

# Two jobs

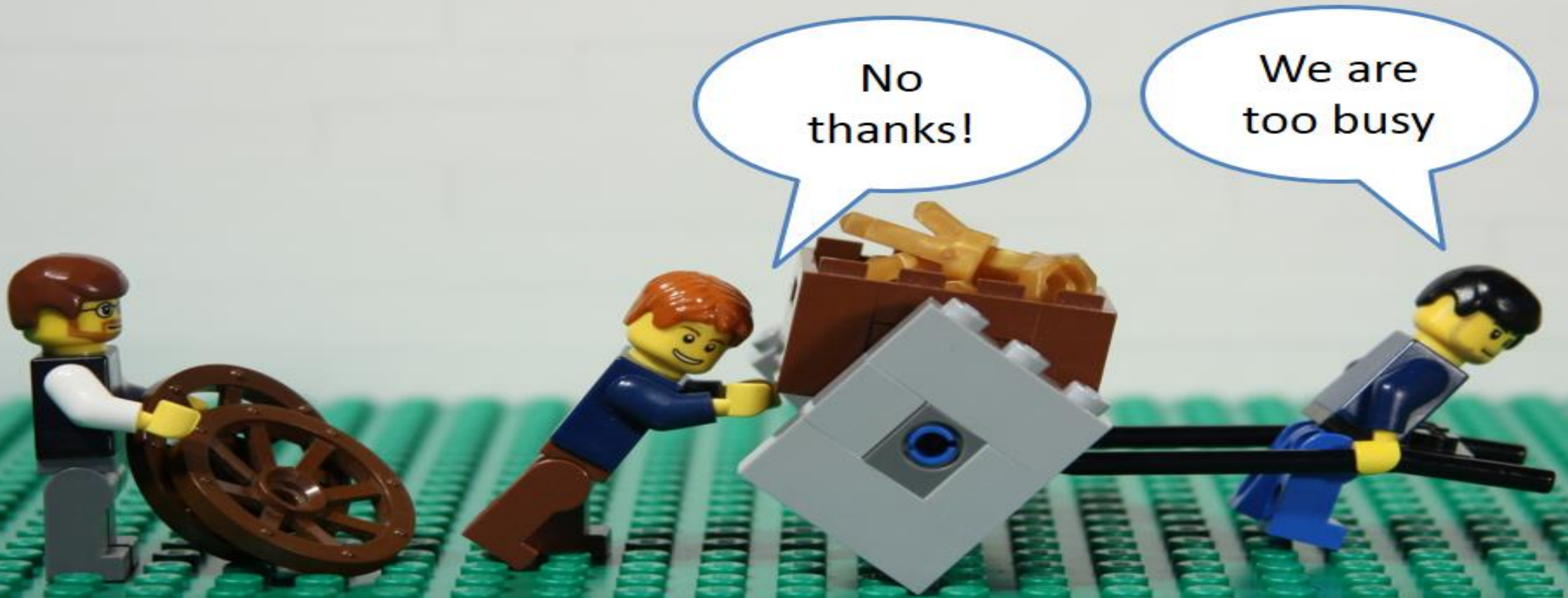


@DrAmarShah



“In healthcare  
everyone has  
two jobs:  
to do your work,  
and to improve it.”

# Are you too busy to improve?



Håkan Forss @hakanforss <http://hakanforss.wordpress.com>

This illustration is inspired by and in part derived from the work by Scott Simmerman, "The Square Wheels Guy" <http://www.performancecompany.com/>



**44%**  
of **physicians**  
experience symptoms  
of burnout



**1/3**  
of **nurses** have  
"high burnout"



**HALF** of workday hours  
are spent on **EHRs**

This contributes to  
burnout rates of over **50%**



**MORE HOURS**  
worked causes burnout  
since it leads to **less sleep**

Less than 7 hours of sleep  
per night is **inadequate**



**\$192,000**

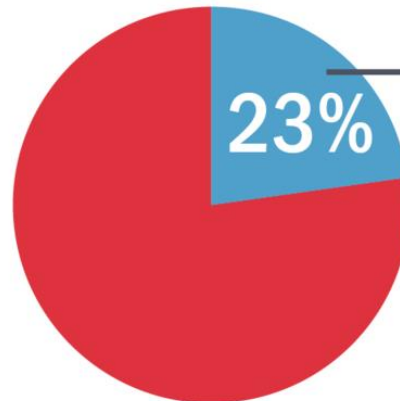
is the **average debt** of medical  
school graduates



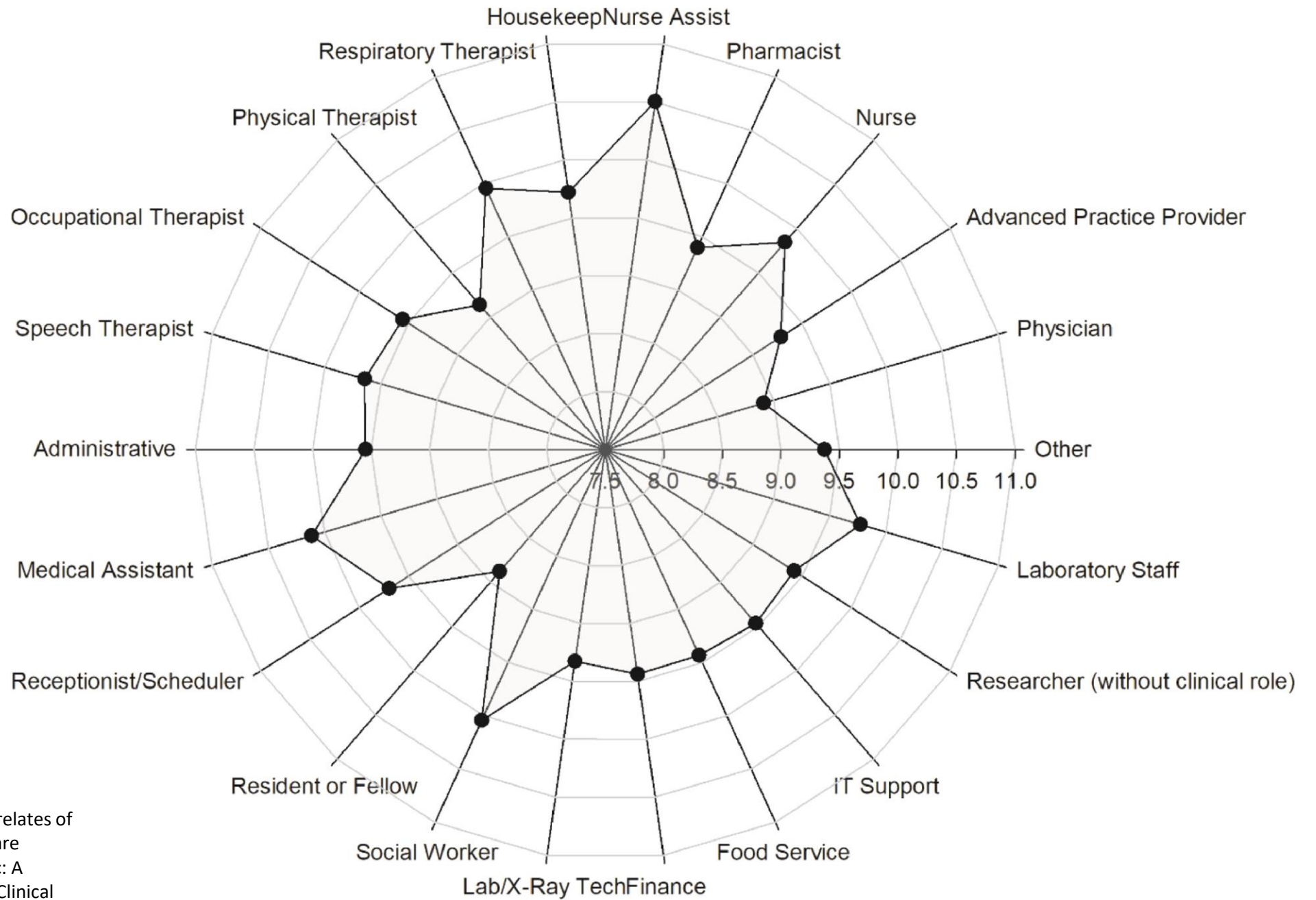
**29%**

of physicians say they  
experience burnout because  
of **insufficient compensation**

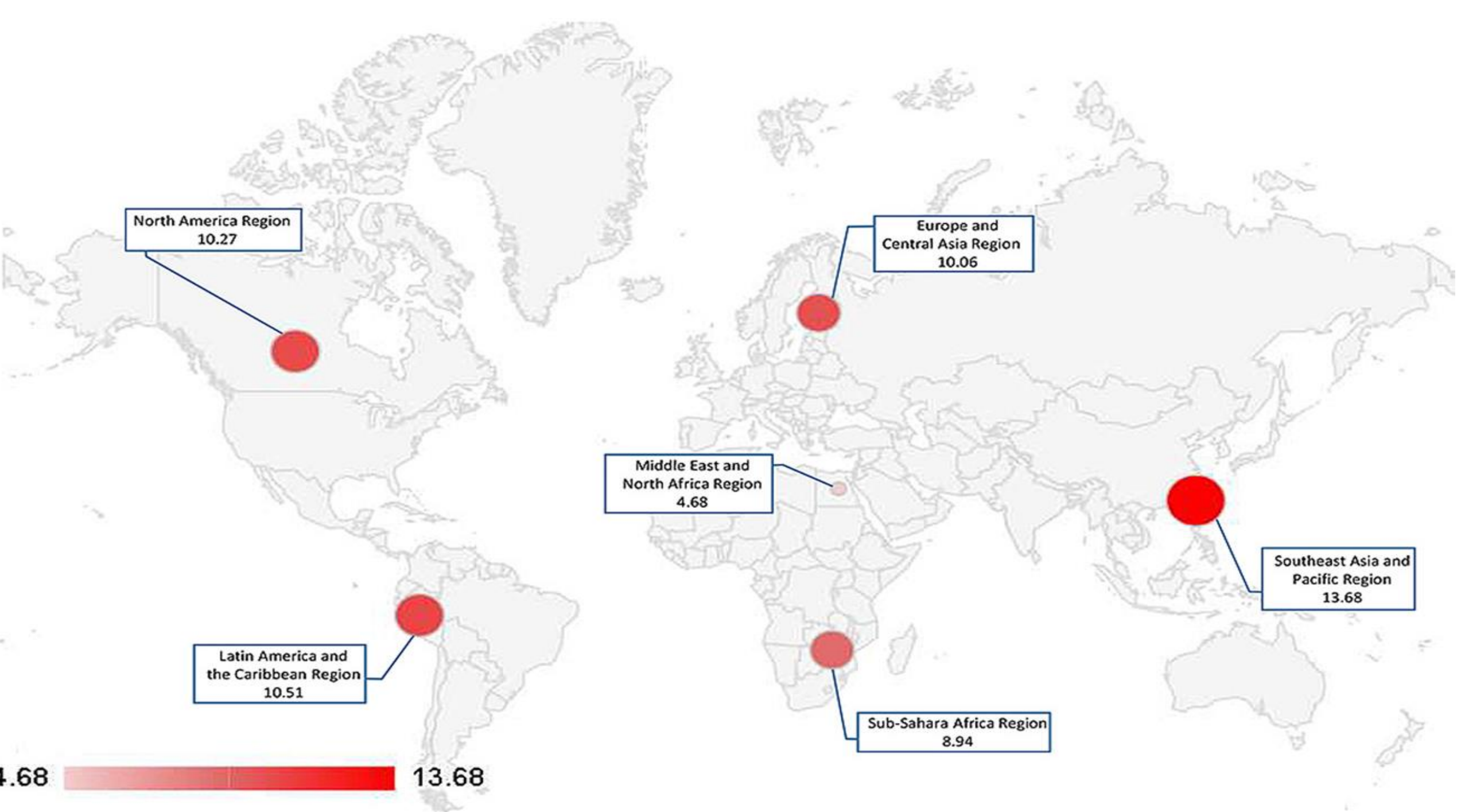
**45%** of healthcare workers get less  
than **7 hours of sleep per night**



Nearly a quarter of  
physician burnout is  
from **lack of control**

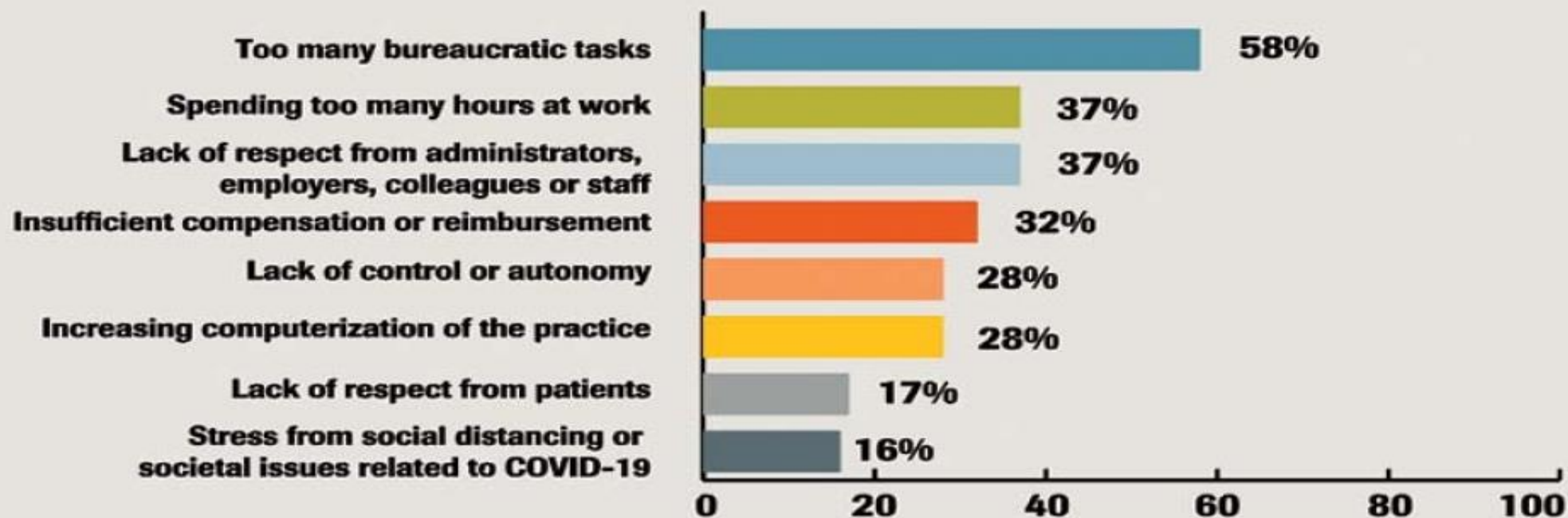


Prasad et al. (2021) Prevalence and correlates of stress and burnout among U.S. healthcare workers during the COVID-19 pandemic: A national cross-sectional survey study. eClinical Medicine, Vol 35 (1 May 2021)

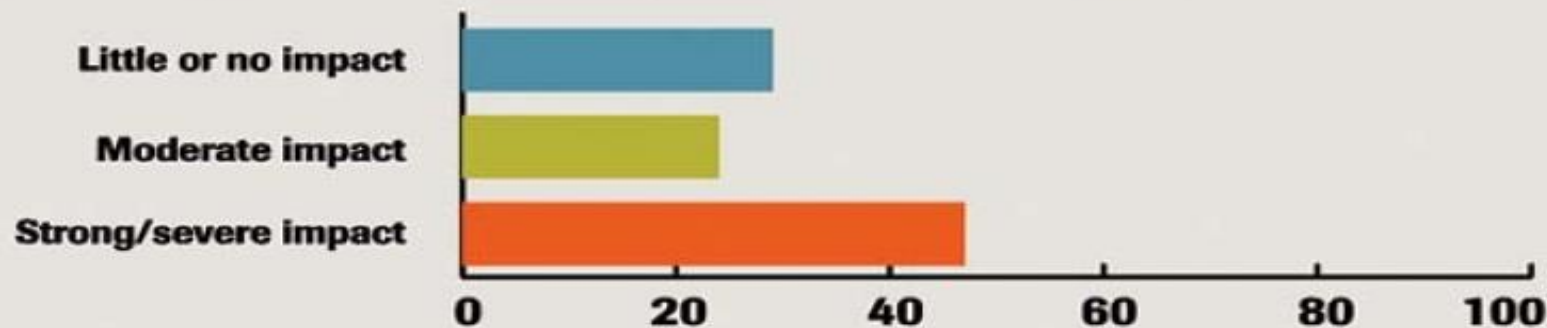


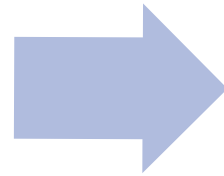
# Doctor burnout

A survey this year of more than 12,000 physicians nationwide by Medscape, a website that provides continuing education for physicians and health professionals, identified what's causing physician burnout. Here's a look at what physicians answering the annual survey told Medscape most causes burnout:

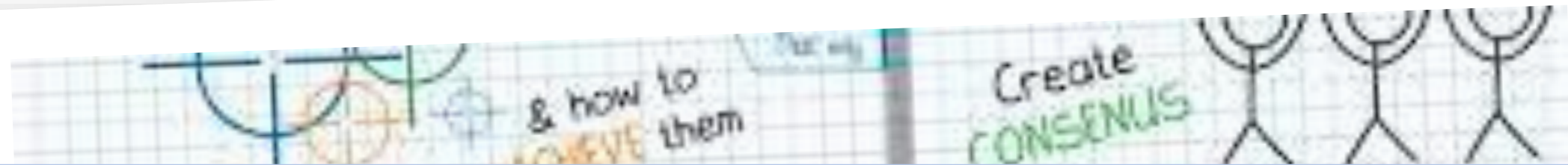


The Medscape survey also asked physicians to rate the severity of their burnout on their lives:









IMPROVEMENT

- Good enough never is — Permanent STATE of CHANGE — Striving for

Everything else

Sphere of Influence

Sphere of Control



# Autonomy

Autonomy is our ability to make decisions and have a say in the direction of our lives.



#UGUmbrella

# Shared Purpose

**Co-production**

**Co-design**

**Engagement**

**Consultation**

**Informing**

**Educating**

**Coercion**



**Doing with**  
in an equal and  
reciprocal partnership

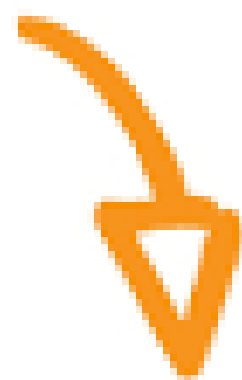
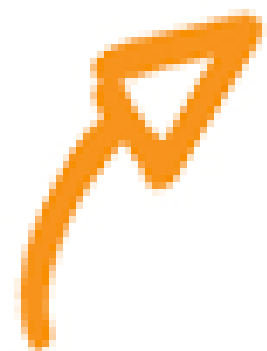


**Doing for**  
engaging and  
involving people



**Doing to**  
trying to fix people  
who are passive  
recipients of service

**Learn**



**Error**

**Trial**



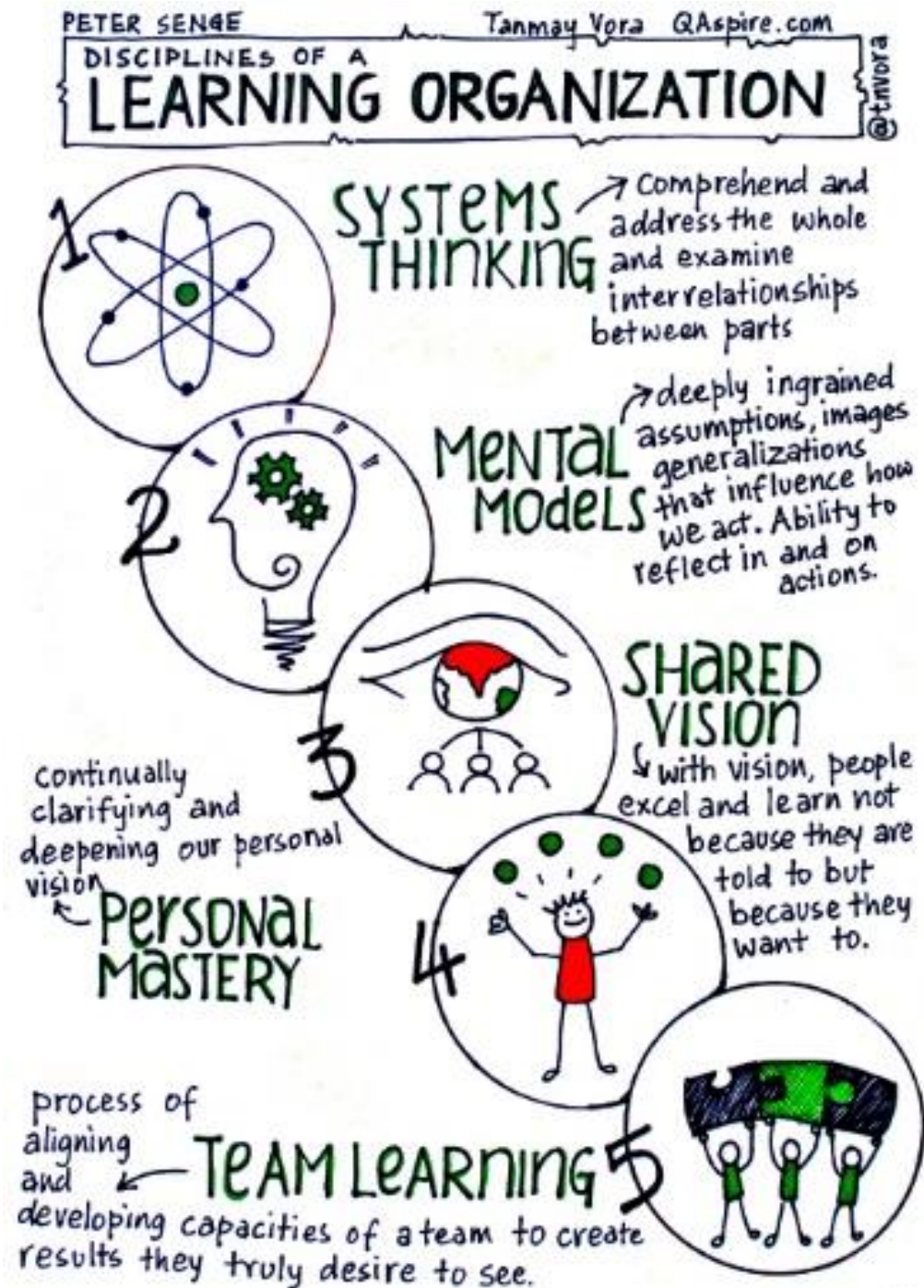






# A Learning Organisation

*“...where people continually expand their capacity to create the result they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning how to learn together”*









## Autonomy

The need to have control over one's work life, and to be able to act consistently with one's values

- Authority, empowerment and influence  
Influence over decisions about how care is structured and delivered, ways of working and organisational culture
- Justice and fairness  
Equity, psychological safety, positive diversity and universal inclusion
- Work conditions and working schedules  
Resources, time and a sense of the right and necessity to properly rest, and to work safely, flexibly and effectively

## Belonging

The need to be connected to, cared for by, and caring of colleagues, and to feel valued, respected and supported

- Teamworking  
Effectively functioning teams with role clarity and shared objectives, one of which is team member wellbeing
- Culture and leadership  
Nurturing cultures and compassionate leadership enabling high-quality, continually improving and compassionate care and staff support

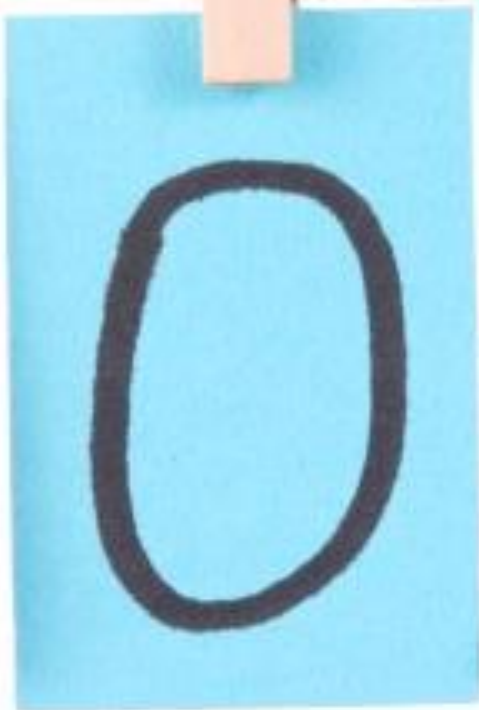
## Contribution

The need to experience effectiveness in work and deliver valued outcomes

- Workload  
Work demand levels that enable the sustainable leadership and delivery of safe, compassionate care
- Management and supervision  
The support, professional reflection, mentorship and supervision to enable staff to thrive in their work
- Education, learning and development  
Flexible, high-quality development opportunities that promote continuing growth and development for all



H



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W



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Empower  
People

Inspire  
People

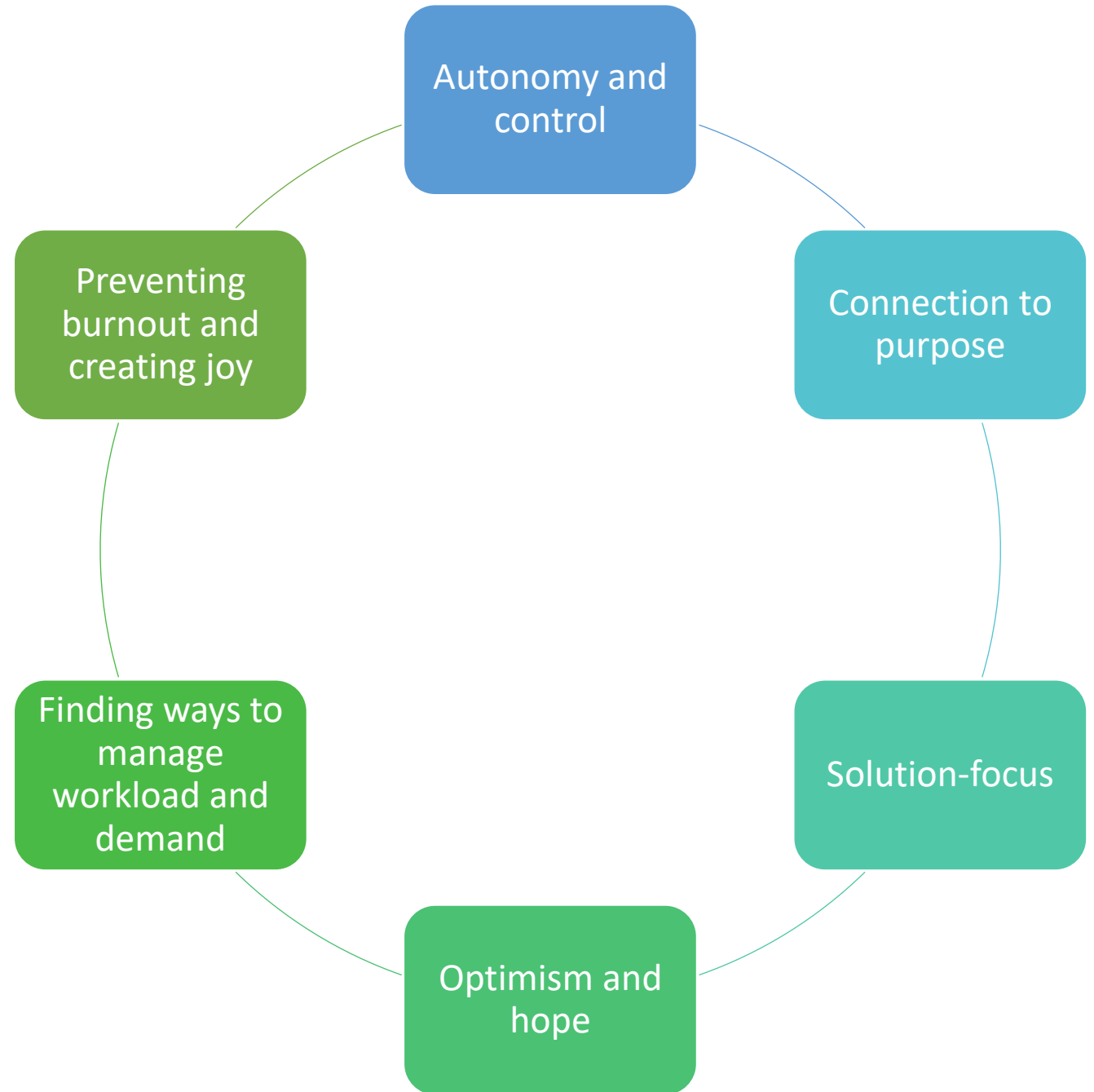
LEADERSHIP

Lead  
Change

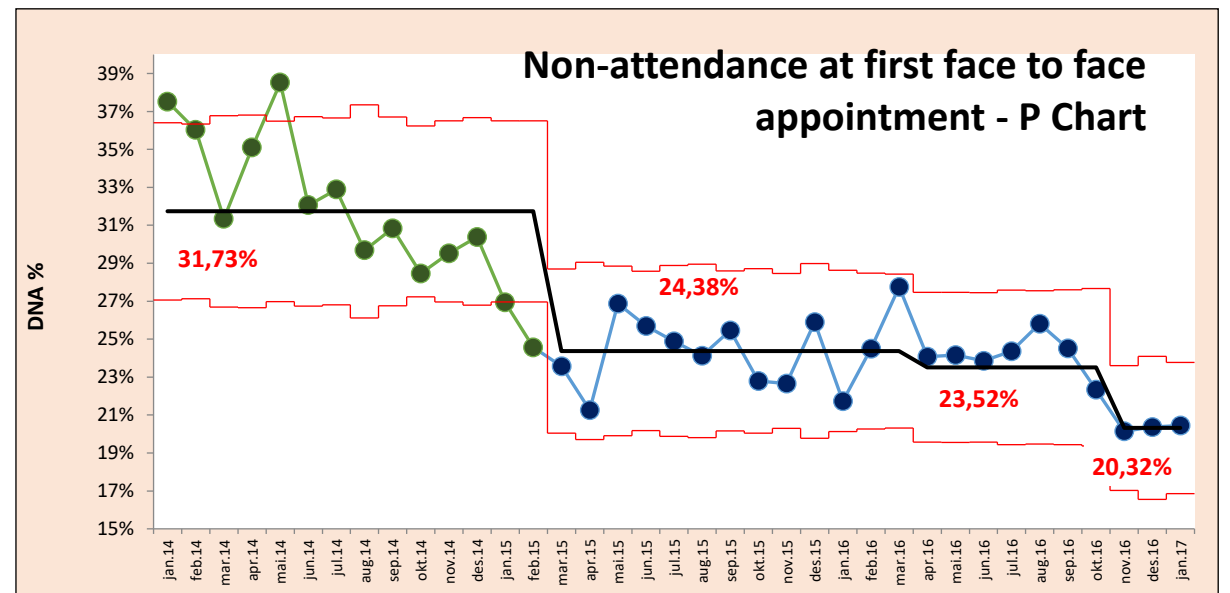
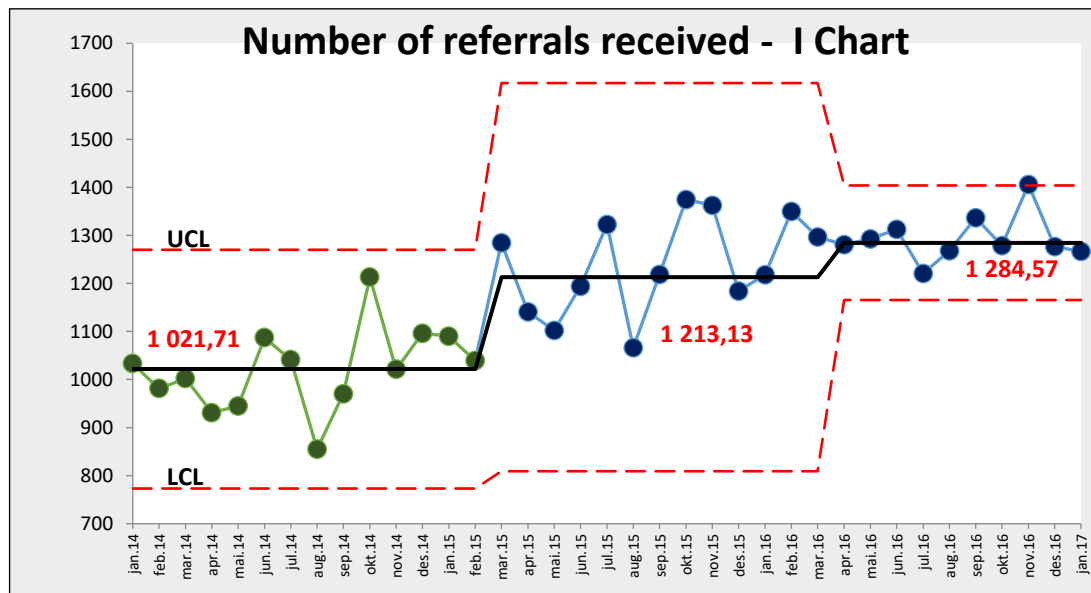
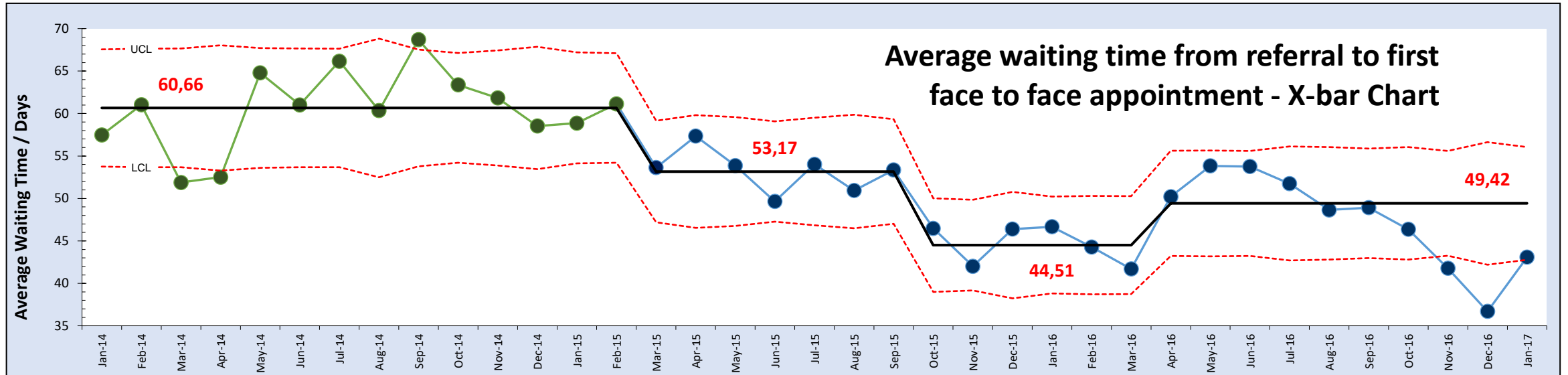
Share  
Vision



What can this create?



# When demand outstrips your capacity...





# Better safety solutions...

38 teams from 25 organisations

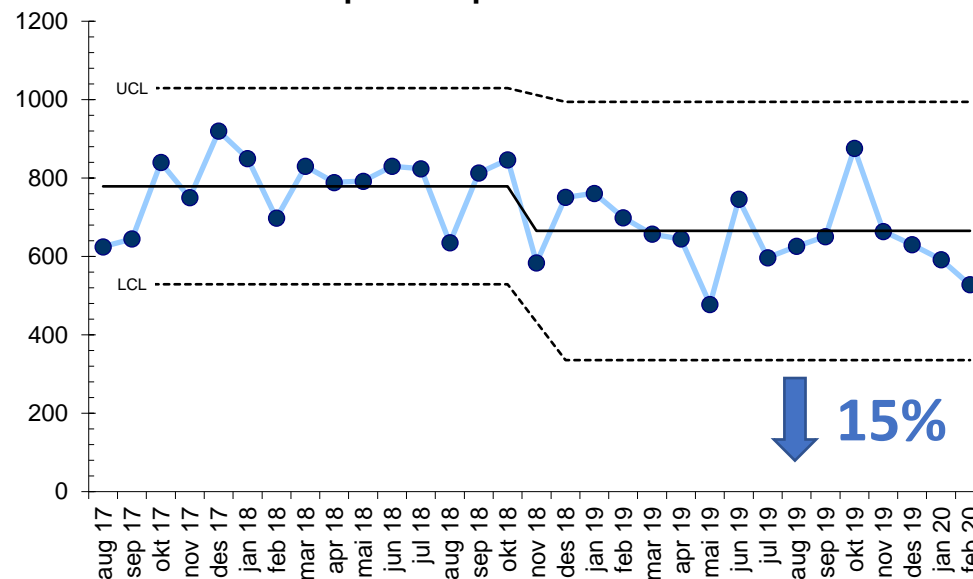
18 month programme

Close QI support

300+ change ideas tested

24 teams achieved a sustained reduction

Total number of incidents of restraint, seclusion and rapid tranquilisation each month



↓ 15%

Star Wars and 6 others Retweeted

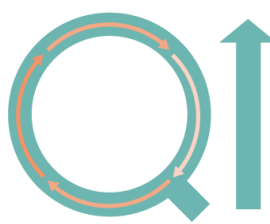
**Tim McDougall** @timmcdougall69 · Mar 12  
What is turning the restrictive practice... Leadership from and commitmei

**Hinal Chudasama** @HinalChudasama  
Feeling excited to l... idea of implementi

**Kate L** @QI\_KateL  
Parting pledges to make important changes to improve patient care and team spirit at Coral PICU away day. With special guest Mr

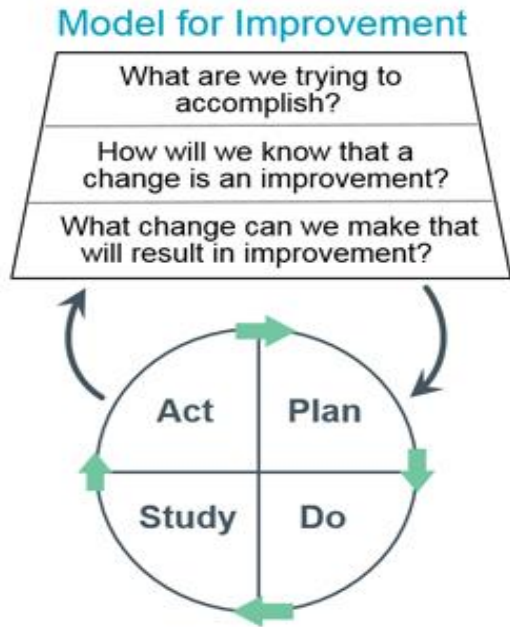
**New mea... reduce re**  
Emily Liddell  
aims to re... strictive p... in 41 war... health tru...  
Dr Ama... for the M... Improven... said: "Th... Stewart... program... shows w... staff and... together to... improve c... "Qualit... staff and... dom and...

**'Inspiring' improvements at mental health unit**  
Doctor says results achieved are 'staggering'  
By Joseph Realdi  
A MENTAL health unit is dramati... ly reducing the use of harsh re... strictive practices with 'inspiring' practice changes.  
Restrictive practices - including the use of physical restraint, seclusion and rapid tranquilisation - has been dramatically reduced by 80 per cent at Juniper Ward in Chase Farm Hospital, Enfield.  
"While we are only half-way through the programme, we are seeing improvements such as these in many of our participating wards. This is truly inspiring, as restrictive practice is a complex topic where we've struggled to see improvement through other approaches."  
On average, the monthly use of restrictive practices at Juniper Ward has fallen from 15 at the start of the pro...



**IMPROVING MENTAL HEALTH SAFETY**  
Reducing restrictive practice

# To enhance staff wellbeing and create joy in work



To enhance staff wellbeing and create joy in work



Trust



Safety



Relationships, teamwork and camaraderie

Recognition and feeling valued

Focus on wellbeing

Autonomy

Opportunity for growth and development

Physical safety

Environmental safety

Psychological safety

Space for individuality and creativity

Shared activities

Flexibility and choice

Shared goals, meaning and purpose

Communication

Adapting to different models of working

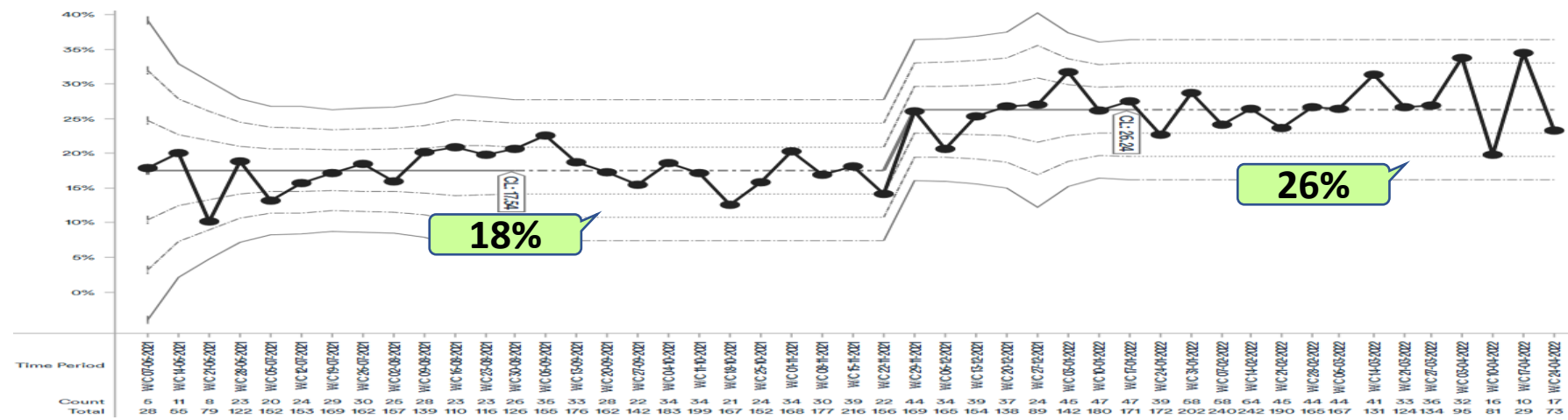
Day-to-day functions and systems



**RCPSYCH**  
Enjoying work

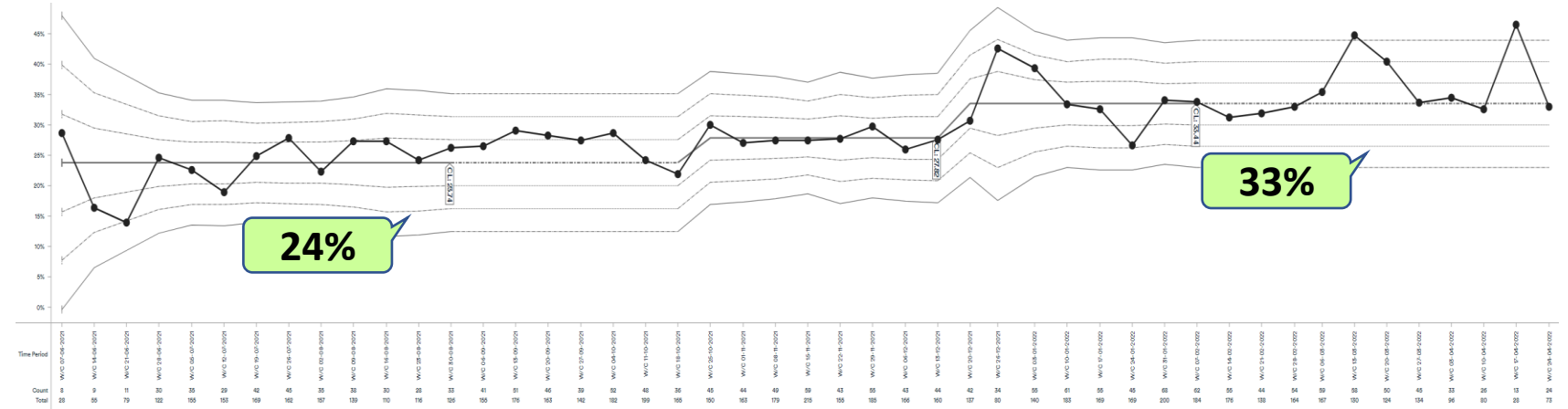
## Enjoying work

% people who have enjoyed being at work frequently



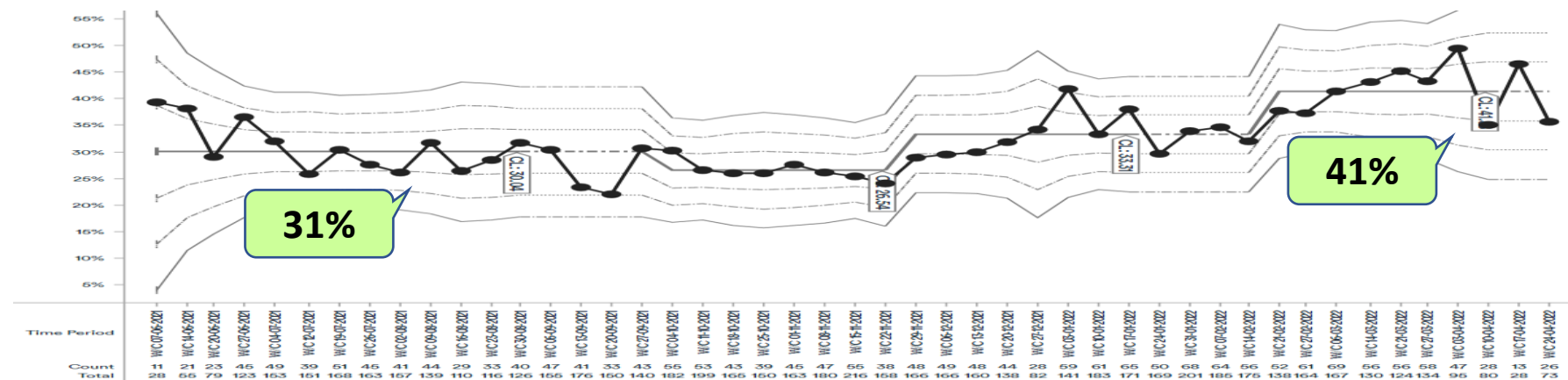
## Burnout

% people who experience no symptoms of burnout



## Recommending team as a place to work

% people who are extremely likely to recommend their team as a place to work (9 or 10 out of 10)



*needs to have*

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to do your work, and to improve it.”



@DrAmarShah