

Restoring Joy in Work & Preventing Burnout

Dr. Azhar Ali

 @docazharali

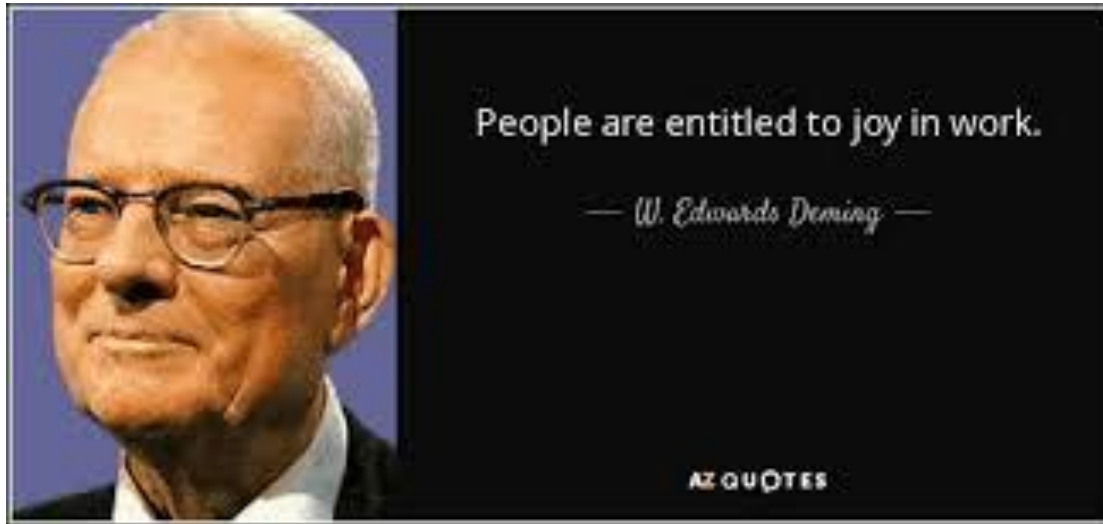


Beirut
August 31, 2019

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. Edwards Deming

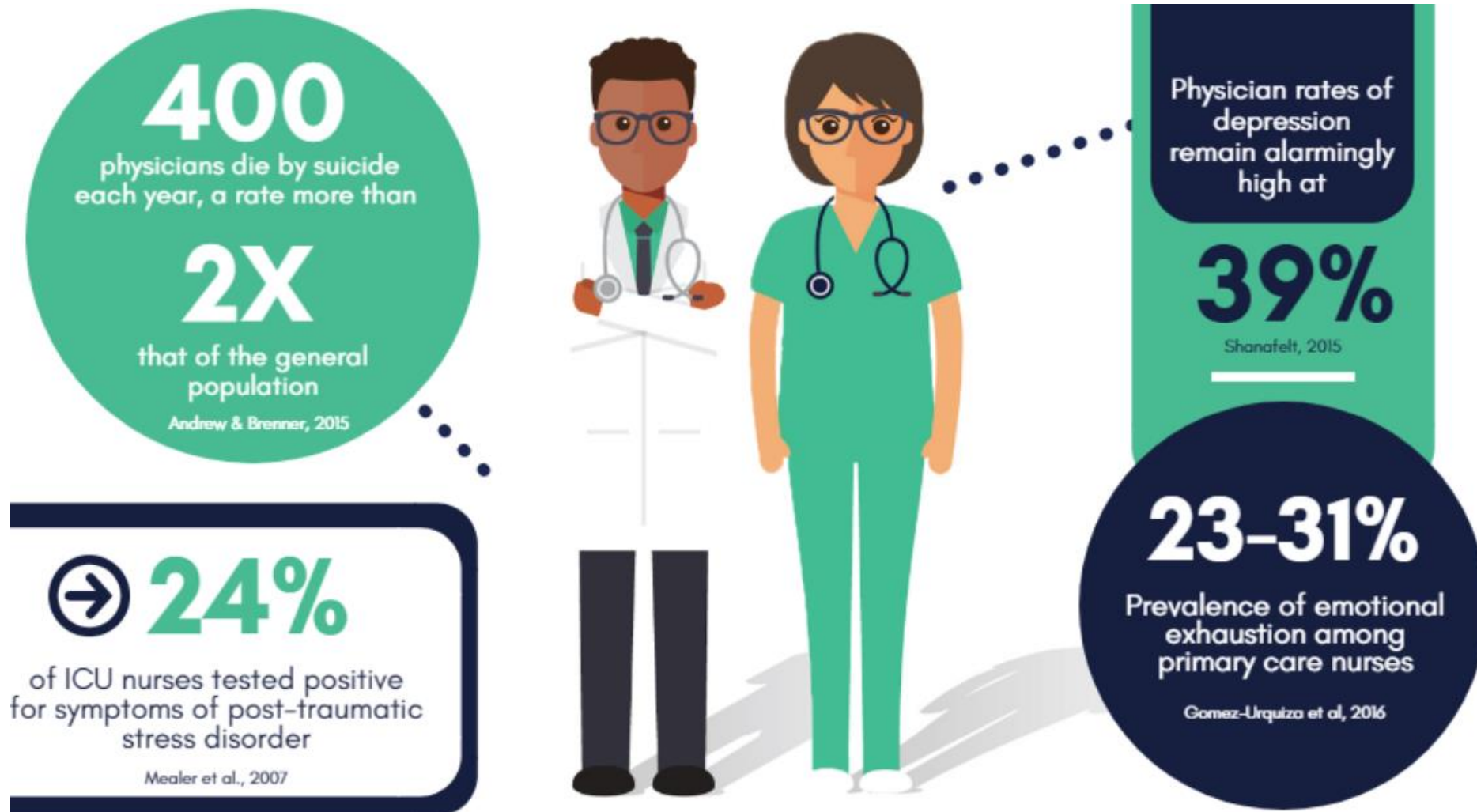
Welcome to IHI

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



The Burning Platform

5



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

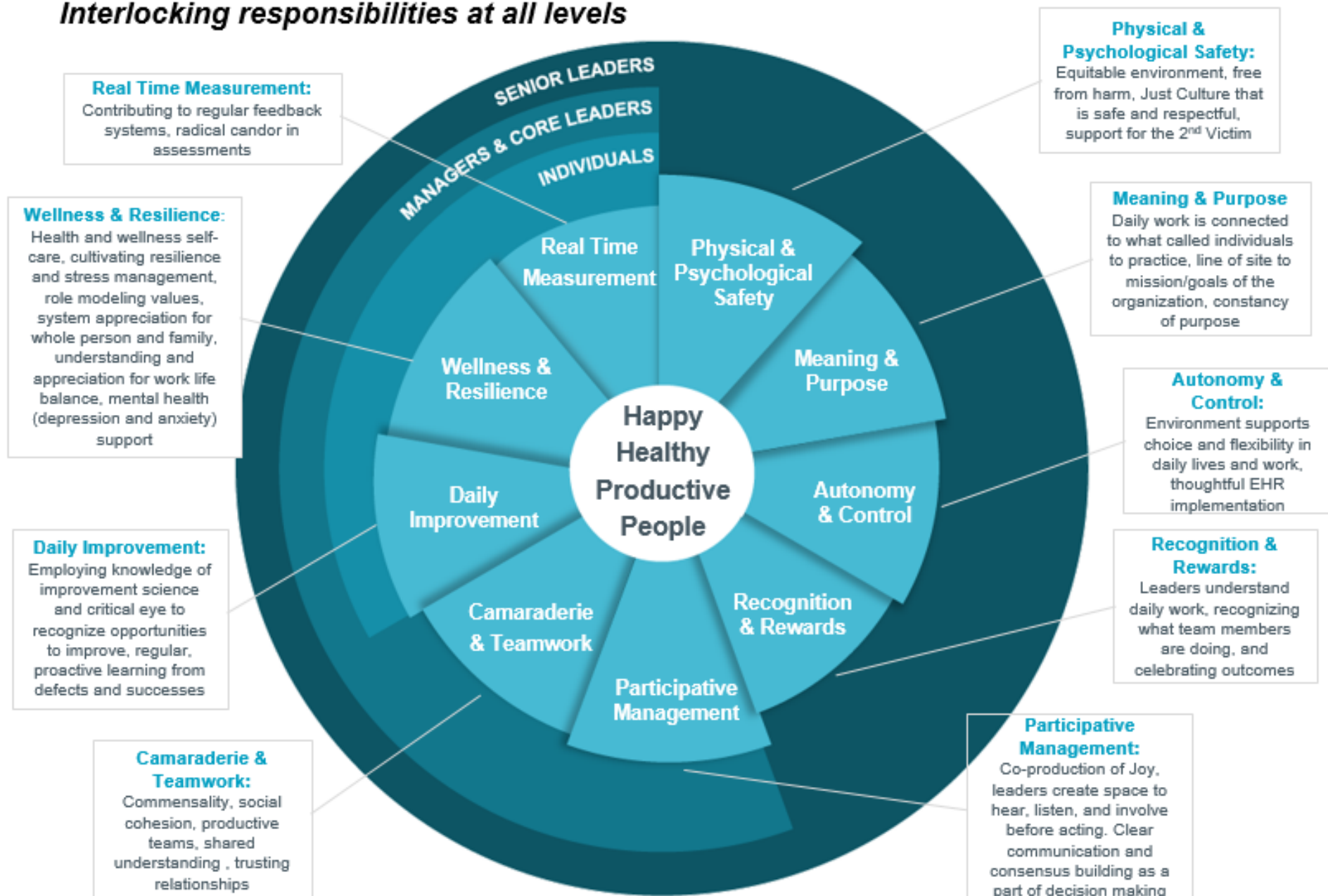
2. Identify unique impediments to *Joy in Work* in the local context

1. Ask staff “what matters to you?”



Critical Components for Ensuring a Joyful, Engaged Workforce

Interlocking responsibilities at all levels



***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***

***What other tests
of change should
we try?***



New Mental Models Needed

16

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

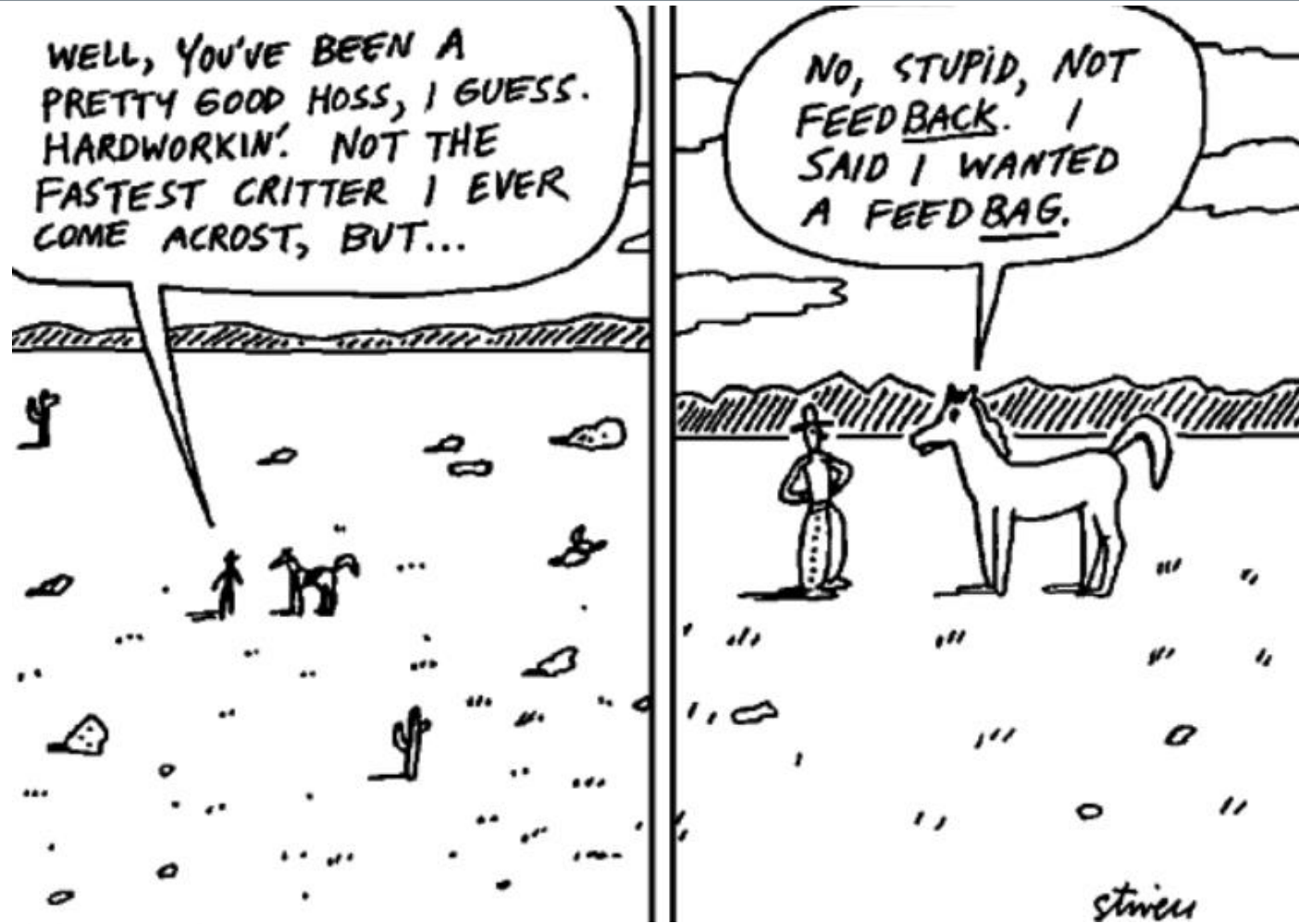
- *Joy in Work* may not resonate with everyone – find what works for your organization
- Make sure your word choice is aspirational enough to inspire action



Imperial College Healthcare **NHS**
NHS Trust

“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 www.ihj.org*
 - Launch of Joy in Work learning network (15 organizations)



Thank You!

Dr. Azhar Ali

Head of Middle East & Asia Pacific Regions

Institute for Healthcare Improvement

email: aali@ihi.org



@docazharali



Azhar Ali

