

Applying the IHI Framework for Joy in Work using ImproveWell

In October 2021, British Journal of Healthcare Management published a double-blind, peer-reviewed article featuring case studies from four partner organisations using the ImproveWell digital solution to support the implementation of the IHI Framework for Improving Joy in Work. Highlighting short-, medium- and long-term programmes, the case studies demonstrate:

- the effective application of quality improvement to create and enhance joy in work in four different healthcare systems;
- the benefits of involving staff in the process of understanding factors that impact on experience at work, as well as developing and testing creative ideas that can make a difference; and
- how utilising a digital solution to capture ideas and measure staff experience is an important means of engaging staff and enabling all to contribute towards a shared goal.

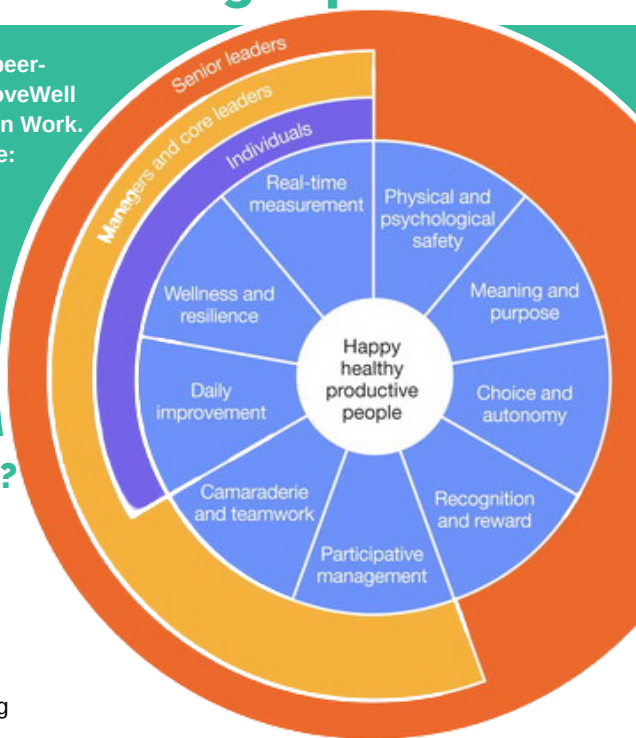


Figure 1. The joy in work framework, developed by the Institute for Healthcare Improvement. Reproduced by with the kind permission of Perlo et al (2017).

What is the IHI Framework for Improving Joy in Work?

In 2017, the Institute for Healthcare Improvement published a framework for creating and enhancing joy in work¹. The framework brings together evidence regarding the concepts that contribute to better staff engagement and experience.

It enables healthcare leaders to identify impediments to joy, and introduce measures and strategies to restore joy to the healthcare workforce; it also supports the use of quality improvement as a systematic way for teams to own the process of change through developing ideas, testing changes and measuring impact.

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Case study one: M Health Fairview

Background

M Health Fairview is an integrated academic health system partnership between the University of Minnesota, the University of Minnesota Physicians, and Fairview hospitals and clinics based in Minnesota, USA.

The department of orthopaedic surgery's case study details the improvement in staff engagement within two years of introducing the ImproveWell solution.

Impact

Data from 2019 survey on staff engagement within the department showed:

- **91%** of respondents felt that they were encouraged to be innovative in finding more effective ways of doing things, compared to 67% in 2017.
- **82%** of respondents believed that their department used innovative approaches to improve internal effectiveness, compared to 65% in 2017.
- **86%** of respondents felt that the department had a strategy and goals that addressed the most important challenges and opportunities, compared to 67% in 2017.

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Case study three: Royal Cornwall Hospitals NHS Trust

Background

The maternity services at Royal Cornwall Hospitals NHS Trust maternity department saw significant impact from an initial 12-week pilot which subsequently underpinned a three-year programme.

Impact

- In 2017 the Care Quality Commission (CQC) rated the maternity services as inadequate.
- After launching ImproveWell in March 2018, a CQC inspection in September 2018 saw the department's rating move up to "requires improvement".
- In March 2019, an independent SWAHSN study (2019) showed **75%** of staff using ImproveWell felt able to improve their area of work (compared to 53% across the Trust as a whole) and **85%** of staff felt empowered to implement ideas for change.
- In the 2020 CQC inspection, the department gained a rating of "good".

Case study two: Dragon's Heart Hospital

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Background

Dragon's Heart Hospital, a COVID-19 surge hospital in Wales, utilised the ImproveWell solution over a period of seven weeks to capture real-time frontline feedback.

Impact

- Over a seven-week period, over **100** meaningful insights were captured, including **68** ideas for improvement.
- Action was taken on all **68** improvement ideas.
- Multidisciplinary approach to improvement led to a variety of teams collaborating with one another.
- Two-way communication via **267** messages and seven improvement reports.

Case study four: East London NHS Foundation Trust

Background

East London NHS Foundation Trust provides mental health, community health, primary care and specialist services to 1.8 million people. It has been applying quality improvement to improve staff experience, supported by the ImproveWell solution, since 2017.

Impact

- Evaluation of the first two cohorts in the programme showed that **14 of the 21** teams demonstrated sustained improvement in % of staff who felt that they had a good day at work.
- The change ideas tested by the 18 teams in cohort three were collected and cross-referenced with the nine components of the joy in work framework.
 - There was representation across all elements of the framework, although participants particularly favoured ideas that were related to wellness and resilience (20%), daily improvement (18%) and participative management (16%).

¹ Perlo J, Balik B, Swensen S, Kabcenell A, Landsman J, Feeley D. *IHI Framework for Improving Joy in Work*. IHI White Paper. Cambridge, Massachusetts: Institute for Healthcare Improvement; 2017. (Available at ihi.org)