

Joy in Work



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slido

I have heard about Joy in Work (JiW) before

 Start presenting to display the poll results on this slide.

slido

My organisation uses/has used the joy in
work framework before

 Start presenting to display the poll results on this slide.

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Even in this time of crisis, I have found some joy/satisfaction in my daily work (1- strongly disagree, 10- strongly agree)

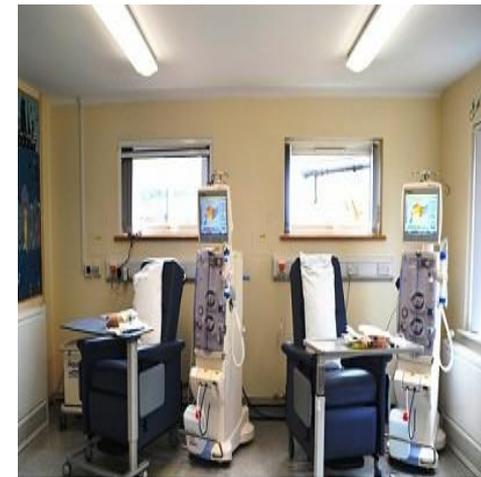
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In one word, what has brought you most joy
in work, over the last year?

 Start presenting to display the poll results on this slide.

Royal Free London: Royal Free, Barnet, Chase Farm Hospital and multiple satellite sites



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So why joy in work?

The science, the evidence, the right thing to do.

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

Physical & Psychological Safety:
Equitable environment, free from harm, Just Culture that is safe and respectful, support for the 2nd Victim

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

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

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

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

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

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



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?”



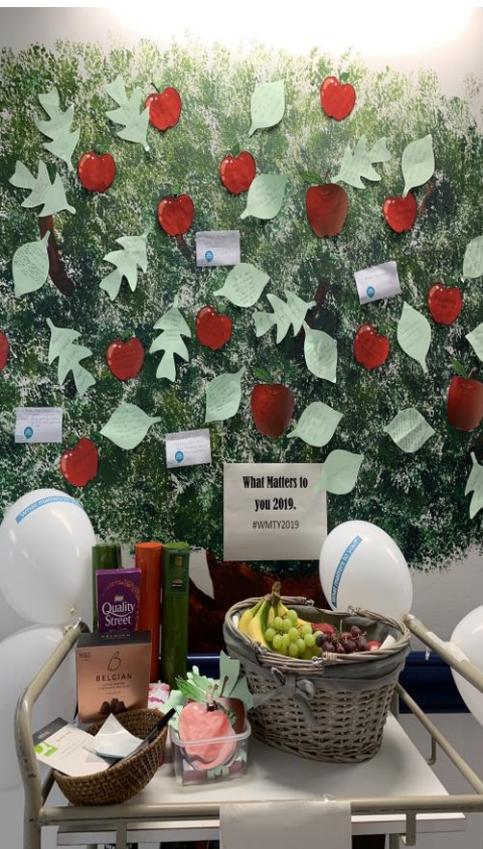
Why a Joy in Work Collaborative?

- To test and apply the model for improvement on one priority topic
- Wellness a growing priority.
- To enable staff to identify solutions to:
 - Health and wellbeing
 - Bullying and harassment
 - Equality, diversity and inclusion
- Follow and build on the enthusiasm
 - ICU Project & WMTY day

What Matters to You Days



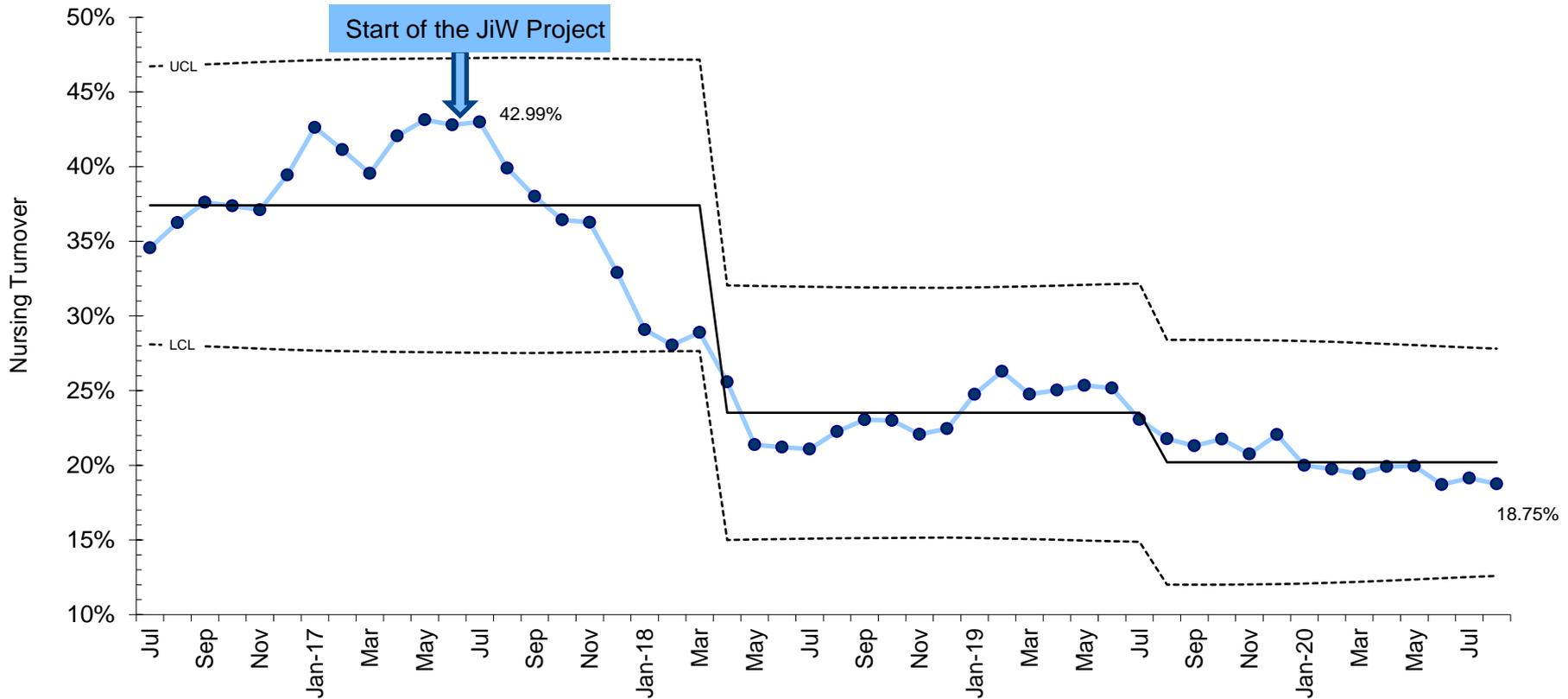
NHS
Royal Free London
NHS Foundation Trust



NHS
Royal Free London
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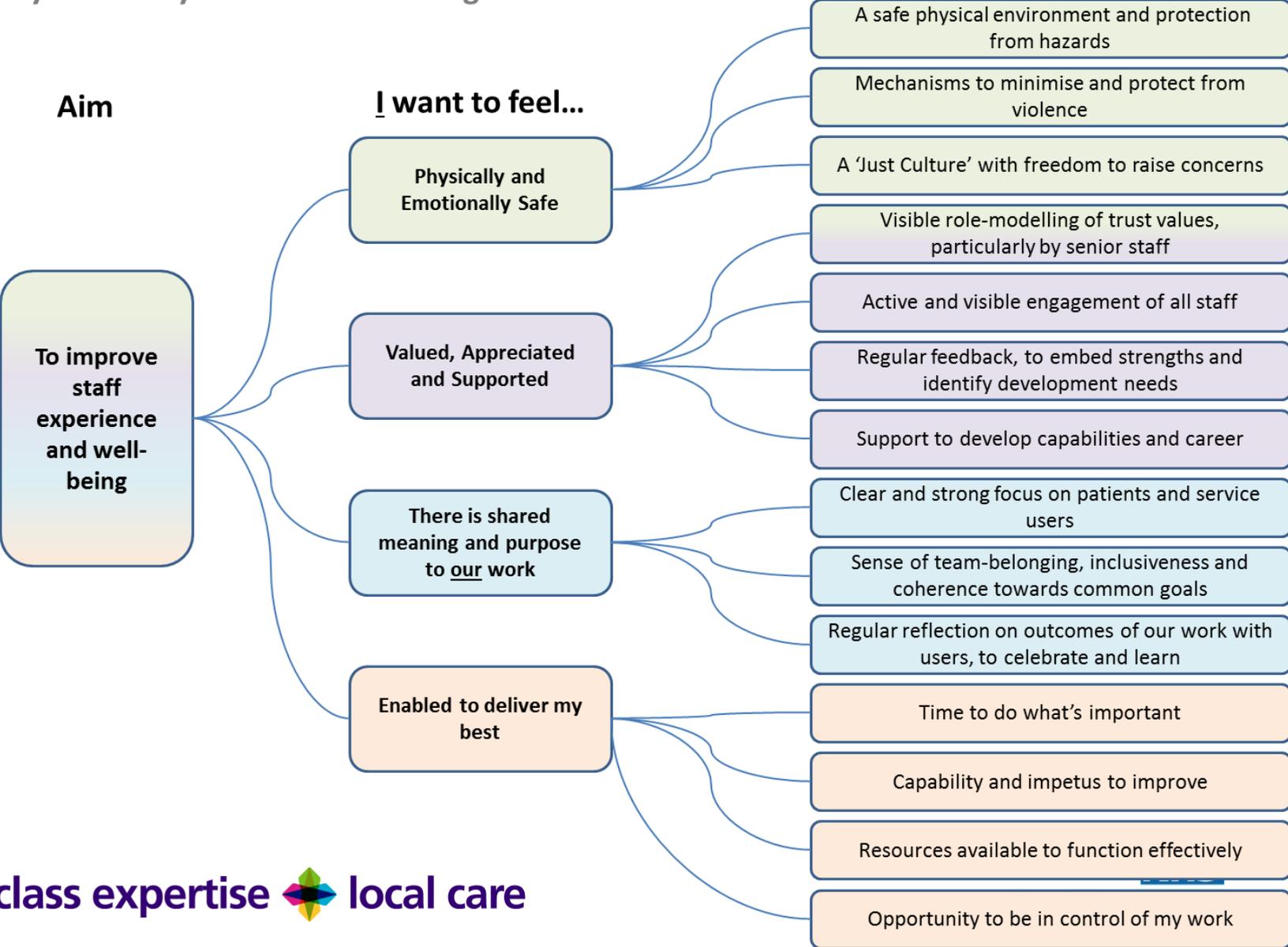
thesephotoshoots.co.uk

ICU Nursing Turnover at the Royal Free and Barnet Hospital in London



RFL approach: Building our content theory

Royal Free Joy-in-Work Driver Diagram



Measurement strategy

Adapted Gallup-12 survey

The good day measure:

Have you had a good day at work today?

Mostly

Mostly

Yes

No

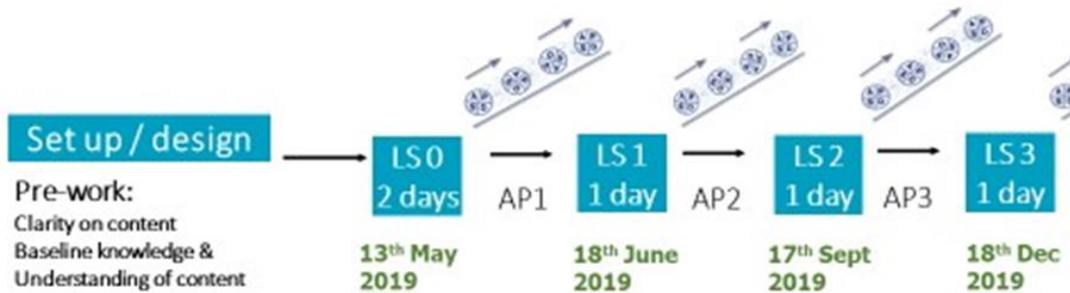


	Yes	No	Please give a reason
Do you know what is expected of you at work?			
Do you have the materials and equipment to do your work right?			
At work, do you have the opportunity to do what you do best every day?			
In the last seven days, have you received recognition or praise for doing good work?			
Does your supervisor, or someone at work, seem to care about you as a person?			
Is there someone at work who encourages your development?			
At work, do your opinions seem to count?			
Does the mission/purpose of your organisation make you feel your job is important?			
Are your associates (fellow employees) committed to doing quality work?			
Do you have a close friend at work?			
In the last six months, has someone at work talked to you about your progress?			
In the last year, have you had opportunities to learn and grow?			

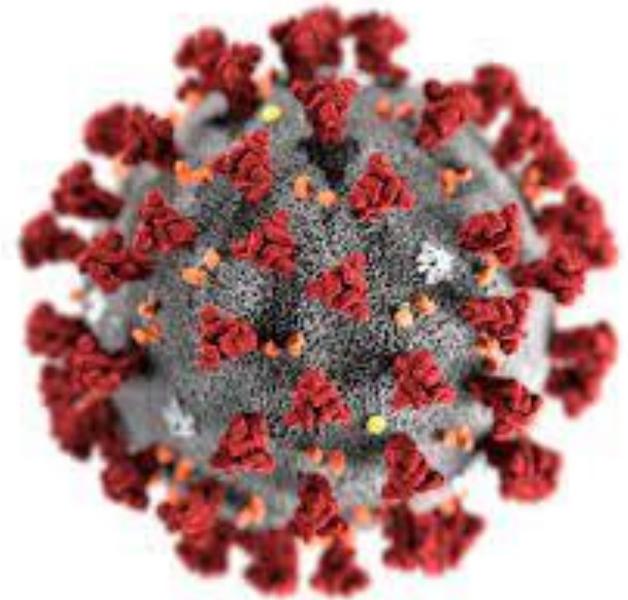
The RFL Approach – A Joyful Collaborative

Joy in Work at Royal Free

Model for Improvement
 What are we trying to accomplish?
 How will we know when we're there?



- Theory for Change
Identification of data
And measurement
- Recruitment of cross site teams
for participation
Invitations for leaders managers and
Practice teams
- Design LS0 agenda / content



LS = Learning Session meeting

AP = Action Period testing and learning

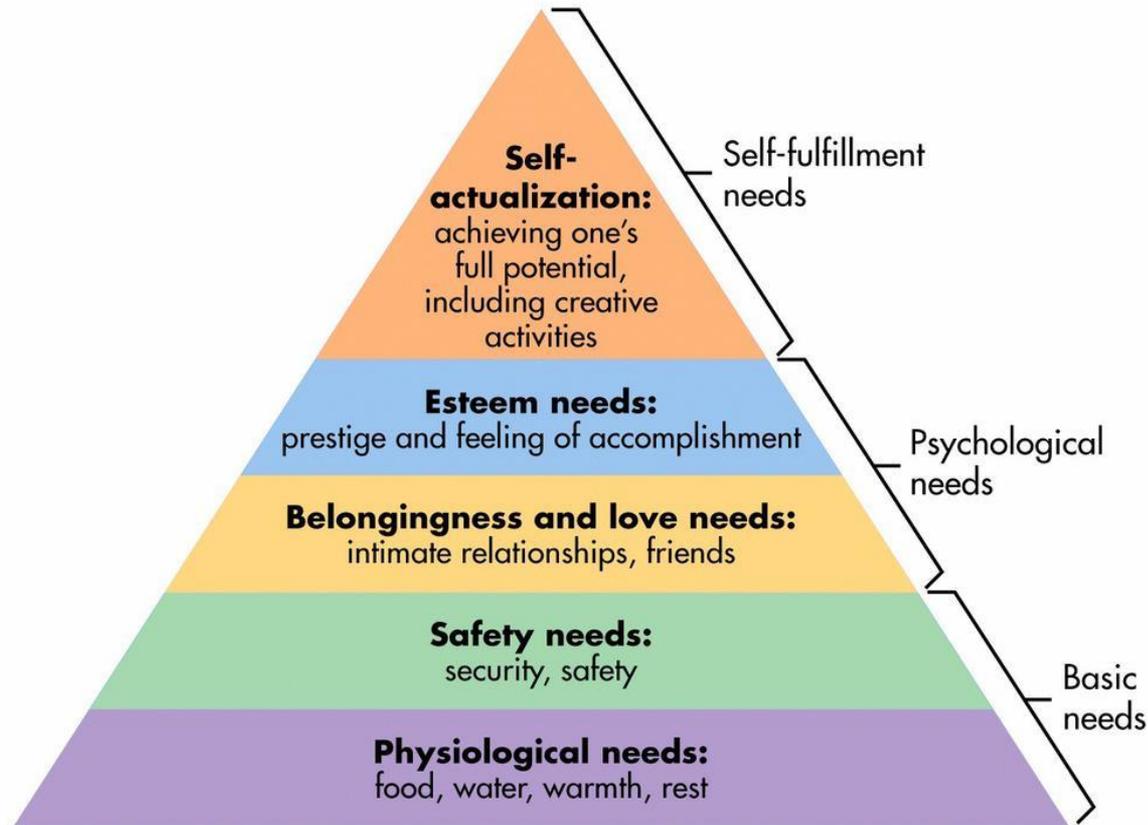


What have We

LEARNED?

so far...

No matter where you work. What matters is universal



This isn't just 'soft stuff'.

Staff development



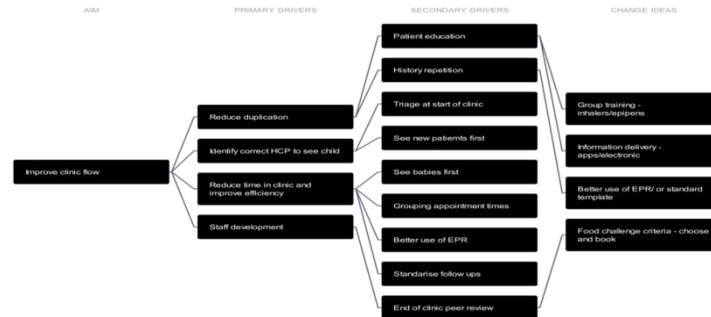
Recruitment, retention and staffing models



Patient Safety



Patient Experience and Efficiency



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But the 'soft stuff' matters.



FAB meetings Feedback and Biscuits

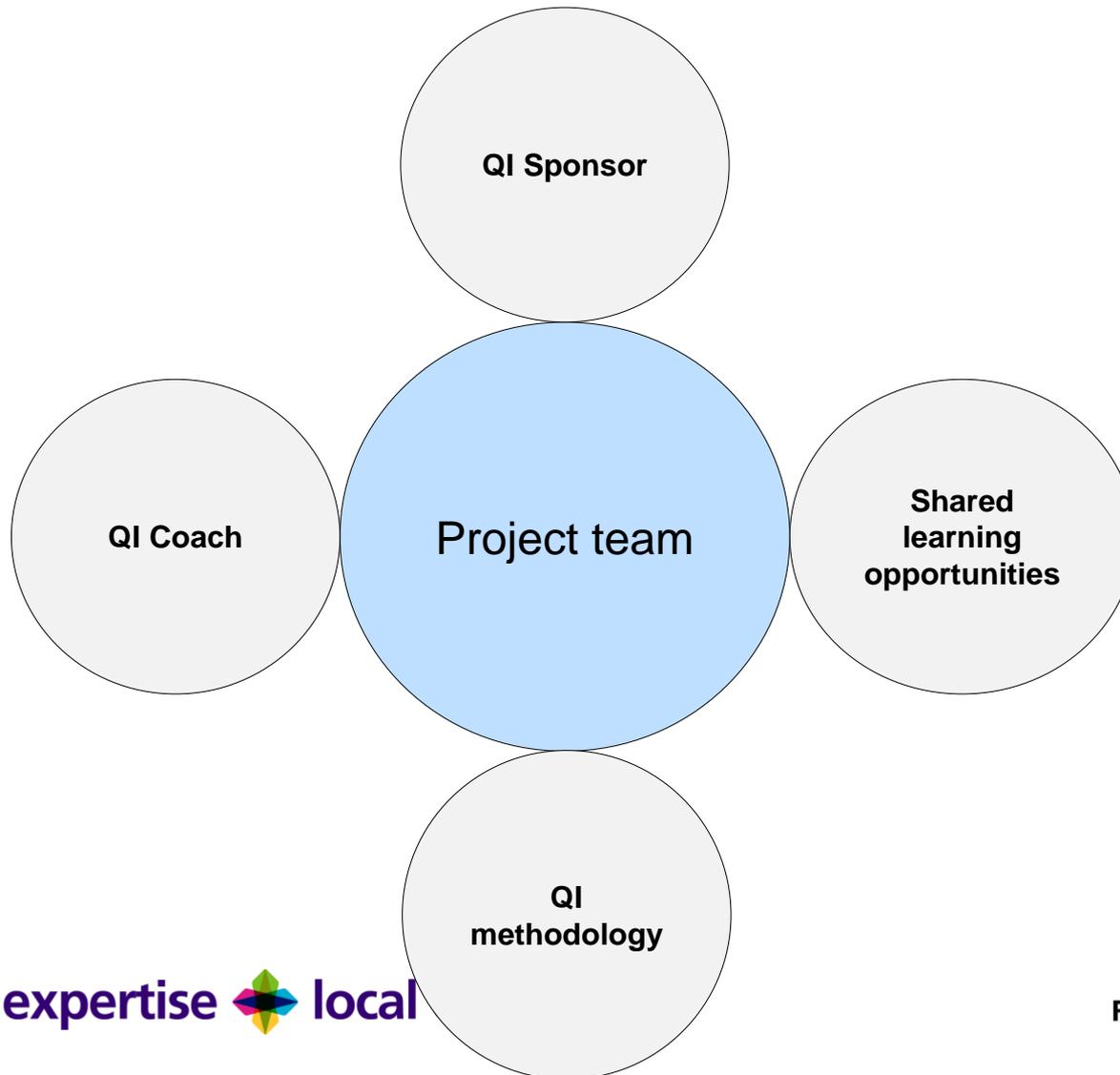


Value and
appreciation



Team
camaraderie

Support structures for improvement make a big impact



The most impactful change?

**Strong
leadership**

**Authentic
belief**

**Permission
to focus on
joy**

What do our teams say?

“Thank you for making staff engagement a priority”

“Joy in work is a great way to improve team spirit”

“Joy in work is a great way to improve the patient experience”

“I knew things weren't great but I didn't know how bad they were until we started this. JiW has given our team motivation and enthusiasm back”

“Keep spreading the Joy in Work”

“The Joy in work project has given me back my joy in work”



Joy in Work QI Project

Barnet Emergency Department



JiW Wheel - Areas of Focus



- Wellness and resilience
- Meaning and Purpose
- Choice and autonomy
- Recognition and rewards

Good day measure

have a good day at work



Staff Wellbeing Survey – Barnet ED

For each question, place a tick in the column that most applies.]

Please circle your role: Nurse/EDA, Doctor, Admin, Porter, Domestics

Questions	Disagree	Agree
There were adequate staff on shift today		
I managed to take a lunch break today		
There was good flow within the department		
I feel my team cared about me today		
I had a meaningful conversation with a colleague		
There was someone available to help when I needed it		
I received recognition/praise where it was due		
I feel like I have made a difference today		
When working my last shift, I left on time		
Overall I have had a good day at work today		

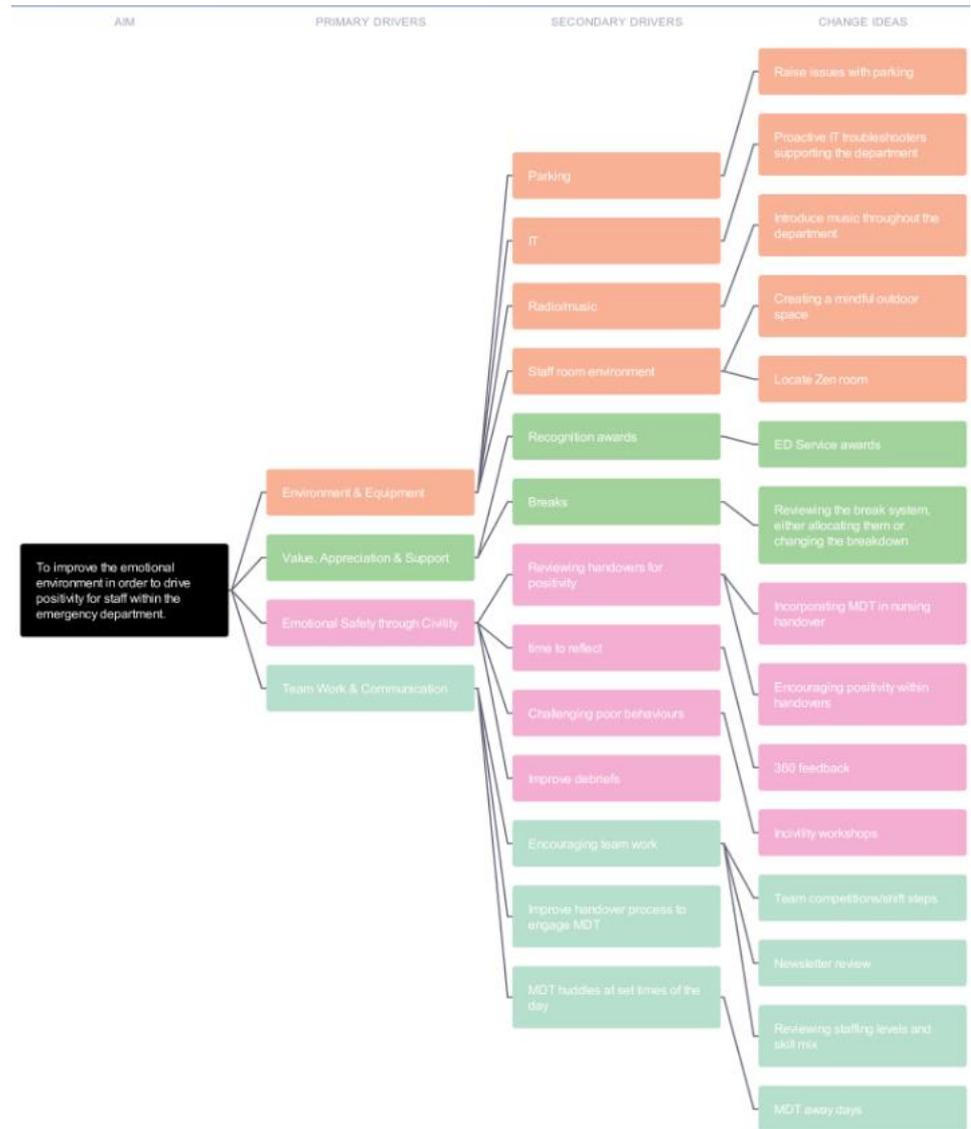
Have you had a good day at work today?

Attention nurses, student nurses, EDAs, TNAs, HCAs, admin staff, doctors, housekeepers and Medirest staff! As part of the Joy in Work project, we are trying to find ways to improve ALL of our happiness during our working day. Please let us know how you are feeling after today's shift. Please remember it is MOSTLY yes or MOSTLY no. A simple tally in either box will be enough.

Thank you for your co-operation.

	Mostly YES 😊	Mostly NO ☹️
Mon 29/7/19 DAY SHIFT		
Mon 29/7/19 NIGHT SHIFT		
Tues 30/7/19 DAY SHIFT		
Tues 30/7/19 NIGHT SHIFT		
Weds 31/7/19 DAY SHIFT		
Weds 31/7/19 NIGHT SHIFT		
Thurs 1/8/19 DAY SHIFT		
Thurs 1/8/19 NIGHT SHIFT		
Fri 2/8/19 DAY SHIFT		
Fri 2/8/19 NIGHT SHIFT		
Sat 3/8/19 DAY SHIFT		
Sat 3/8/19 NIGHT SHIFT		
Sun 4/8/19 DAY SHIFT		
Sun 4/8/19 NIGHT SHIFT		

“To improve the number of good days staff have at work, from 52% to 85%, in order to drive positivity for staff in the Emergency Department, by September 2020.”



Choice and autonomy

Do people feel like they have some choice in how they execute their daily responsibilities?

- Allow staff to carry out self rostering

Do they have voice in the way things are done in daily work?

- What matters to you

Are they a part of decisions on processes, changes, and improvements that affect them?

- Created a noticeboard in the staff room with change ideas, allowing staff to vote on their favourite change idea to be tested next

Do they have information to make informed contributions to choices in their work?

- Invite all members of the team to the QI meetings and post updates on noticeboard for those who can't attend



Wellness and resilience



The organisation demonstrates that it values health and wellness of all employees. This goes beyond workplace safety to cultivating personal resilience and stress management; utilising practices to amplify feelings of gratitude; understanding and providing mental health (depression and anxiety) support.



Meaning and Purpose





Improvement **M**aST **P**rojects **A**ppraisals **C**ommunication **T**alent seeking

9am – 12pm - Mandatory and Statutory training (in library)

You should be 100% compliant before your appraisal. All classroom dates booked

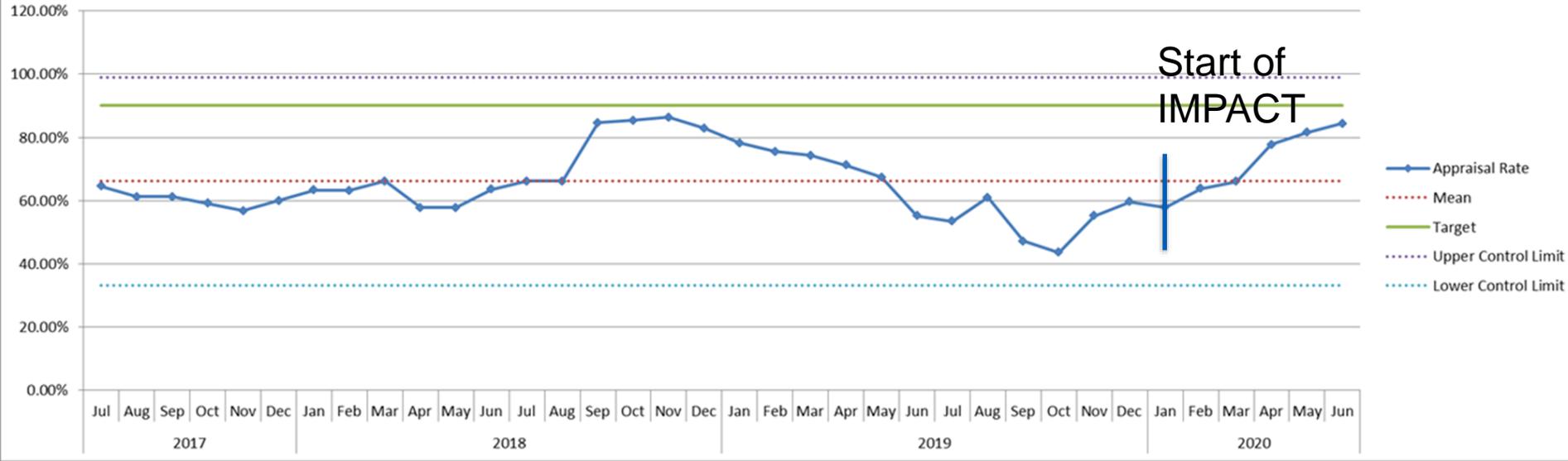
Lunch Break

Afternoon – Appraisals with line manager

Meeting Practice Development team for career developments/courses

Take up projects/become a link nurse |

Appraisal Rate %



Feedback from IMPACT day

87% of staff said they found the IMPACT day helpful and felt more valued.

Feedback included:

“I enjoyed my time with the CPE’s and really feel as though the department wants to invest in me”

“I didn’t have enough time to complete my MaST and appraisals”

“Very helpful! Looking forward to more in the future”

“I enjoyed the day to complete my training and set goals for the next year”

“There wasn’t enough time in the day”

“Really useful and helpful. Strongly encourage to have more when available”

Recognition and rewards

Effective leaders understand daily work, regularly provide meaningful recognition of colleagues' contribution to purpose, and celebrate outcomes.

Staff are asked what is most meaningful to them, and how the team could show gratitude towards them.



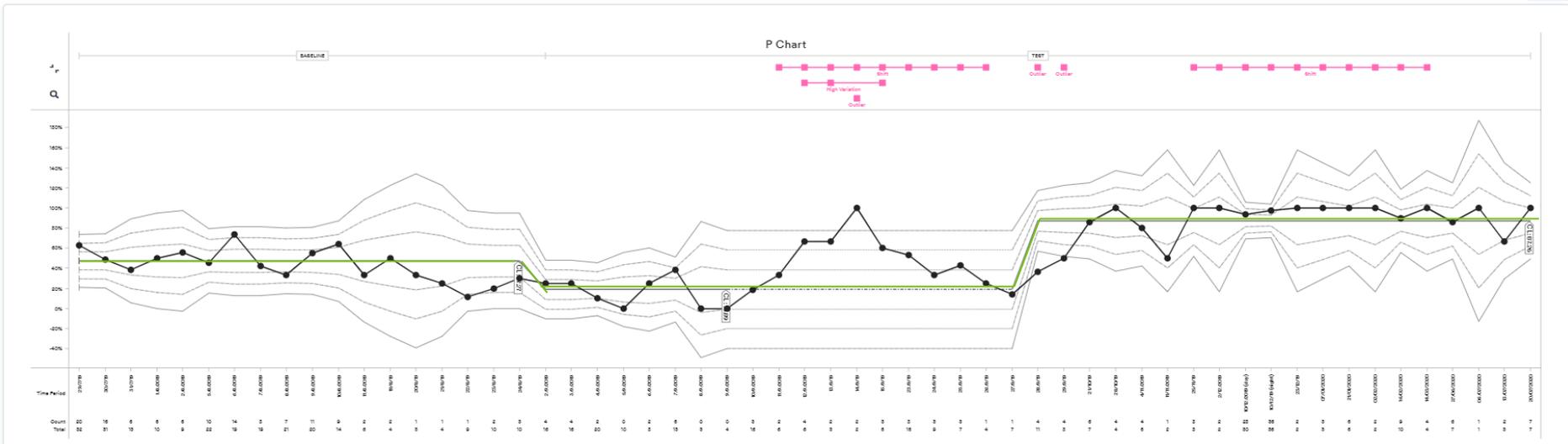
Good day data

P Chart – Good day at work- 'Mostly Yes' (All A&E Aggregated P Chart)

Actions ↓

Chart

Edit ↗



Impact of Joy in Work collaborative

2019/20



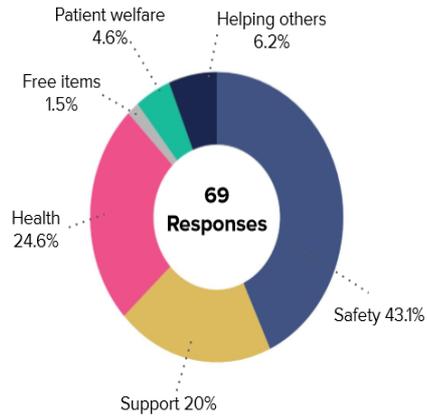
12 teams took part



Is Joy in Work Still Relevant?

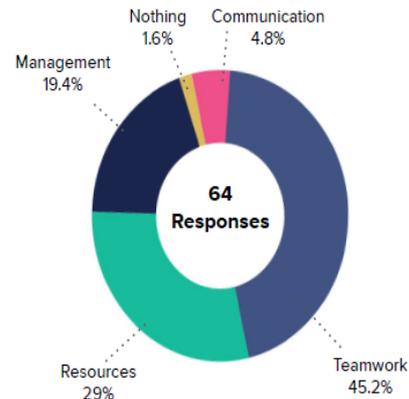


What matters to you right now?



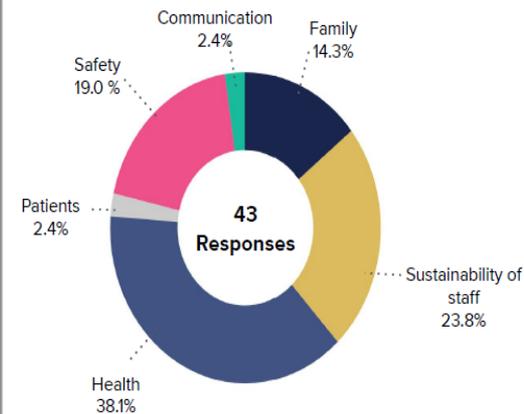
Preventing a further outbreak of Covid-19
Team morale Making a difference
Keeping everyone safe Family & Friends
PPE Mental health
 Ensuring patients still receive their care
 Getting rest

What is working well right now?



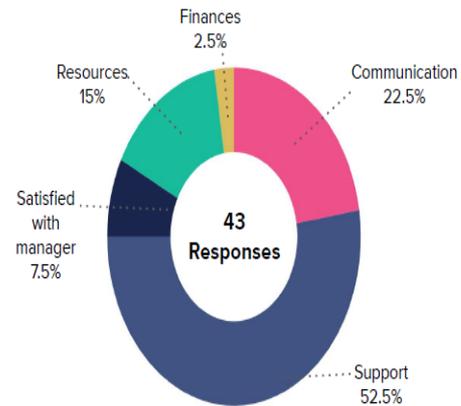
The constant supply of food and PPE
 Resting on days off
Support from RFH Working Together
 Team spirit Taking Covid-19 seriously
 Improving clinical areas
 Compassion
 Resilience

What are your biggest worries now?



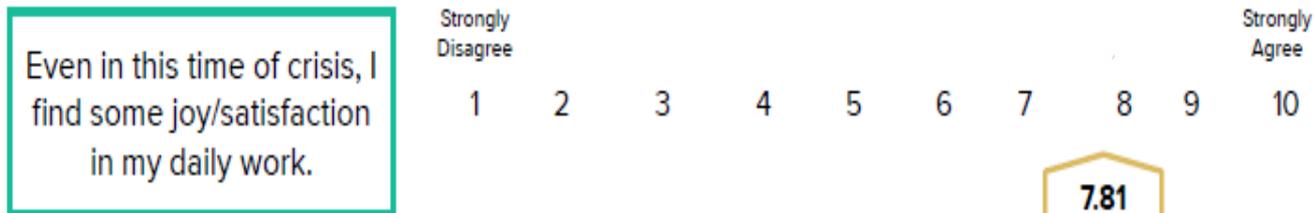
Passing the virus on to my family
 How long will this continue?
Getting Covid-19 Staff Burnout
 Lack of communication
 Not having time to rest
 Stress
 Vulnerable patients
 Lapses in PPE

How can your line manager/colleagues/exec team best support you?



Provide updated information
 Support each other
Work as a team Balance the team
 Keep protected clothing available
 Talk to us!
 Being caring
 More money
 By being in the clinic

Early: What Matters to you Survey

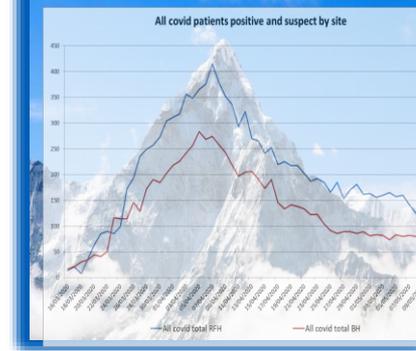


JiW Wheel - Areas of Focus



- Physical and Psychological safety
- Meaning and Purpose
- Autonomy and Control
- Camaraderie and Teamwork

Meaning and Purpose



Common Goal, Common Enemy, Common priority

Great patient need

Culture of testing improvement ideas

Promote self care and keep saying 'thank you'

Physical and Psychological Safety



Communicate the Facts

- By the experts
- Keep it up to date



Provide Different Types of Support

- Meet different needs
- Staff feel valued and cared for
- Ask what matters to them



Safety as a priority for staff as well as patients

- Protect staff and their families
- Not just those in the building

Hampstead Gown Factory



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world class expertise  local care


Royal Free London
NHS Foundation Trust

Autonomy and Control



Given
freedom and
trust

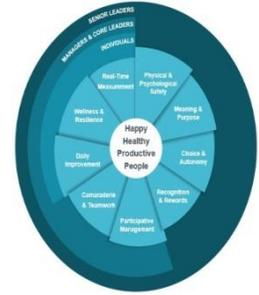
‘Breaking
the Rules’

Flattening of
hierarchy

Being more
imaginative



Camaraderie and Teamwork



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NHS Foundation Trust

Project Wingman



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Celebrating and Thanking Nurses



<https://www.dropbox.com/s/08s50p4y3dp1hb9/RFL%20Nurses%20and%20Midwives%20singalong%20only.mp4?dl=0>

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Virtual Visiting Team- 2nd Surge



Aim 1

• For 70% of wards to be covered by Virtual Visiting Team each weekday by 1st Feb 2021

Aim 2

• For staff to have a positive experience of being redeployed, and to feel part of a team with access to induction, support, training and a debrief sessions

Daily check in
8.30 - 9am on
MS Teams

Virtual
Induction via
MS Teams

Recruiting
Volunteers

IT link
contact

Handover
Sheets

Dedicated
admin
support

Training

Daily /
weekly team
update email

Buddy system
for new
starters

HR link

Debrief
Sessions

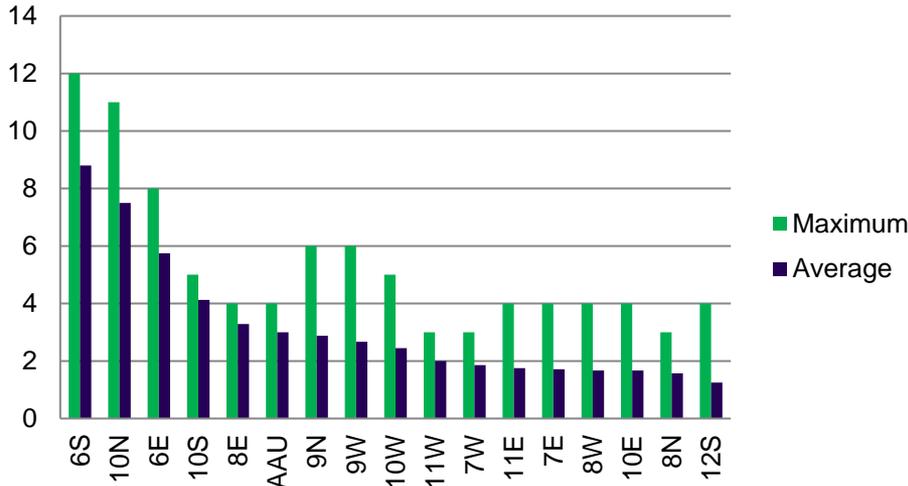
Scrub store

Future

More volunteers trained in VV role
(7 currently)

Volunteers ward support role being developed
to include VV

Patient Property Management



Redeployed Staff Feedback – 2nd Surge

I am very grateful to have been part of the team. I will take this valuable experience with me for years to come, I only wish I was able to do it for longer.

Just wanted to say a quick thank you to everyone for all your help and guidance. It was such an amazing and rewarding experience and I will definitely miss it.

It's been short but sweet for me, everyone has been so friendly, welcoming and helpful. It's been a great experience and I've met some wonderful people.

Thank you for letting us be a part of this team, its been incredibly rewarding and a privilege to be a virtual visitor.

This has been such an amazing thing to do over the past couple of months – thank you so much for having me.

I hope that everyone who has been redeployed into different roles will have learnt as much as I have.

Feedback from the Virtual Visiting team about the role



Joy in Work during redeployment

COVID-19 vaccine clinic
Barnet Hospital



JiW framework

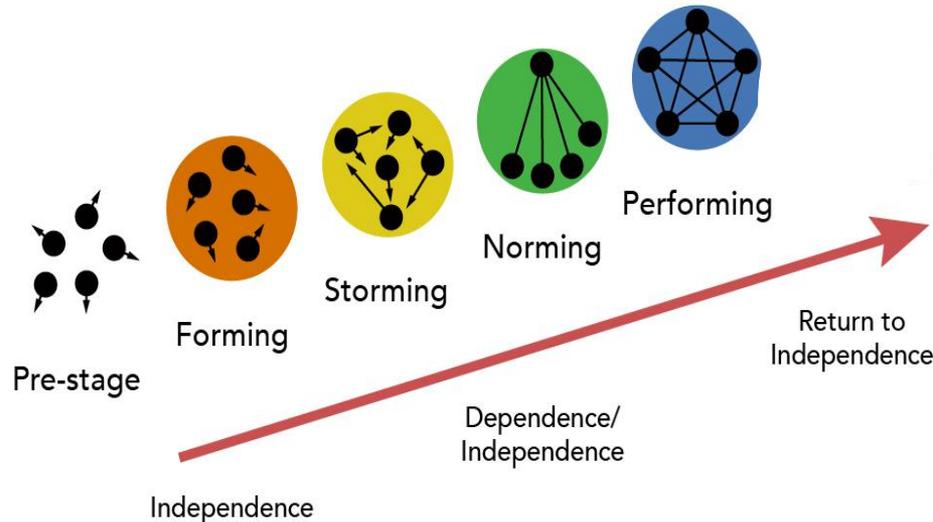


- Camaraderie and teamwork
- Meaning and Purpose
- Daily improvement
- Recognition and rewards

Camaraderie and teamwork



You could all teach the hospital a thing or 2 about how a team is led / managed / organised. I will miss you guys from the bottom of my heart + this card isn't big enough for the gratitude. Thank you for treating me like a celebrity.



Meaning & Purpose and Daily Improvement

10,288 vaccines administered

incredible vaccine team!
 Never did I think that during redeployment I would quite want to jump out of bed in the morning + rush to work!
 From all the positivity encouragement + bloody team spirit

We Have Vaccinated -

W/c Mon 4/01 115	Mon 11/01 120	Mon 18/1 120	Mon 25/1 126	Mon 8/2 132
Tues 5/01 262	Tues 12/01 264	Tues 19/1 264	Tues 26/1 276	Tue 9/2 264
Wed 6/01 275	Wed 13/01 264	Wed 20/1 264	Wed 27/1 228	Wed 10/2 257
Thurs 7/01 240	Thurs 14/01 264	Thurs 21/1 258	Thurs 28/1 270	Thurs 11/2 264
Fri 8/01 246	Fri 15/01 255	Fri 22/1 258	Fri 29/1 270	Fri 12/2 246
Total 1138	1170	1164	1170	1169

Our compliments and comments

"Massive thank you to all involved with giving vaccinations at Barnet Hospital, I had mine this morning, the process was very efficient and everyone was so kind and professional!"

Thank you very much for all that you have done - it's appreciated by everyone!
Adam O.K

A big well done to Barnet Hospital for the roll out of the vaccine - over the moon after receiving my first dose of the Covid vaccine today.
At every stage of the journey, from being welcomed, the form filling, to consent, receiving the jab and recovery, I met highly enthusiastic, respectful, reassuring and welcoming staff.
Very proud to call myself an employee in an organisation that is living and breathing the core values
Zaheer M

"thank you to all the staff working in the vaccination clinic here at Barnet. I have had my first jab and the clinic was well managed and flowed well at every point."

Thank you to the Barnet vaccination team for welcoming me into their team
Sam H

"Just had my covid vaccine @barnet vaccination centre and it was efficient, well organised and well run! Thank you!"



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Recognition and rewards



IHI Framework for Joy in Work

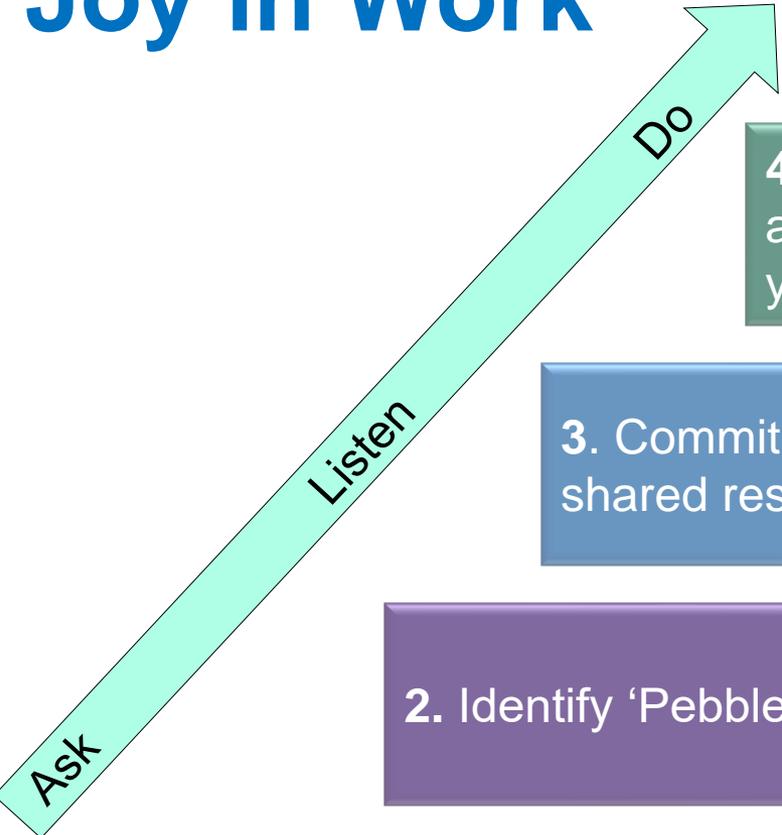
Outcome:
↑ Patient experience
↑ Organizational performance
↓ Staff burnout

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 'Pebbles in your Shoes'

1. Ask staff "what matters to you?"





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