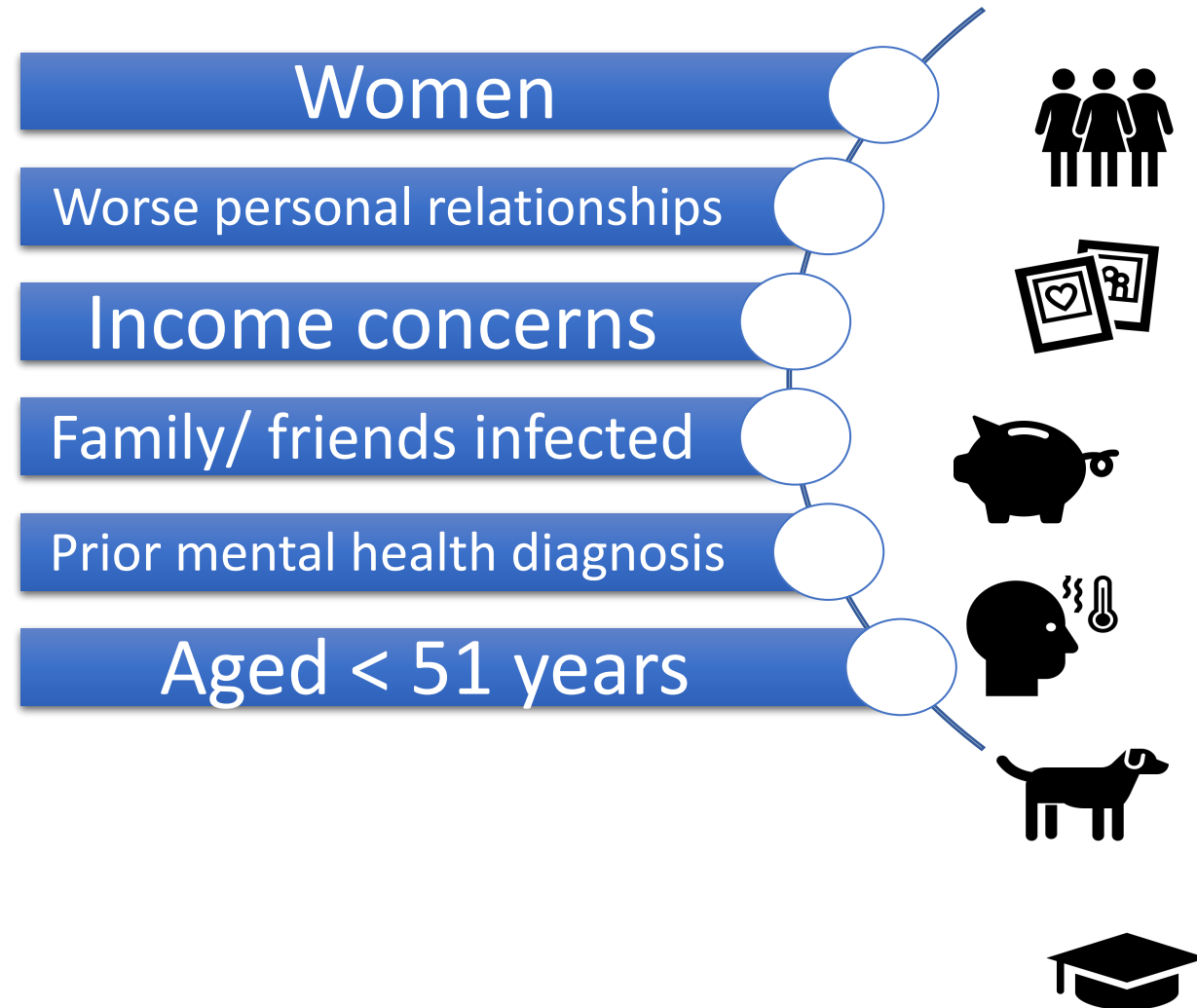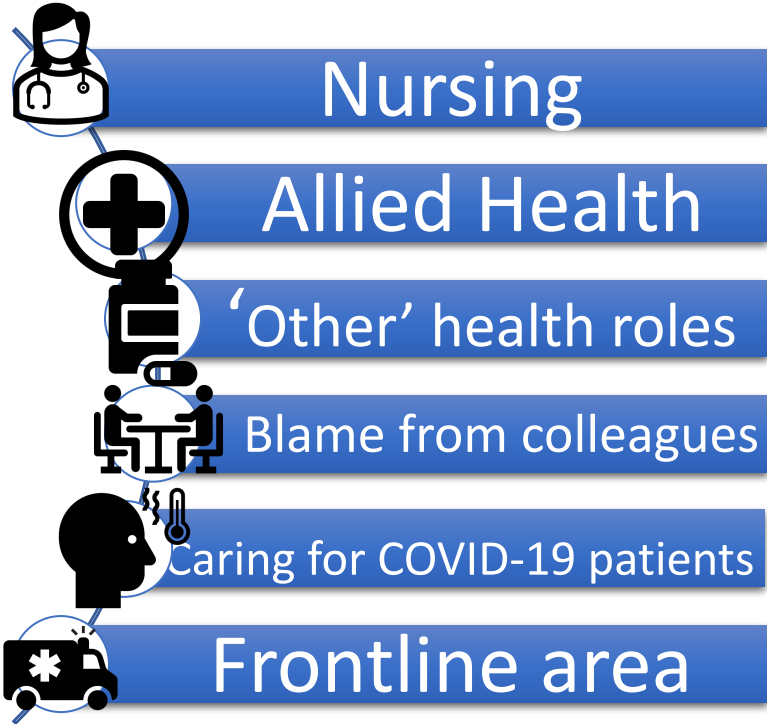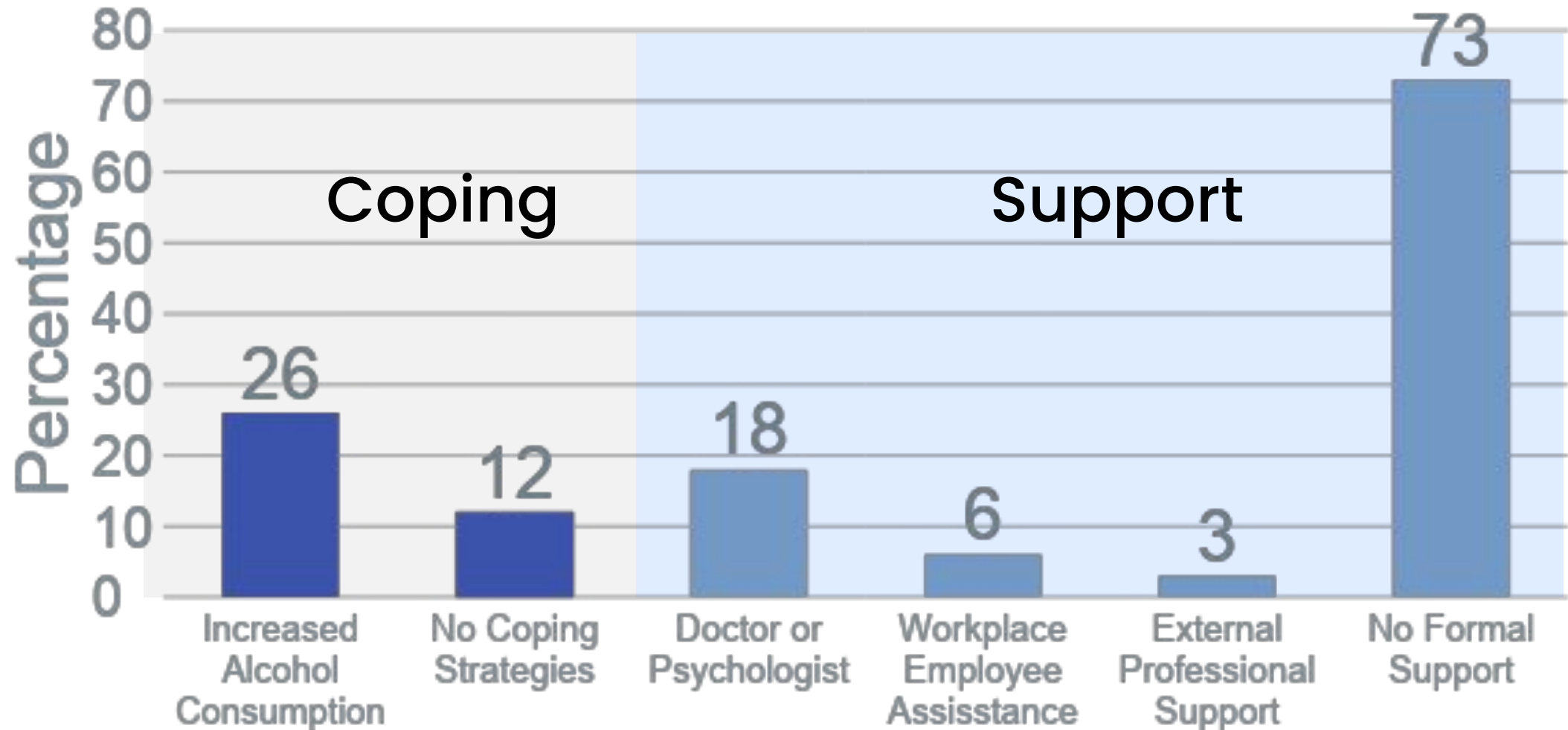BA, MA(Hons), GradDipHealthPromotion, PhD
Public Health, Victoria University

Prevalence of Mental Illness

Percentage

80
70
60
50
40
30
20
10
0

Anxiety
Depression
PTSD
Burnout

- Self reported
- Validated scale (mild-severe)

Coping and Support Strategies

Findings from free text

The pandemic added additional stress to an already over-stretched healthcare system

The need to be valued and supported.

Worry about risk to self, to others, being safe at work, feeling exhausted, and guilty.

The need for organisational change – leadership that cares and proactive mental health supports

COVID-19 just amplified the cracks of the system. I often came home feeling defeated and too tired to take care of my own physical and mental health

I felt guilty about ceasing work as a clinical emergency nurse initially, but felt that I had a greater responsibility to my family to keep myself and them safe.

I feel for the first time ever, that I have mental health fragility. Even recognising that, I find stressful.

Create a More Equitable Workplace

CDC: "Health equity is when everyone has the opportunity to be as healthy as possible."

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

Paving the Road to Health Equity OMHHE- CDC
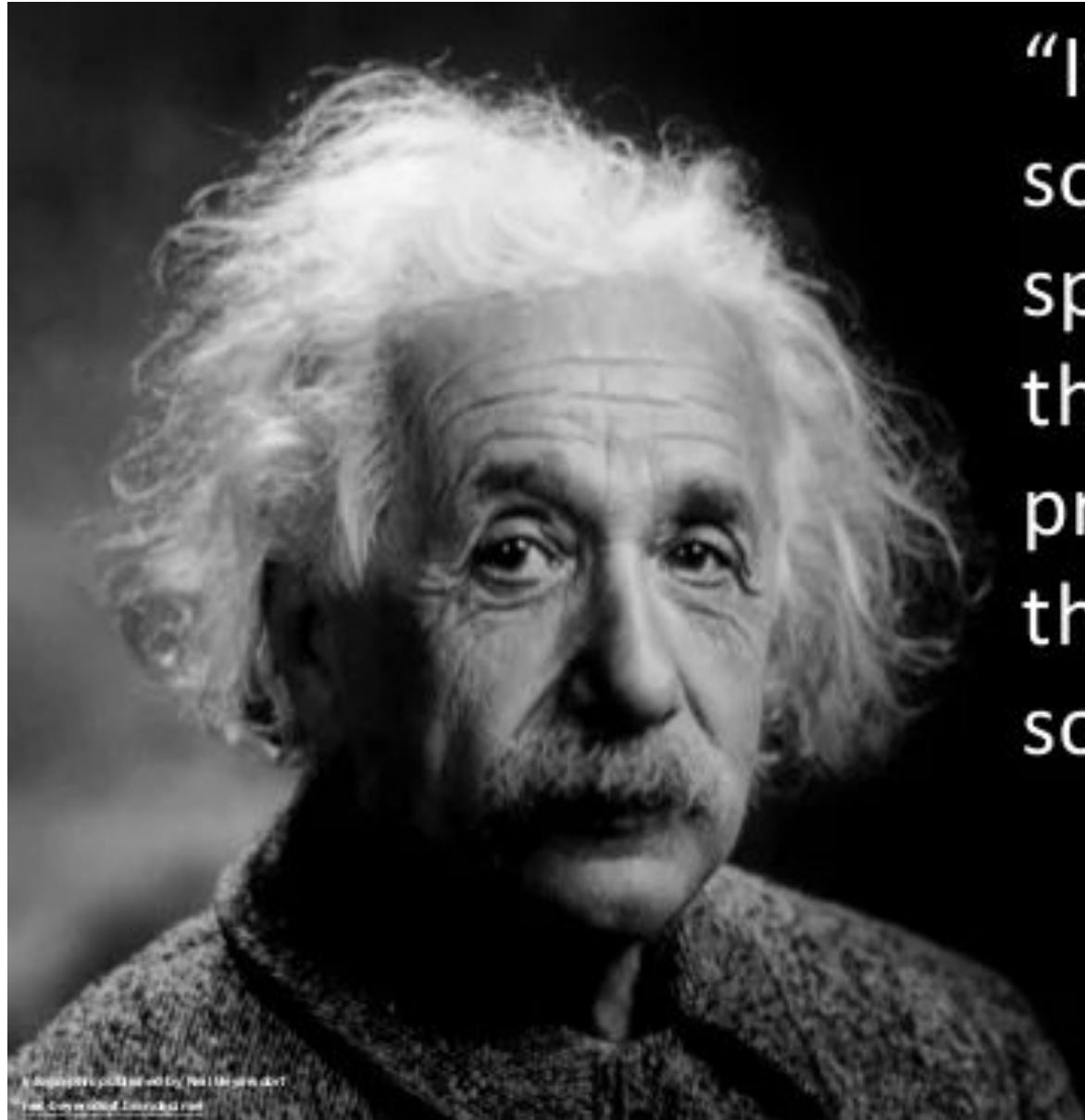
"If I had an hour to solve a problem I'd spend 55 minutes thinking about the problem and 5 minutes thinking about solutions."

Albert Einstein
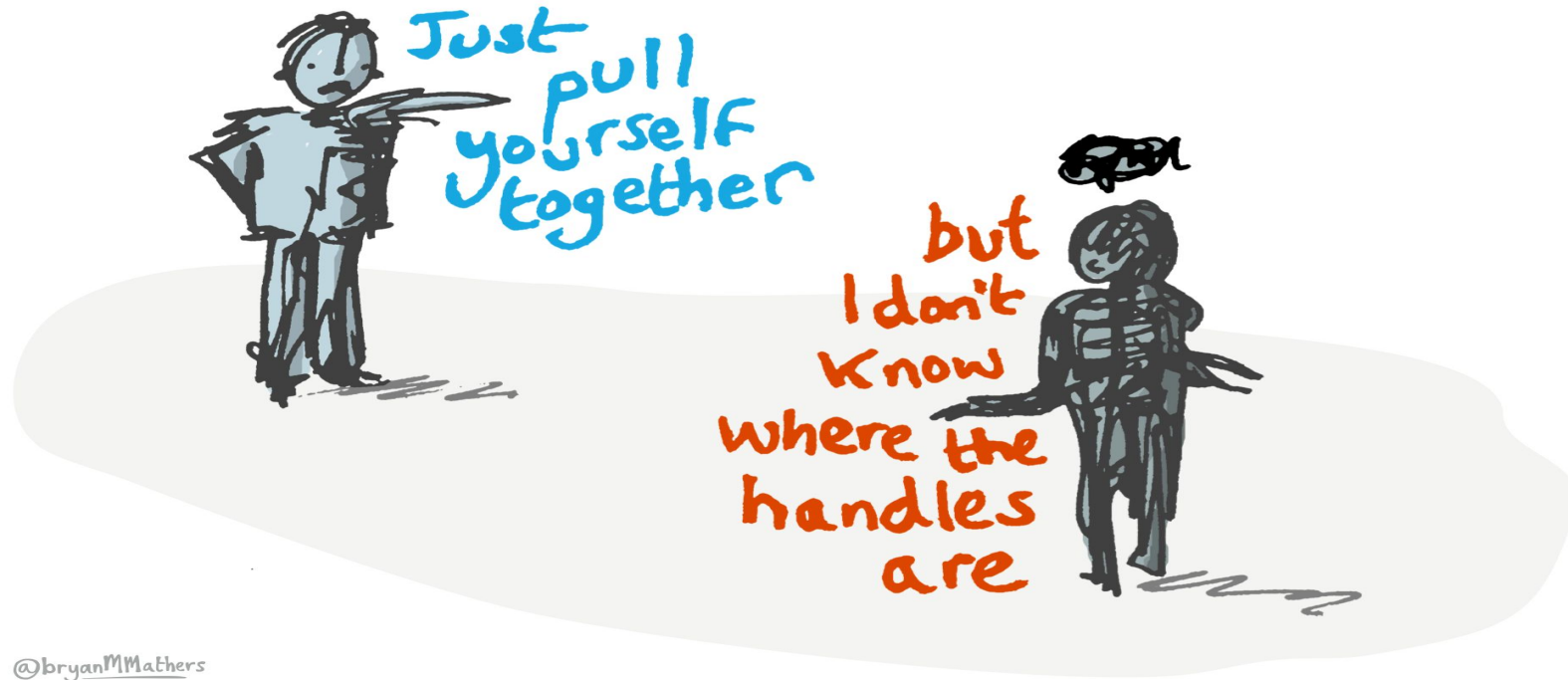
Myth 1; It is all about resilience

Negative input

Positive input

Stress →

Internal conflict →

Time and energy demands →

Coping reserve

Personality and temperament factors

← Psychosocial support

← Social/healthy activities

← Mentorship

← Intellectual stimulation

Outcomes

Burnout ↓

Resilience ↓

Some issues with focusing only on resilience

- Many studies showing already high levels of resilience in clinical groups
- Source of resilience likely to be in healthy life behaviours, family life and relationships– not in training or in typical formal support.
- Concepts, methods and designs in studies of interventions are of limited use to properly assess the efficacy of such interventions to foster resilience. [1]
- Tendency for health systems to see resilience as a reaction rather than a process

1. Intervention studies to foster resilience – A systematic review and proposal for a resilience framework in future intervention studies
A.Chmitorz[ae1]A.Kunzler[ae1]I.Helmreich[ae]O.Tüscher[ae]R.Kalisch[ab]T.Kubiak[ac]M.Wessa[ad]K.Lieb[ae]

An assets based resource?

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

Sense of Coherence

Comprehensible
Life is structured, predictable and explainable

It makes sense to me

Manageable
Personal and external resources are available

I have what it takes to do this

Meaningful
Fits with sense of self

It's worth it!

Myth 2; kindness is the answer

9 IDEAS FOR RANDOM ACTS OF KINDNESS DAY

Eighteen studies (n = 9,708 patients) were included. We found that, compared to patients whose SES was not low, low SES patients experienced lower empathy from clinicians (mean difference = -0.87 [95% confidence interval -1.72 to -0.02]). Compared to white patients, empathy scores were numerically lower for patients of multiple race/ethnicity groups (Black/African American, Asian, Native American, and all non-whites combined).

Roberts BW, Puri NK, Trzeciak CJ, Mazzarelli AJ, Trzeciak S (2021) Socioeconomic, racial and ethnic differences in patient experience of clinician empathy: Results of a systematic review and meta-analysis

Kindness is a choice

Joy in work is a right
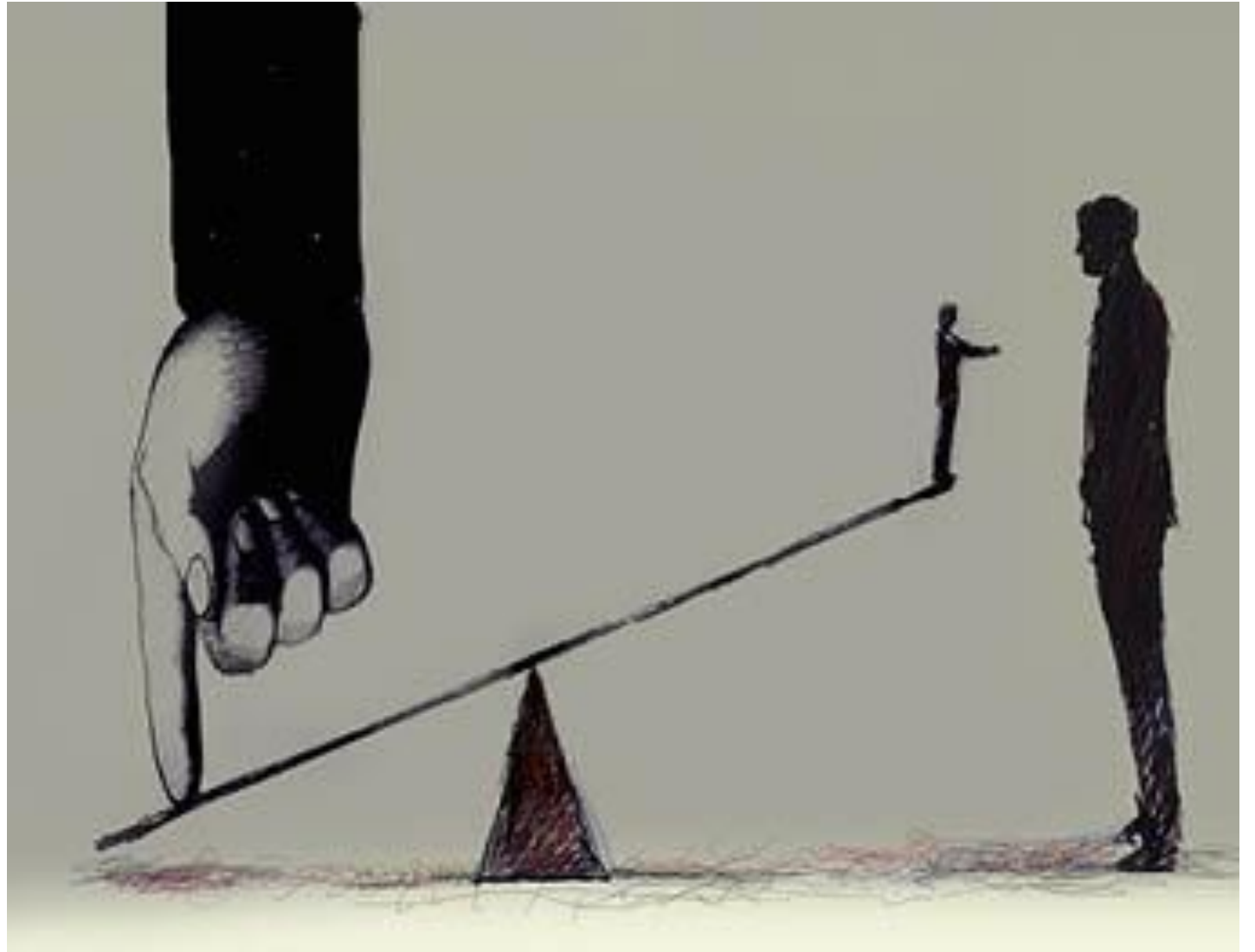
"Compassion is not a relationship between the wounded and the healer. It's a convenant between equals."

- Father Gregory Boyle

GREG BOYLE: WHAT WE NEED IS RADICAL KINSHIP

America

True compassion does not come from wanting to help out those less fortunate than ourselves but from realizing our kinship with all beings.

Pema Chödrön

Myth 3; We can meet this challenge this without changing the underlying culture of working in healthcare

More than 94% of healthcare workers experienced unprofessional behaviour at work, such as bullying, in a 12-month period according to research from Macquarie University.

What do these have in common?

NASA Challenger

BP Gulf Spill

Mid Staffs NHS

Culture Eats Strategy for Breakfast

"*The only thing of real importance that leaders do is to create and manage culture.*"

- Edgar Schein

Schein on Culture

- Culture is a result of what an organization has learned from dealing with problems and organizing itself internally

- Your culture always helps and hinders problem solving

- Culture is a group phenomenon

- Don't focus on culture because it can be a bottomless pit. Instead, get groups involved in solving problems

Creating and managing culture

https://www.bing.com/videos/search?q=david+morrison+video&&view=detail&mid=C0F1C1EBB13D6D8D6488C0F1C1EBB13D6D8D6488&&FORM=VRDGAR&ru=%2Fvideos%2Fsearch%3Fq%3Ddavid%2Bmorrison%2Bvideo%26FORM%3DHDRSC3

Myth 4; things will go back to how they were

HOPE is not a strategy

And Myth 4a; there is a magic bullet
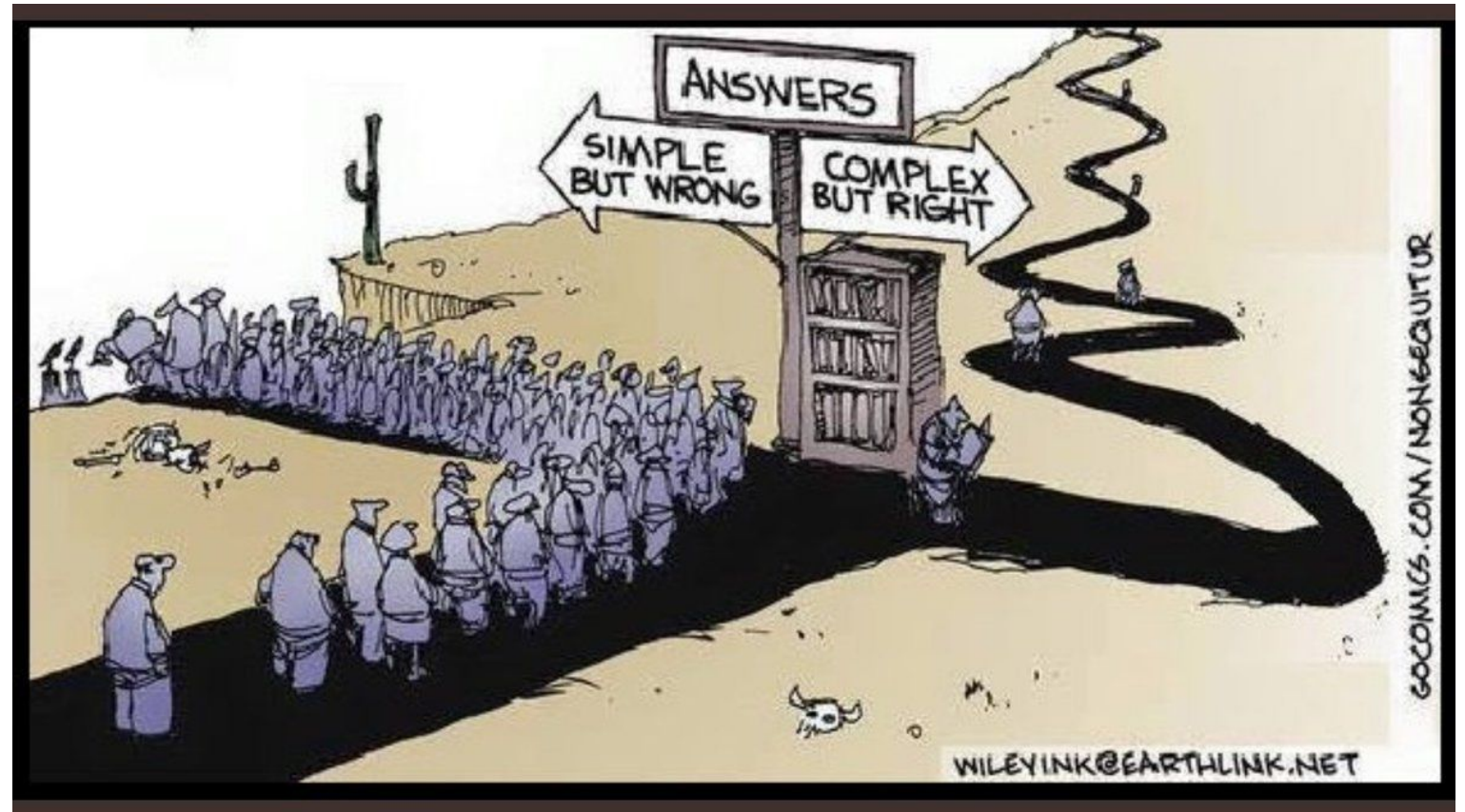
How to Create a Joyful, Engaged Workforce

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 Ensuring a Joyful, Engaged Workforce
Interlocking responsibilities at all levels

Real Time Measurement: Contributing to regular feedback systems, radical candor in assessments

Wellness & Resilience: Health and wellness self-care, cultivating resilience and stress management, role modeling values, system appreciation for whole person and family, understanding and appreciation for work life balance, mental health (depression and anxiety) support

Daily Improvement: Employing knowledge of improvement science and critical eye to recognize opportunities to improve, regular, proactive learning from defects and successes

Camaraderie & Teamwork: Commensality, social cohesion, productive teams, shared understanding , trusting relationships

Physical & Psychological Safety: Equitable environment, free from harm, Just Culture that is safe and respectful, support for the 2nd Victim
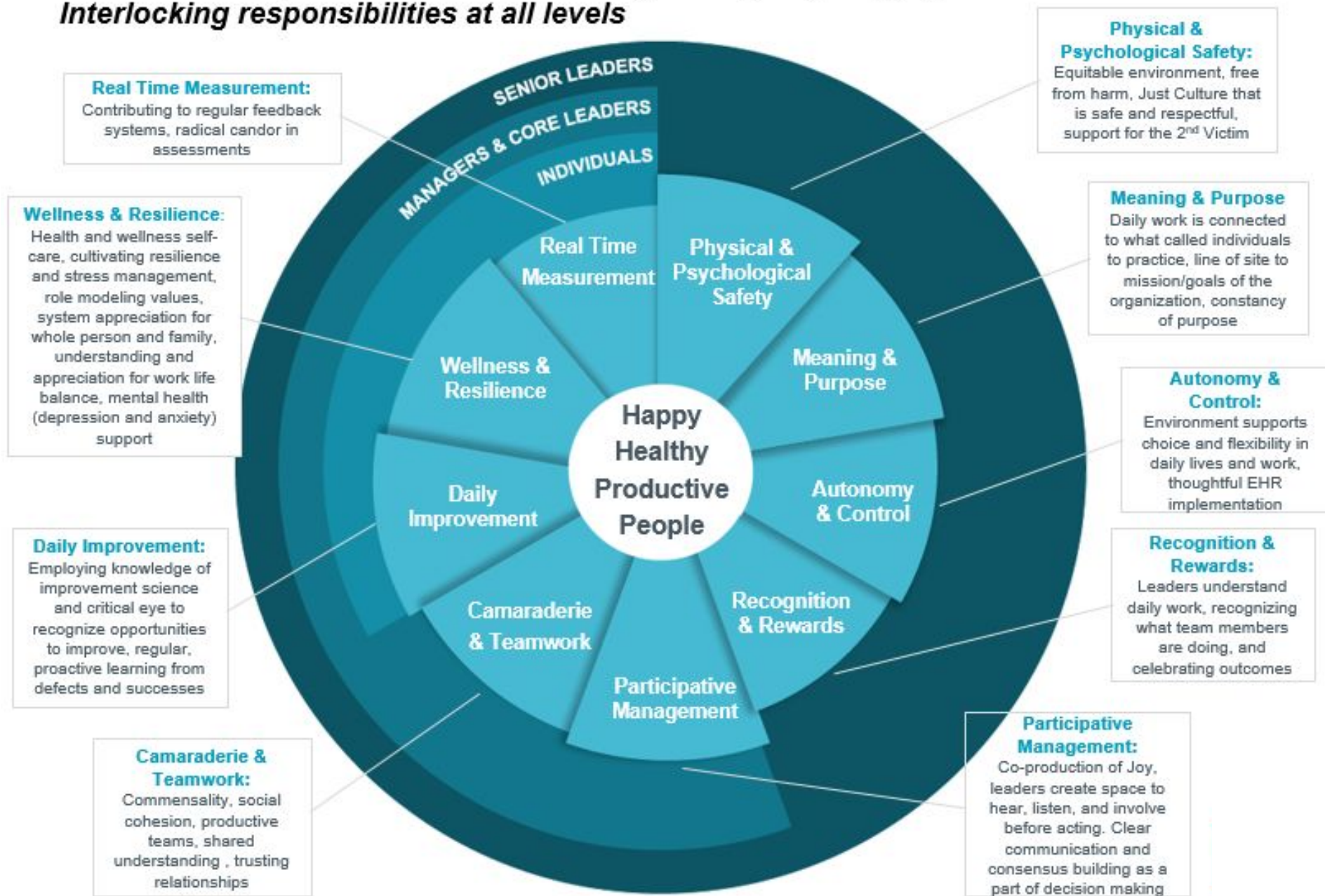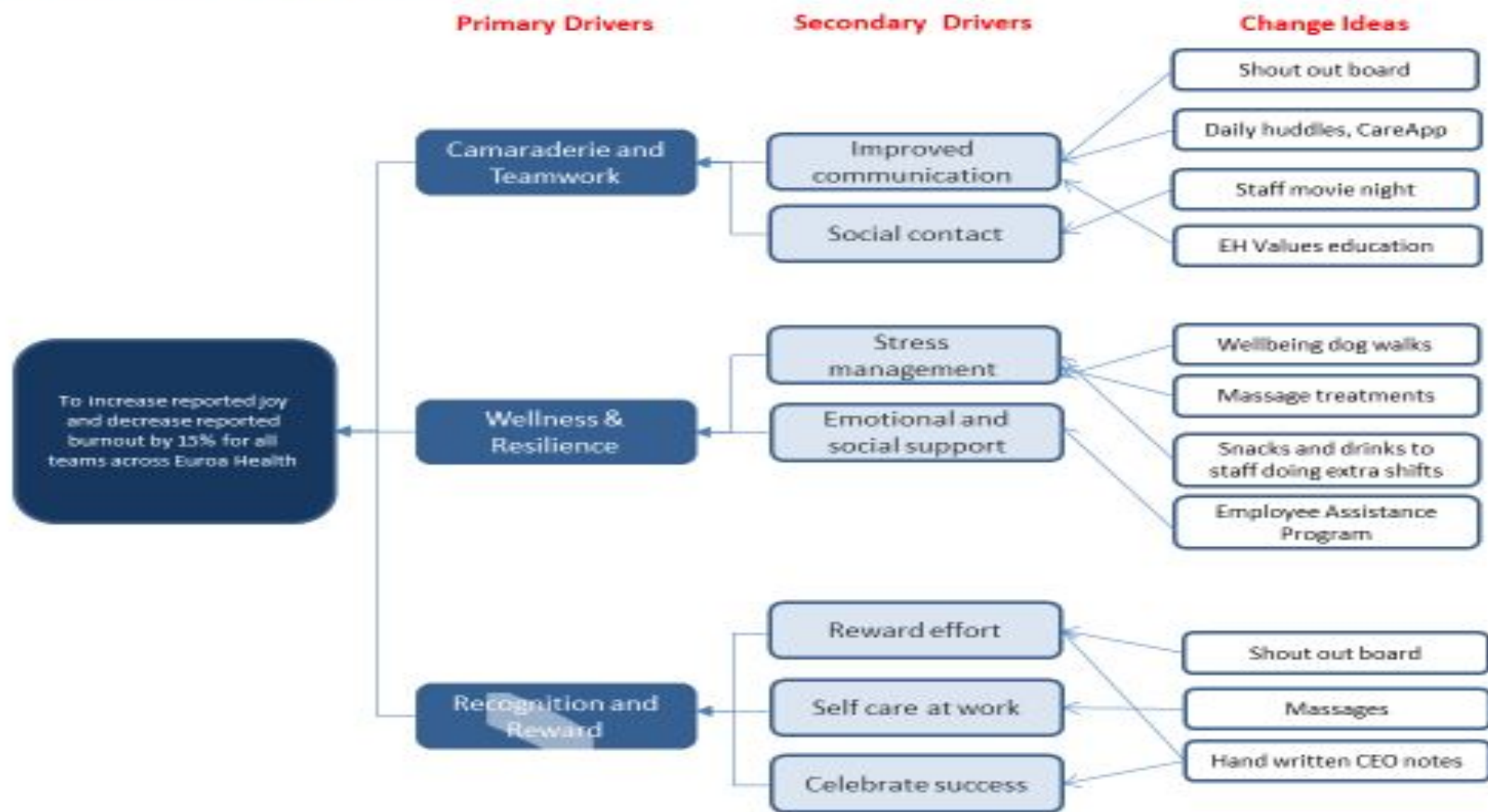
Meaning & Purpose Daily work is connected to what called individuals to practice, line of site to mission/goals of the organization, constancy of purpose

Autonomy & Control: Environment supports choice and flexibility in daily lives and work, thoughtful EHR implementation

Recognition & Rewards: Leaders understand daily work, recognizing what team members are doing, and celebrating outcomes

Participative Management: Co-production of Joy, leaders create space to hear, listen, and involve before acting. Clear communication and consensus building as a part of decision making

SENIOR LEADERS
MANAGERS & CORE LEADERS
INDIVIDUALS

Happy Healthy Productive People

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

Team Euroa – Engage at Work

Primary Drivers

Secondary Drivers

Change Ideas

To increase reported joy and decrease reported burnout by 15% for all teams across Euroa Health

Camaraderie and Teamwork
- Improved communication
- Social contact

Change Ideas:
- Shout out board
- Daily huddles, CareApp
- Staff movie night
- EH Values education

Wellness & Resilience
- Stress management
- Emotional and social support

Change Ideas:
- Wellbeing dog walks
- Massage treatments
- Snacks and drinks to staff doing extra shifts
- Employee Assistance Program

Recognition and Reward
- Reward effort
- Self care at work
- Celebrate success

Change Ideas:
- Shout out board
- Massages
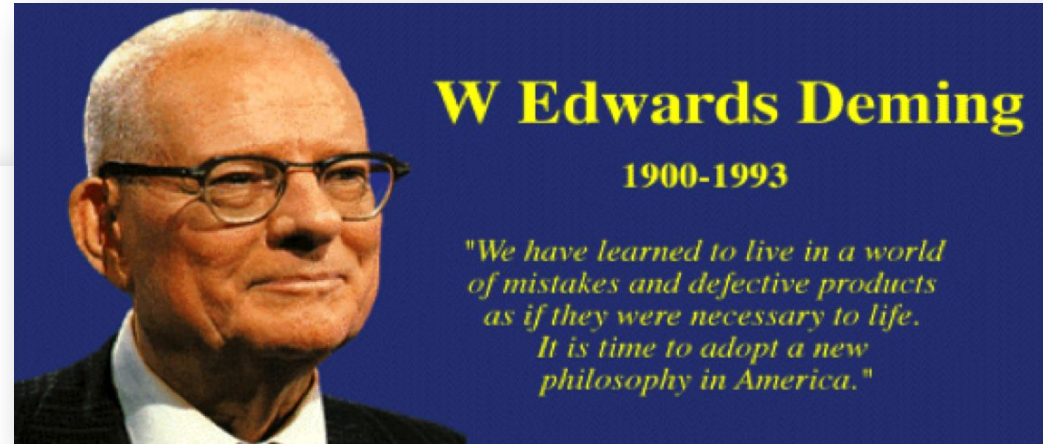- Hand written CEO notes

4 Keys (or Cs)

- Sense of **Coherence**

- **Constancy** of purpose

- **Camaraderie**

- Self **Care**
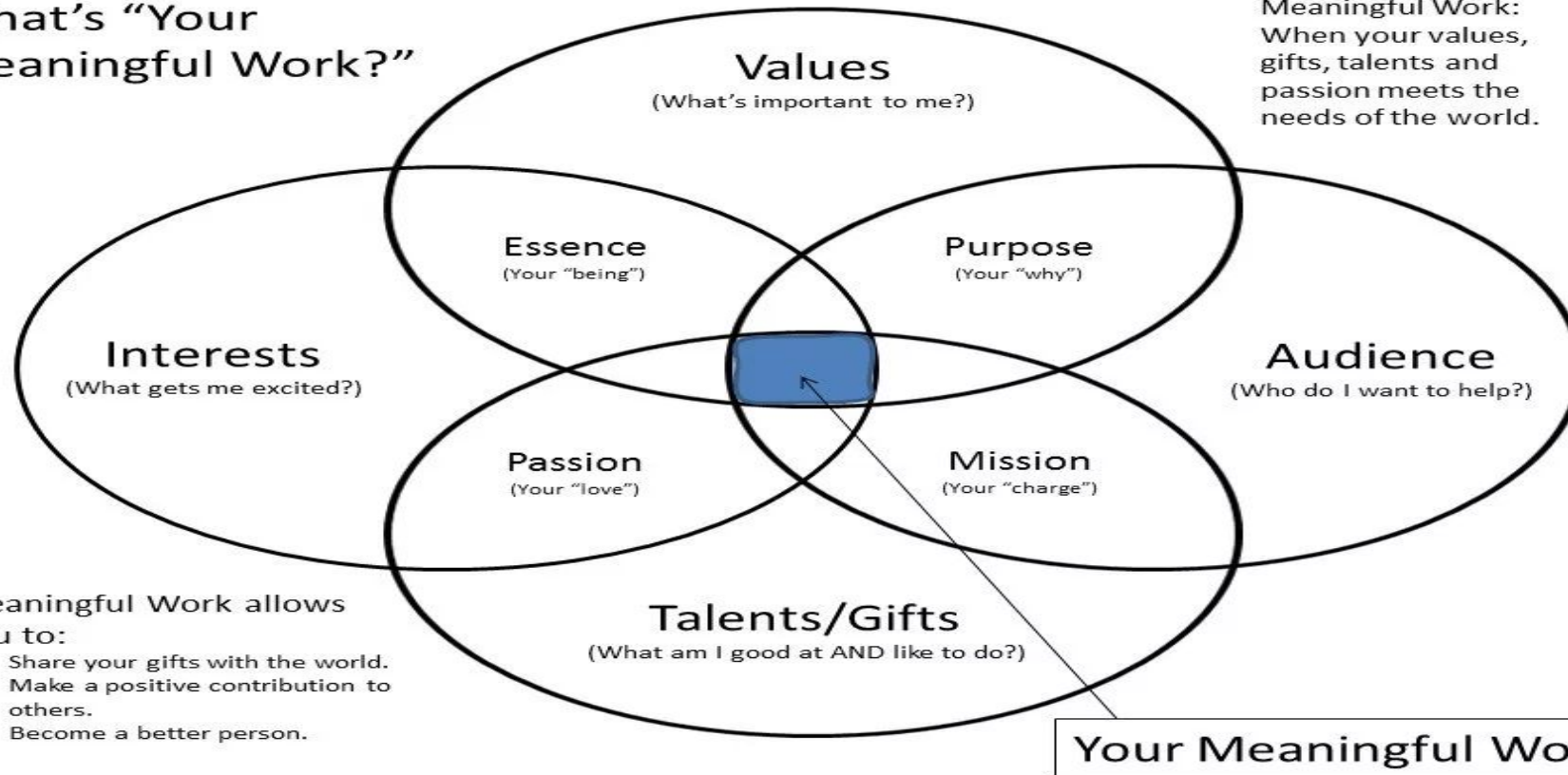
Constancy of Purpose

7 Deadly Diseases

1. Lack of constancy of purpose

2. Emphasis on short-term profits

3. Evaluation by performance, merit rating, or annual review of performance

4. Mobility of management

5. Running a company on visible figures alone

6. Excessive medical costs

7. Excessive costs of warranty, fueled by lawyers who work for contingency fees

W Edwards Deming

1900-1993

"We have learned to live in a world of mistakes and defective products as if they were necessary to life. It is time to adopt a new philosophy in America."

Meaning Matters

What's "Your Meaningful Work?"

Values (What's important to me?)

Meaningful Work: When your values, gifts, talents and passion meets the needs of the world.

Essence (Your "being")

Purpose (Your "why")

Interests (What gets me excited?)

Audience (Who do I want to help?)

Passion (Your "love")

Mission (Your "charge")

Talents/Gifts (What am I good at AND like to do?)

Meaningful Work allows you to:
- Share your gifts with the world.
- Make a positive contribution to others.
- Become a better person.

Your Meaningful Work

http://www.gallup.com/poll/1720/work-work-place.aspx Number one cause of happiness in 155 countries?

Cameraderie

"The American Workplace"; close work friendships boost employee satisfaction by 50% and people with a best friend at work are seven times more likely to engage fully in their work.

Commensality

Kevin M. Kniffin, Brian Wansink, Carol M. Devine, Jeffery Sobal. **Eating Together at the Firehouse: How Workplace Commensality Relates to the Performance of Firefighters**. *Human Performance*, 2015; 28 (4):

"Vulnerability sounds like truth and feels like courage.

Truth and courage aren't always comfortable, but they're never weakness."

-Brene Brown

Put your own oxygen mask on first!

You can't pour from an empty cup.

You need to take care of yourself.

DrLaura.com

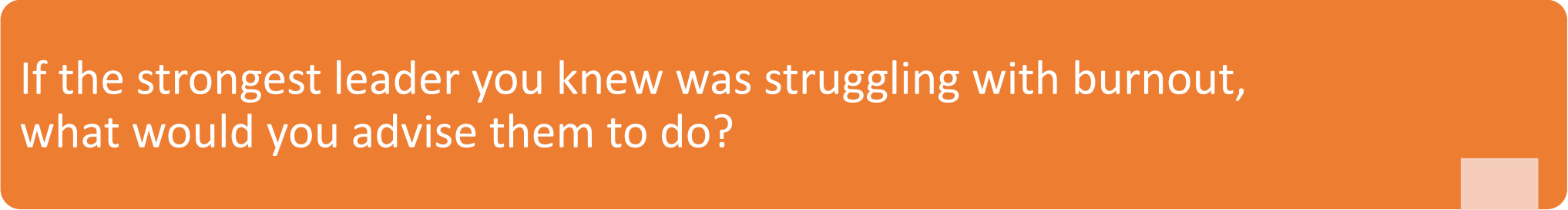Your Oxygen Mask First

Make peace with self-care

Make it your own.

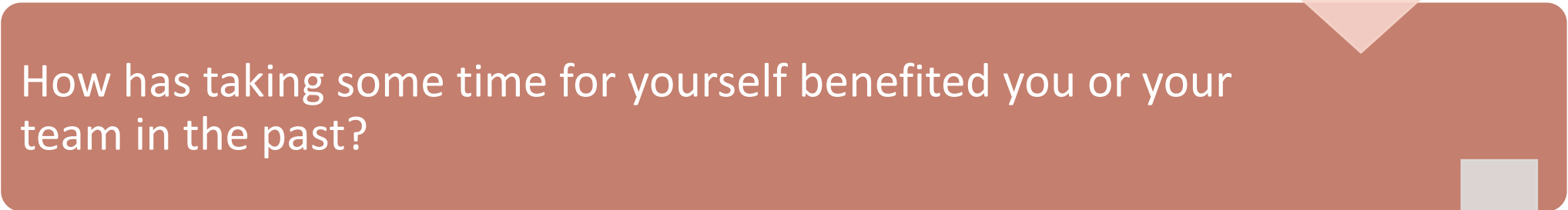Make it micro

Make time for it

PDSA it

Share it
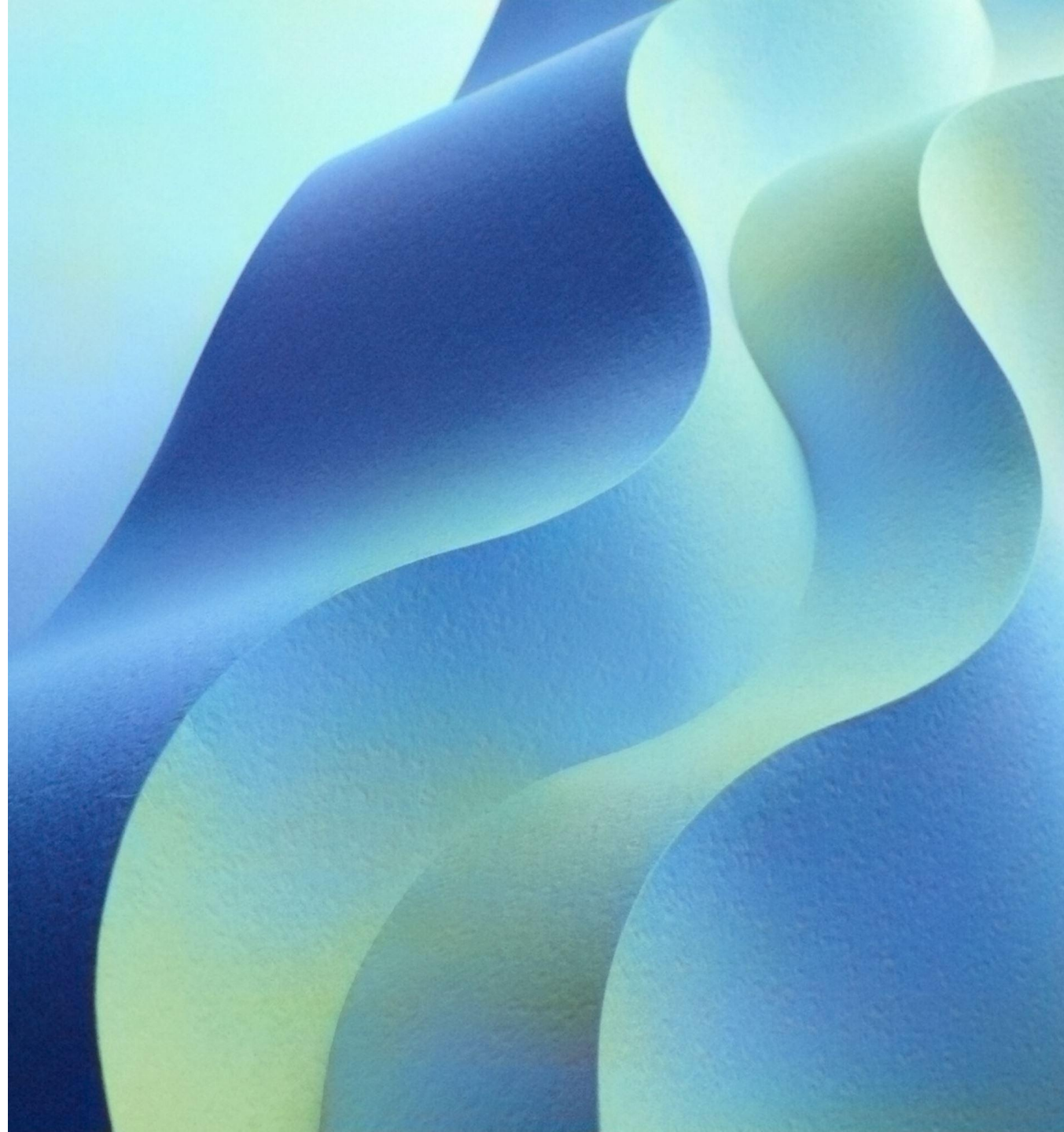
If the strongest leader you knew was struggling with burnout, what would you advise them to do?

How has taking some time for yourself benefited you or your team in the past?

If you didn't need help, but you just wanted to recharge your battery — how would you do that?

To recap

- Sense of coherence – not just resilience
- Kinship not kindness
- Culture change not just projects
- Systematic improvement not magical thinking
- Just start –maybe with yourself