Listen-Sort-Empower-Improve

Megan Call, PhD
Resiliency Center

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“I SHOULD DO A SURVEY!”

many AVAILABLE DATA SOURCES

- Better U Survey: 10/16 – 10/27
- U of U Health Affiliate Surveys
- Patient Experience
- Patient Safety
- EHR & Digital Tracking
- Other Resources
- Previous Surveys

Credit: Jen Rosio, University of Utah Health

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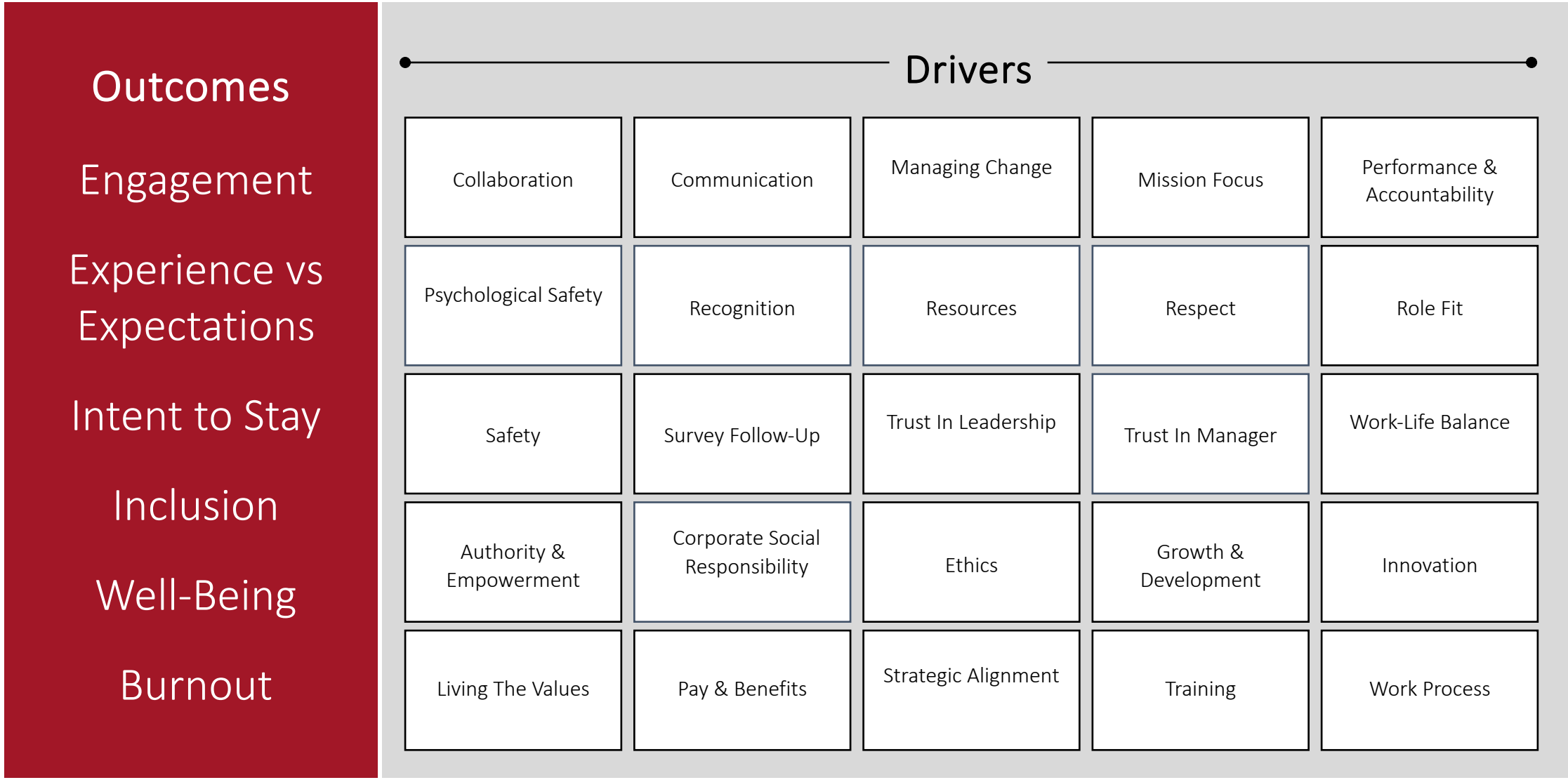
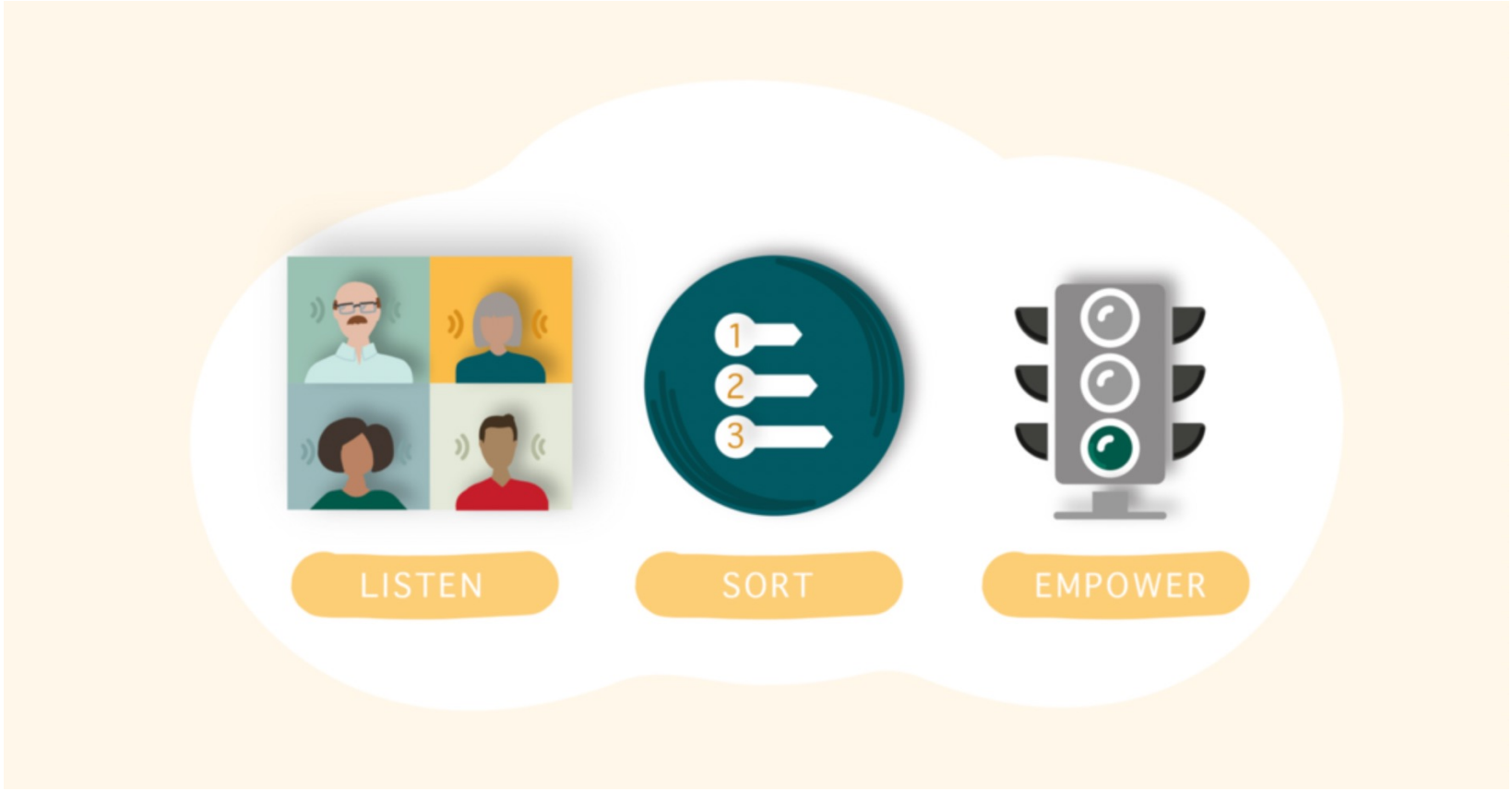

Outcomes
Engagement
Experience vs Expectations
Intent to Stay
Inclusion
Well-Being
Burnout
Drivers
Collaboration
Communication
Managing Change
Mission Focus
Performance & Accountability
Psychological Safety
Recognition
Resources
Respect
Role Fit
Safety
Survey Follow-Up
Trust In Leadership
Trust In Manager
Work-Life Balance
Authority & Empowerment
Corporate Social Responsibility
Ethics
Growth & Development
Innovation
Living The Values
Pay & Benefits
Strategic Alignment
Training
Work Process

Act within Locus of control

LISTEN-SORT-EMPOWER



Adapted from Steve Swensen, MD, & AMA: https://edhub.ama-assn.org/steps-forward/module/2767765

LISTEN: APPRECIATIVE INQUIRY

Sample Questions

1. What works well in your workday?
2. What is most meaningful to you at work?
3. How could we make more days work well and be filled with meaning?
4. What frustrates you at work?
5. What are the inefficiencies in your day-to-day work?
6. What else could be improved?
7. If you could work on one thing under your control to make your life better in three months, what would it be?
8. What saps meaning from your work?
9. What should we stop doing?

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This will generate Local Opportunities for Improvement (LOFI).

SORT: PART 1 – WHO HAS CONTROL

Yours: Local control to remedy

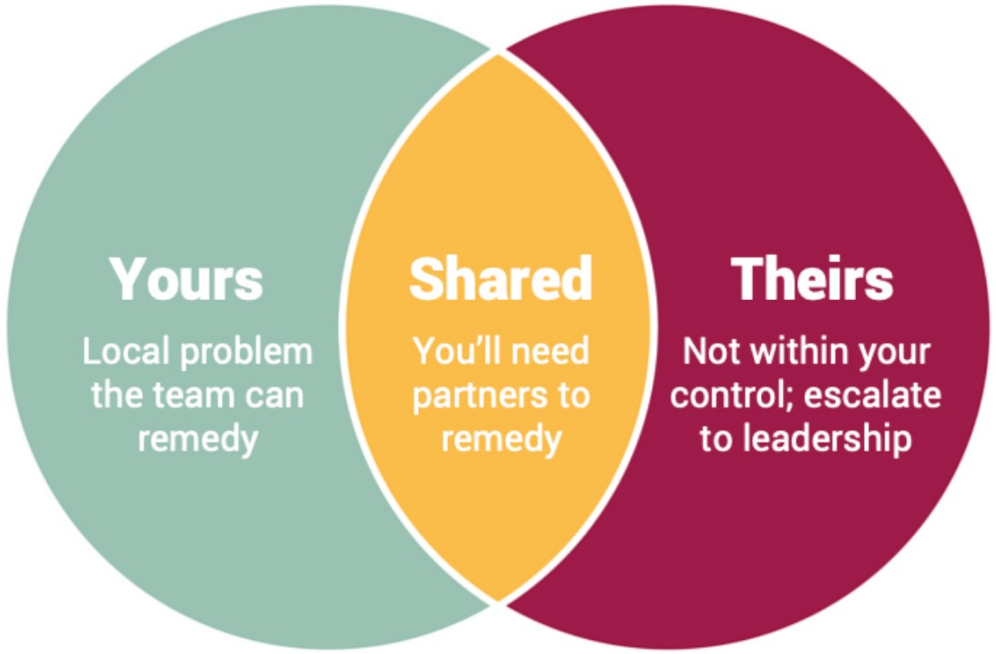
- These are LOFI that your team has authority to address.
- Advance these to Part 2.

Shared: Shared control to remedy

- These are LOFI that require partnerships with other leaders or work units to remedy.
- Actions should be temporarily postponed.

Theirs: No local control to remedy

- Escalate these LOFI to the next level of leadership that you do not have control over.
- Leadership must commit to feedback regarding their plans for these LOFI in a timely manner.



Adapted from Swensen, AMA 2020 (Figure 3).

SORT: PART 2 - ASSESS FEASIBILITY & IMPACT

Adapted from Swensen, AMA 2020 (Figure 4).

SORT: PART 3 – CREATE A RANK ORDER LIST

Rank order list of priority 1 & 2 LOFIs

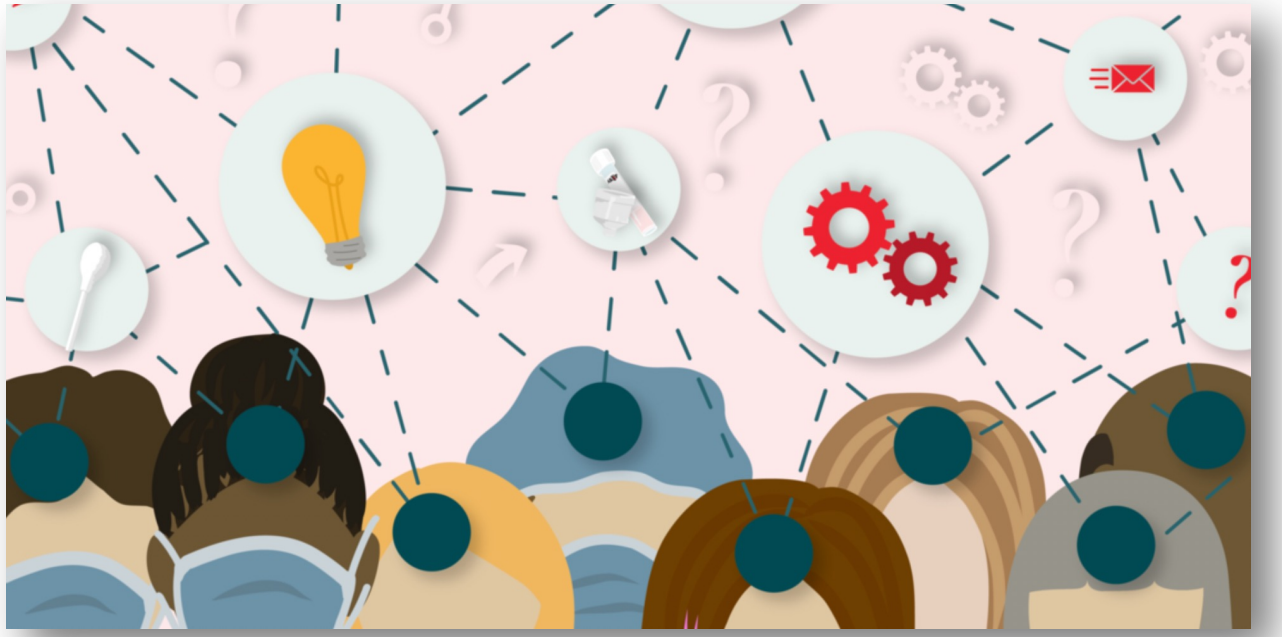
Take into consideration:

- Preferences
- Cultural readiness
- Difficulty
- Estimated time to complete

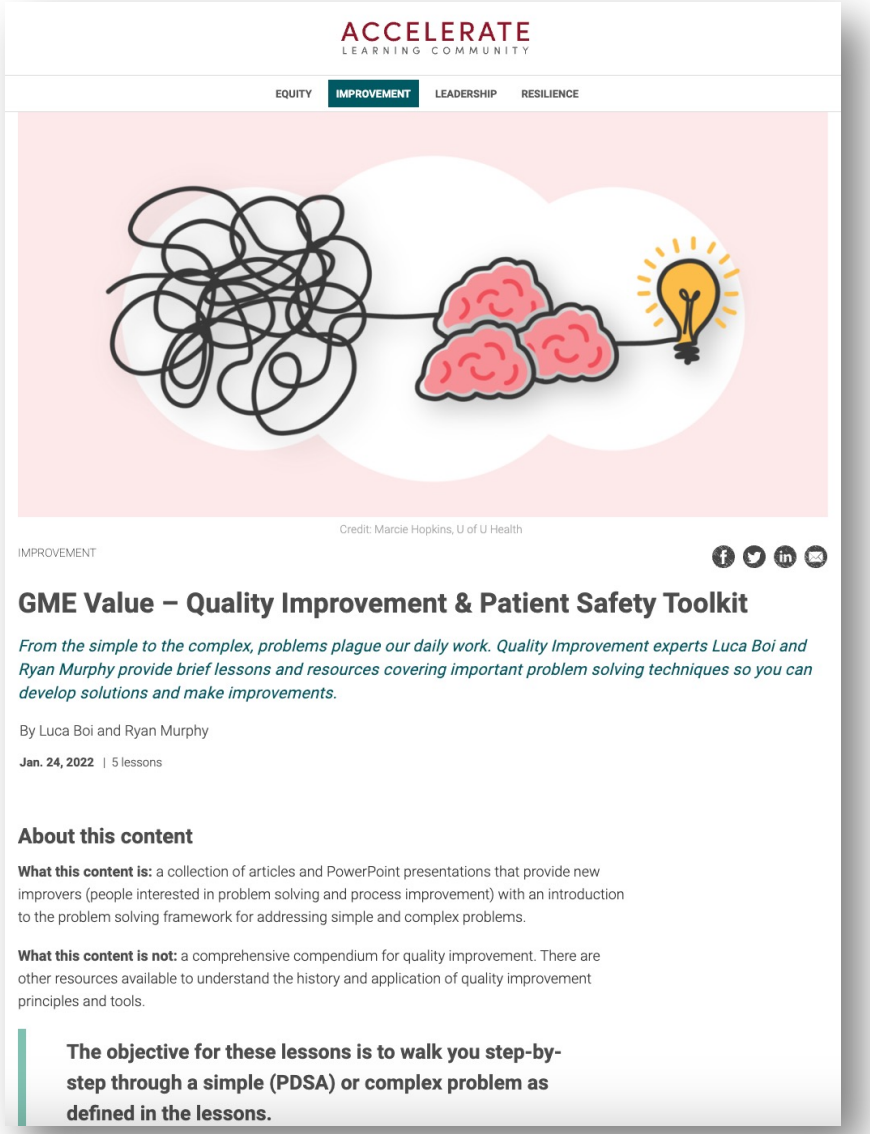
Adapted from Swensen, AMA 2020 (Figure 4).

EMPOWER: THE TEAM

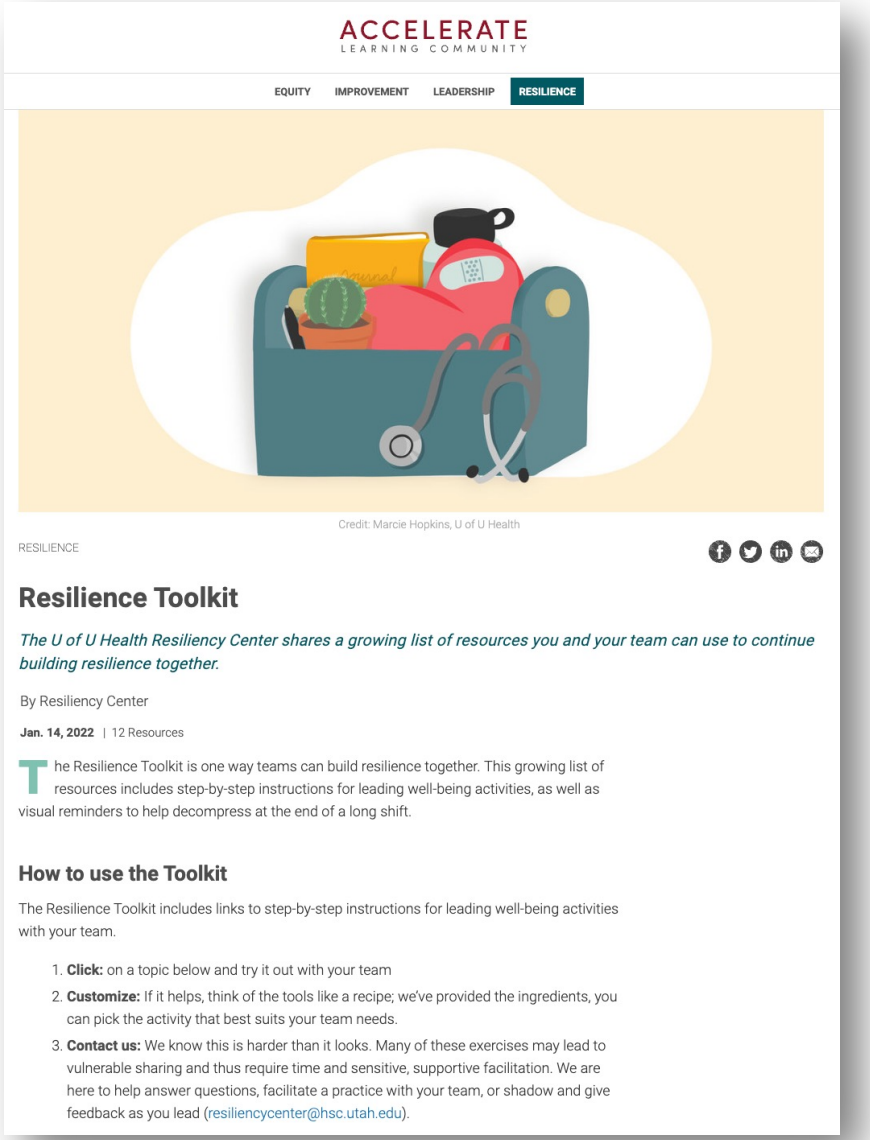
- Done together
- Collaboration for improvement
- Team finds the solution
  - Just do it
  - Plan Do Study Act (PDSA)
  - Complex problem solving
- Conduct a pilot
- Evaluate
- Refine as needed
- Communicate results
- Recognize & celebrate



Toolkits Abound on Accelerate



https://accelerate.uofuhealth.utah.edu/improvement/gme-value-quality-improvement-patient-safety-toolkit

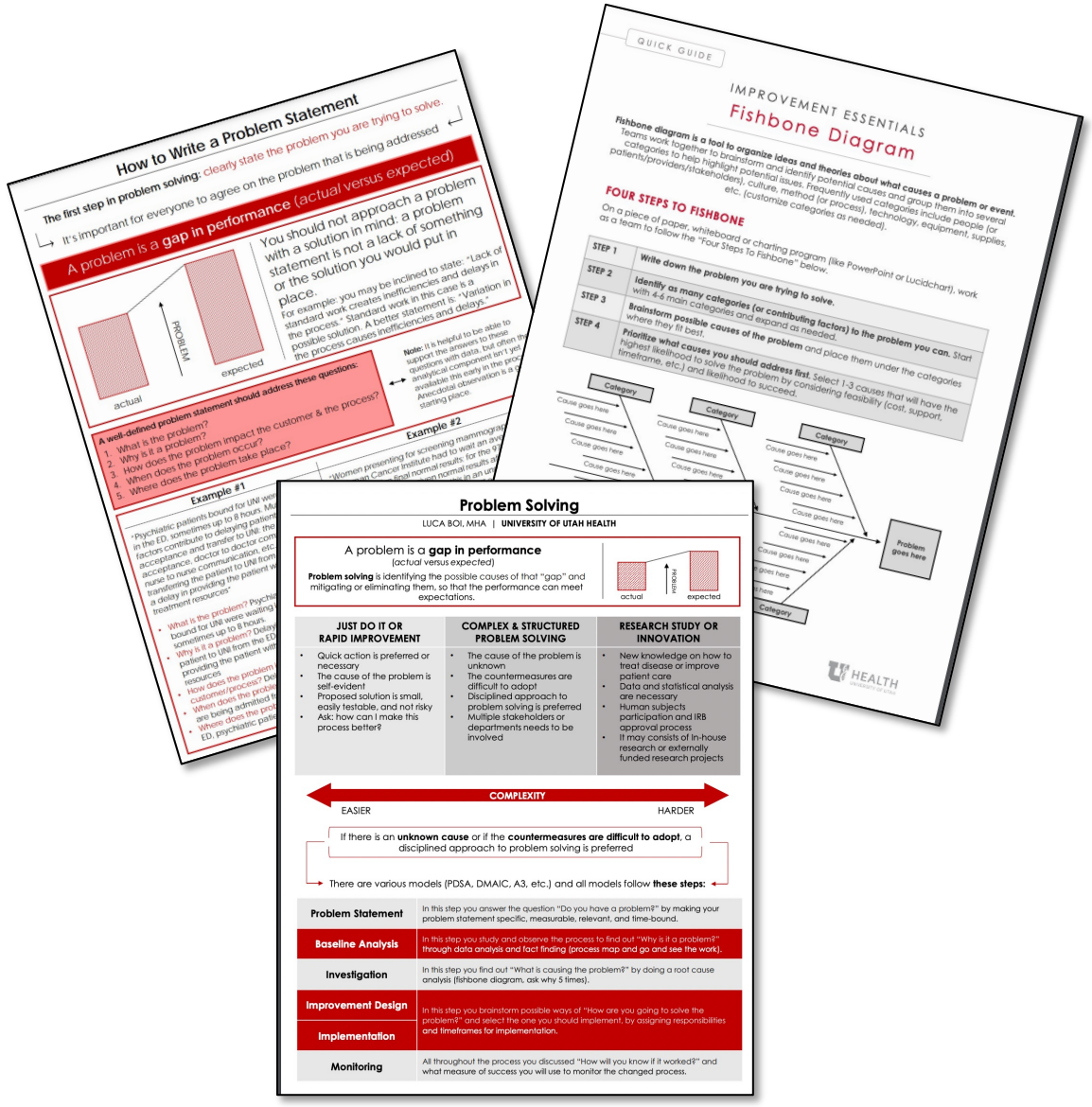


https://accelerate.uofuhealth.utah.edu/resilience/resilience-toolkit

QUALITY IMPROVEMENT TOOLKIT

The objective for these lessons is to walk you step-by-step through a simple (PDSA) or complex problem as defined in the lessons.

1. Problem Solving Framework
2. Baseline Analysis
3. Investigation & Root Cause Analysis
4. Pilot Design & Implementation
5. Monitoring & Closing a Project



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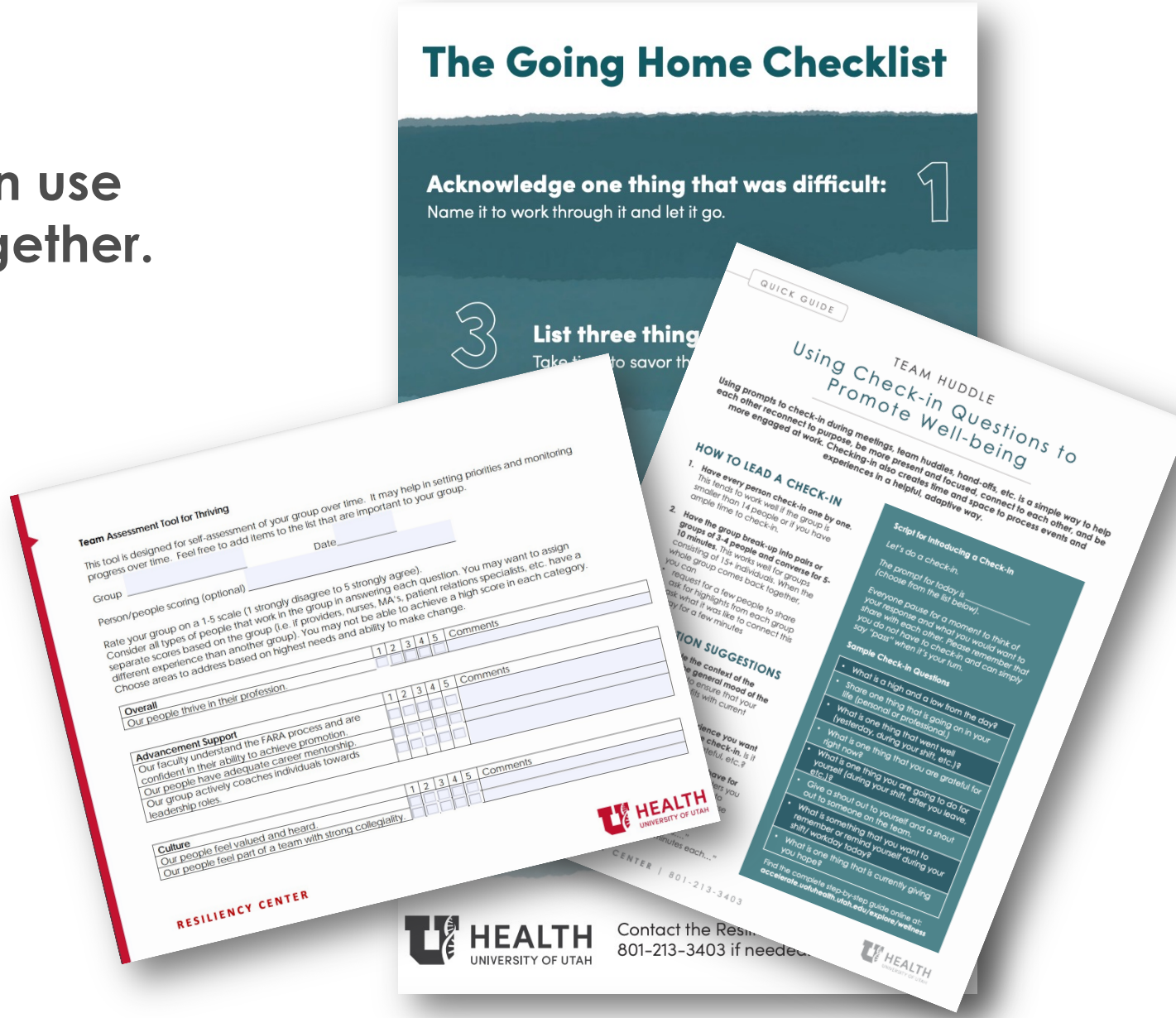
Resilience TOOLKIT

Resources you and your team can use to continue building resilience together.

- How to set boundaries
- Assess your stress
- Team check-in
- Emotion coaching
- STOP practice
- Going home checklist
- Team assessment tool for thriving
- Practice self-compassion
- Sleep tips for night shift workers



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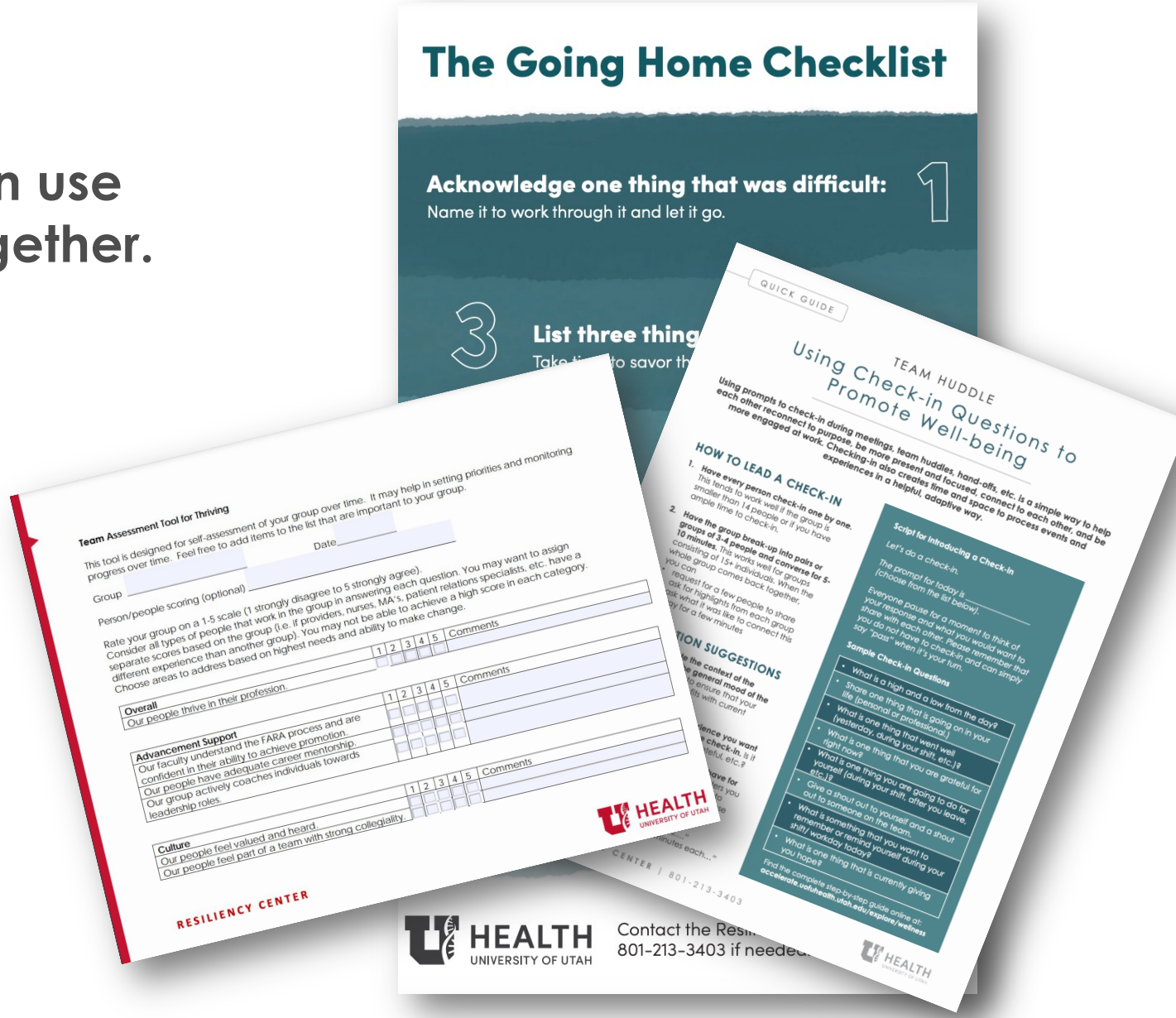

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Support & Resources Available

- Faculty Development & Academic Affairs
- Human Resources
- Organizational Development
- Patient Experience
- Resiliency Center & Osher Center for Integrative Health
- University Health Equity, Diversity & Inclusion
- University of Utah Medical Group
- Value Engineers

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Next Steps Guide

Proiect Title:

Sponsor(s):
Leader(s):

Team Members:
Coach:

Problem Statement: What is the problem you are traying to solve?

State “what”, not “why”. Do not include goal or implied solution.

Target State: SMART Goals

Specific, Measurable, Achievable, Relevant, Time-bound

Current State: Describe using metrics, if possible

Analysis: What are the root causes between current state and target state?

May include visuals such as cause/ effect diagram, process map, charts

Key Drivers	Interventions

Sustain/ Maintenance Plan

Activity to sustain	Owner	Sustain method & frequency	Report to

What structures are embedded in the management system to ensure that these change will be continued in perpetuity? Whose job will it be to ensure the change is sustained How will they carry that out? Who is that person’s supervisor?

Reliability Level:
1. Individuals: Feedback, checklists, training, basic standards
2. Procedures: Embedded standard work, reminder, constraint
3. System/ culture: Process redesign, built-in quality, automate systems, fail safes, physical structure, social norms

Maturity Bars:
1. Untested data
2. Early tests/ PDSA
3. Multiple PDSAs il safes
4. Early implementation
5. Working well in operation

Adapted from Stanford Medicine

Wellness Champions Foundations Course
Digging Deeper: Getting to Action Guide Sheet

- What problem am I trying to solve?
- Why is it a problem?
- What is causing the problem?
- Which problem-solving method would best apply to my project?

Just Do It

PDSA

Complex Problem Solving

- What is my proposed solution or is that something I need to figure out?
- What is my locus of control in this effort? Is that enough to impact?
- How will I know if the solution worked? What data do I need support this project?
- What resources and support do I have? What resources and support do I need?
- Who do I need to talk with to get support or ensure this project is a success?
- What are my next 1-3 steps after the Wellness Champions Foundations Course?

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What Matter to You Conversations

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Teams addressing well-being

- Look at the data
- Do a self-assessment
- Have a courageous conversation
- Assess strengths
- Consider the basics
- Prioritize
  - What would have the biggest impact?
  - What is your bandwidth?
  - Who is already working in this space?
- Get help

https://accelerate.uofuhealth.utah.edu/connect/team-burnout-is-real-3-questions-to-help-course-correct

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measurement

- Better U Data
- Team Self Assessment
- What Matters to You Conversations

Image by Marcie Hopkins

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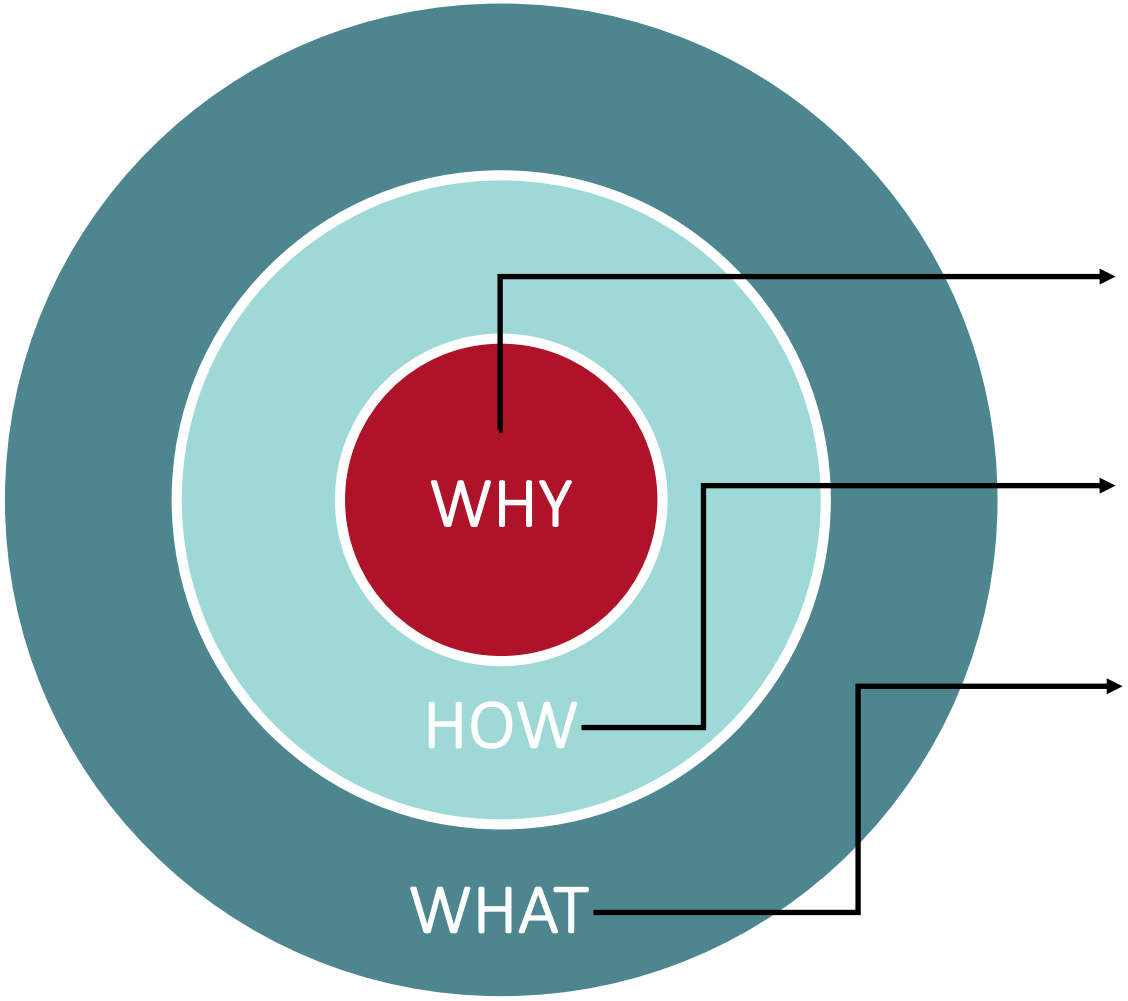
Better U

Our new, unified survey process

Better U
SURVEY



Why survey?

Drive our success as an organization: U of U Health is better at meeting our goals of excellent patient care, research and educational programs through collaboration

Workplace well-being through actionable data

U of U Health as an exceptional place to work:

- People feel seen, heard, and valued
- People find meaning in work
- People are empowered to improve

Examples of past projects

Childcare Resources and Family Leave

Workflow Efficiency

Increased Paid Parental Leave

Shared Values

Boundary Setting

Community Events

Grant Writing Support

Targeted Tuition Support

Team Communication

Mychart Messaging

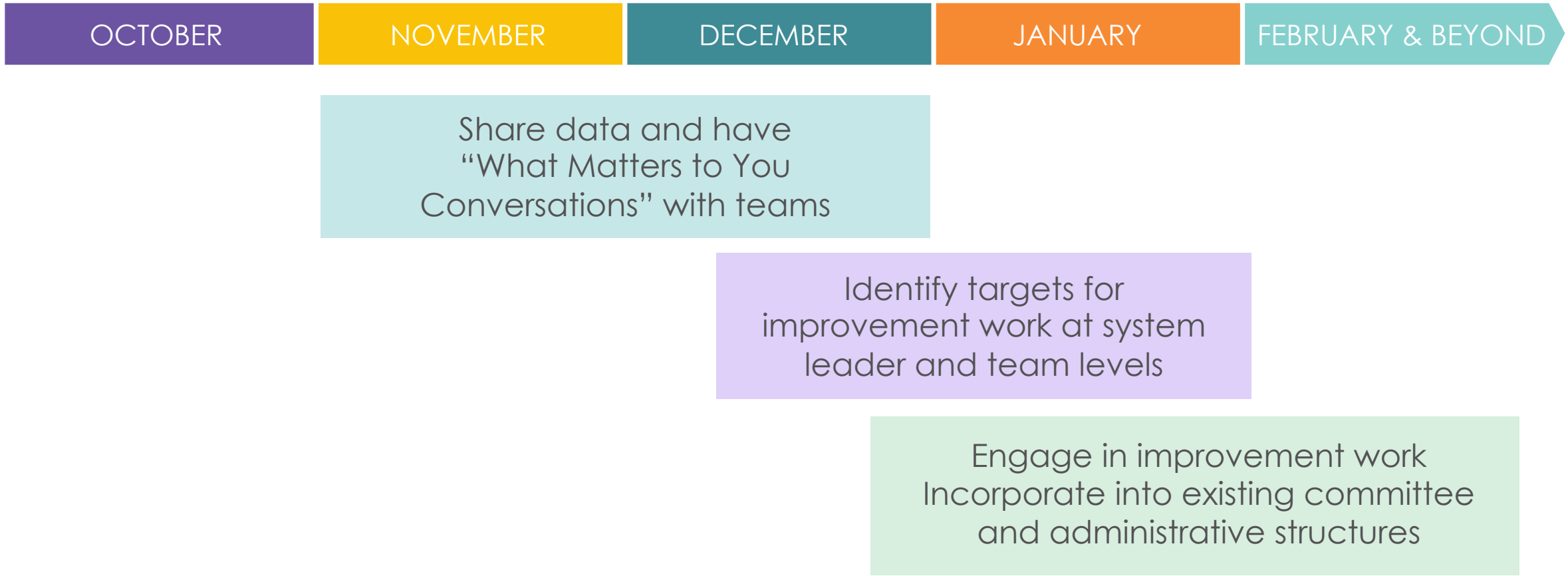
Hours/Overtime

Peer Support

Vacation Coverage

Promotion Pipelines

Data Dissemination and Action Planning



Bravely learning together

"The courageous conversation, almost by definition,
is the conversation you do not want to have"

– David Whyte