

Restoring Joy in Work & Preventing Burnout Dr. Azhar Ali



@docazharali

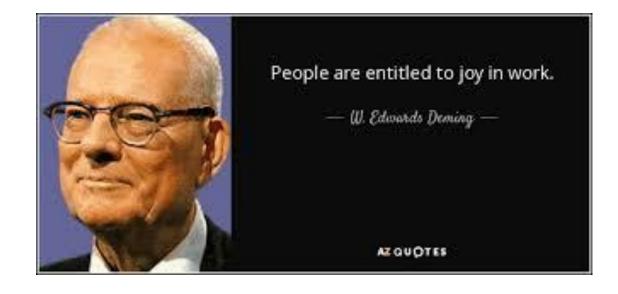
Beirut August 31, 2019

What is Joy in Work?





Deming and Joy



"Management's overall aim should be to create a system in which everybody may take joy in his work."

Dr. W. EdwardsDeming

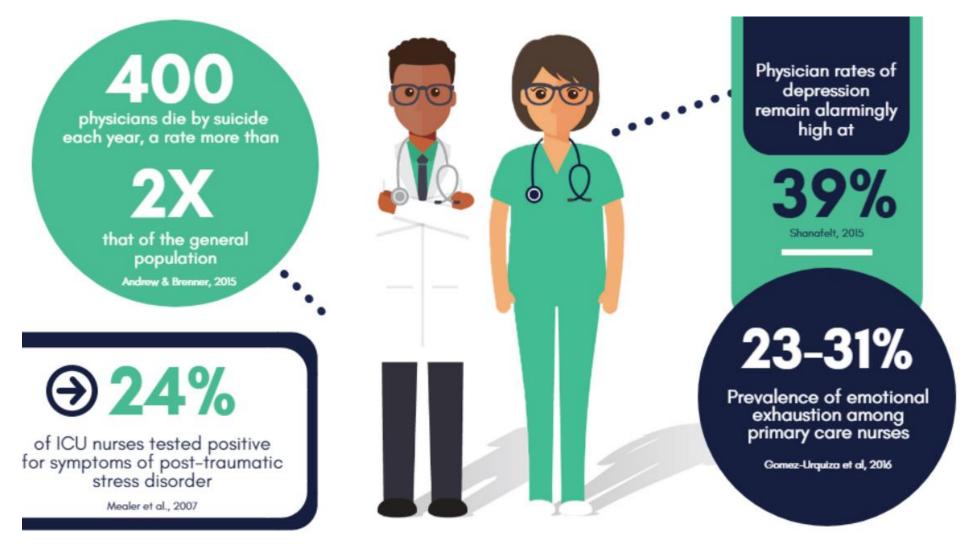


Welcome to IHI

We will improve the lives of patients, the health of communities, and the joy of the health care workforce.



The Burning Platform



Source: www.nam.edu/perspectives



The Burning Platform

- 60% respondents of MD survey are considering leaving practice
- 70% knew at least one MD who left practice due to poor morale
- 37% of newly licensed RNs are thinking of leaving their job
- 13% vacancy rate for RNs
- Few CEOs have taken up the challenge to transform their organizations
- Health care work force injuries are 30x greater than other industries



A Global Epidemic

- 2008 WHO report found turnover in health professions largely due to dangerous working conditions, insufficient resources, and limited career opportunities
- According to Gallup at any point over the last 15 years, only about 15% of the global workforce was or currently is truly engaged and about two-thirds are essentially "checked out" or "going through the motions"
- In Lebanon, one survey of 2 tertiary centers indicated 37% burnout (due to emotional exhaustion) amongst physicians



Problem Worsening

Mayo Clinic Proceedings, 2015

In 2014 physician survey:

- 54% of physicians report burnout, an increase of 10% from 2011
- Satisfaction with work life balance declined from 48% to 41%.



Impact on business outcomes

Well documented relationship between employees engagement and:

- Customer satisfaction
- Productivity
- Profit
- Accidents
- Employee turnover

One U.S. study showed the cost to the organization for replacing one full time physician is more than \$1 million

Burnout contributes ~\$190 billion a year in healthcare spending in the U.S.



Burnout affects patients

A variety of studies have shown association of provider burnout with:

- Lower levels of empathy
- More mistakes
- Less patient satisfaction
- Reduced adherence to treatment plans
- Overuse of resources

"Workplace safety is inextricably linked to patient safety. Unless caregivers are given the protection, respect, and support they need, they are more likely to make errors, fail to follow safe practices, and not work well in teams."

L. Leape



Joy is more than absence of burnout...



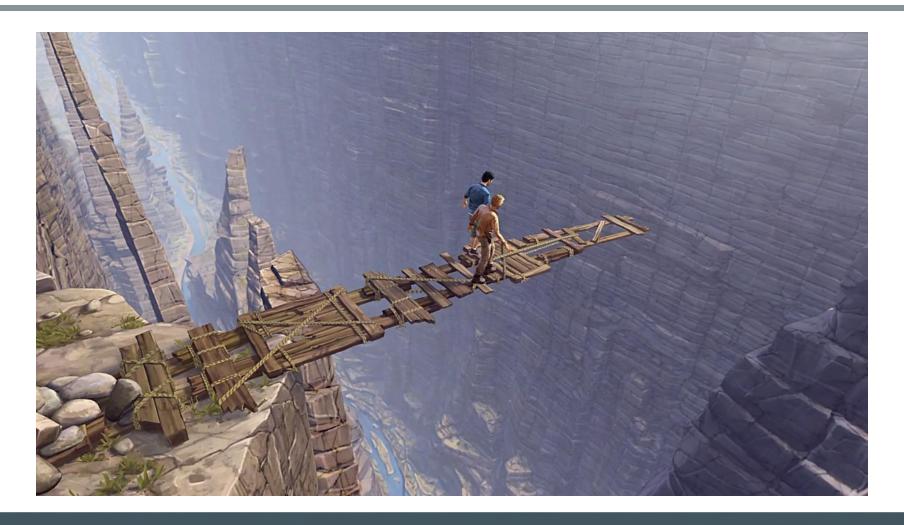
We are coming to understand health not as the absence of disease, but rather as the process by which individuals maintain their sense of coherence (i.e. sense that life is comprehensible, manageable, and meaningful) and ability to function in the face of changes in themselves and their relationships with their environment.

— Aaron Antonovsky —

AZ QUOTES



The path from burnout to joy?





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

SENIOR LEADERS

Real Time

Measurement

Нарру

Healthy

Productive

People

Participative

Management

Physical &

Psychological

Safety

Meaning &

Purpose

Autonomy

& Control

Recognition

& Rewards

MANAGERS & CORE LEADERS

Wellness &

Resilience

Daily

Improvement

Camaraderie

& Teamwork

Real Time Measurement:

Contributing to regular feedback systems, radical candor in assessments

Wellness & Resilience:

Health and wellness selfcare, 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

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

Management:



Share visit note documentation and order entry with other members of the team
- KP

Staff training to de-escalate and respond to the potential for violence toward staff and other patients

- BIDMC

Peer Support training for those undergoing trauma from lawsuit, or medical error - BWH

Break the rules week where staff have permission to break rules in the pursuit of better patient care

- IHI Leadership
Alliance

Offer a regular course on listening & storytelling to leaders and managers
- Barry Wehmiller

"Collaboration hallways" to co-locate staff across professions

- University of Minnesota





New Mental Models Needed

Reshape Improvement Efforts and the Culture

Old Thinking

Salary and benefits are what really matters to staff.

It is up to HR to raise satisfaction.

Joy work means resilience training, wellness programs, and pizza parties

Staff satisfaction leads to lower turnover

New Mental Models

Staff want meaning, purpose, camaraderie, choice, and equity

It is the job of leaders to drive a joyful workforce

AND happier patients and greater productivity



Lessons Learned: Get Ready



- Prepare for "What Matters?" conversations
 - What if they ask for things I can't do?
 - How am I going to fix all of the things they identify?
- Assure leader capacity
 - Time and performance improvement skills
- Identify a senior leader champion
 - Aids when issues are identified beyond local scope
- Including all stakeholders (staff, physicians, and administration) at the beginning makes for an easier adoption of the projects



Lessons Learned: Language Matters

- Joy in Work may not resonate with everyone – find what works for your organization
- Make sure your word choice is aspirational enough to inspire action



Imperial College Healthcare

"The word 'joy' was a barrier but meaningful interactions was well accepted."



Lessons Learned: Measurement





How will we know when there's Joy in Work

- Gratitude appreciation
- Hope replaces hopelessness
- Awareness of abundance the availability of assets and necessary tools
- Deep satisfaction from serving others serve others be it in clinics, hospitals or community

(Derek Feeley, CEO/President, IHI)



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 remove impediments to joy, contribute to institutional learning by December 2019?
 - Reassessing opportunities for interventions at the system level
- Our commitment to disseminate learning:
 - IHI Joy in Work Whitepaper free download on <u>www.ihi.org</u>
 - Launch of Joy in Work learning network (15 organizations)



Thank You!

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