Our Journey to Joy: The Mission Health Team Member Experience

Presenter:
Stephanie Baron
Mission Health, Asheville North Carolina
Times Have Changed . . .
Session Objectives

**Learning Objective 1.**
Participants can identify three positive outcomes of a health system’s investment in care giver joy, well-being, and resilience as a part of their strategic portfolio.

**Learning Objective 2.**
Participants will leave the session with at least one tactical method easily employable to increase team member joy.

**Learning Objective 3.**
Participants will leave the session with at least one tactical method easily employable to reduce team member hassles.
Care of the Patient Requires Care of the Provider

"American medicine is at a tipping point...if a research study identified a system-based problem that potentially decreased patient safety for 50% of medical encounters, we would swiftly move to address the problem.

That is precisely the circumstance we are in, and we need an appropriate system level response."

~ Dr. Tait D. Shanafelt
We All Have Hassles!
Our BIG(GER) Aim includes the *Team Member*

**Our BIG(GER) Aim:**

To get every person to their desired outcome, first without harm, also without waste, and with an exceptional experience for every patient, family, and team member.
# How Can We Help Teams Be Their Best at Work?

<table>
<thead>
<tr>
<th>Role</th>
<th>Description</th>
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<tbody>
<tr>
<td>ADVISOR</td>
<td>You are a practical, concrete thinker. You are at your most powerful when reacting to and solving other people’s problems.</td>
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<tr>
<td>CONNECTOR</td>
<td>You are a catalyst. Your power lies in your craving to put two things together to make something bigger than it is now.</td>
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<tr>
<td>CREATOR</td>
<td>You make sense of the world, pulling it apart, seeing a better configuration, and creating it.</td>
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<tr>
<td>EQUALIZER</td>
<td>You are a level-headed person whose power comes from keeping the world in balance, ethically and practically.</td>
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<tr>
<td>INFLUENCER</td>
<td>You engage people directly and convince them to act. Your power is your persuasion.</td>
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<tr>
<td>PIONEER</td>
<td>You see the world as a friendly place where, around every corner, good things will happen. Your distinctive power starts with your optimism in the face of uncertainty.</td>
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<tr>
<td>PROVIDER</td>
<td>You sense other people’s feelings, and you feel compelled to recognize these feelings, give them a voice, and act on them.</td>
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<tr>
<td>STIMULATOR</td>
<td>You are the host of other people’s emotions. You feel responsible for them, for turning them around, for elevating them.</td>
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<tr>
<td>TEACHER</td>
<td>You are thrilled by the potential you see in each person. Your power comes from learning how to unleash it.</td>
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*Source: [https://www.tmbc.com](https://www.tmbc.com)*
Engaged Team Members – CHECK!
JOY is Not the Absence of Hassles

“Management’s overall aim should be to create a system in which everybody may take joy in his work.”

~Dr. W. Edwards Deming
Top of the JOY List – Teammates & Patients

- When patients have big smiles on their faces!
- Amazing Providers
- Our office is one big happy family 😊
- To hear Thank you or Great job
- Those appreciative patients that value your efforts. They make your day.
- Fixing a problem
- Seeing patients happy about results, pt lost 24 pounds and was very excited.
- My coworkers are the best, we work great together as a team.
- Staff support 😊
Break Down the Barriers to Joy
Connect with What Matters to You

A Story of Great Personal Satisfaction & Joy in the Work I do

When a patient smiles, or they say "you have a kind heart". Thin I know that God has put me where I can do his will. It warms my heart to know that I can make a difference in people's lives. I love my job.

Nancy Hawkins
Make the RIGHT Thing EASY to Do

Hassle

[HAS-uhl]  |  NOUN

1. An irritating inconvenience
2. A barrier to completing your work
3. A part of your job that is causing stress, inefficiency, ineffectiveness
4. ALL OF THE ABOVE
Only 4,939 Hassles!
### Objective
Mission: reNEW is a mission prioritization initiative aimed to reduce hassles & increase JOY for our staff.

### Step (staff feedback)

<table>
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<th>Planned Due Date</th>
<th>Status</th>
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<td>Supply/Equip</td>
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### Notes
- **Quick Wins; Unit Goals; System Themes**
- **TEAM PRIORITIZATION**
- **ASSIGNED ACCOUNTABILITY**
- **FEEDBACK LOOPS**
27% of Our Hassles Involved IT Systems
So Many Hassles; So Little Time

Leslie Laughrun, Practice Manager for Reuter, is Jumping for JOY!

“...the level of compassion and dedication that the caregivers at Mission Children’s demonstrate in caring for our patients is both astounding and inspiring. Being able to give back to them and helping them make their work more meaningful, and easier for them to perform...”

A Quick Fix Brings JOY at Community Medicine Old Fort

Community Medicine Old Fort's Practice Manager, Toni Marsh, jump-started the hassle resolution process by identifying the hassle and bringing it to the attention of Leslie Laughrun, Practice Manager for Reuter. Leslie, in turn, worked with the team to develop a solution that would address the hassle in a quick and efficient manner. The solution involved simple changes like rearranging the layout of the office, implementing new technology, and improving communication. The hassle was resolved in less than a week, and the staff was able to continue focusing on providing excellent care to their patients.

CICU Solves Aggravating Hassle With a Quick Fix!

Two weeks ago, during the Mission: reNEW SWAT process of the CICU, one of the hassles identified was the frequent issues with the EKG printer. The printer was located at the main nurse's station. The Manager, Sherry King, and the team worked to resolve the issue within a week of the SWAT's completion. This 'quick fix' as the performance improvement team likes to call it, has instantly made the job easier and the staff more productive.

Tammy Thacker & the Imagin Team Generate HUGE Saving on Ultrasounds!

After joining Mission 14 years ago, Tammy Thacker, RDMS, RVT, Regional Obstetrical Ultrasound Manager, saw an opportunity to improve the process of obtaining authorization for ultrasound services. She worked with Lee Ann Mull and the Medicaid Pre-Authorization Team to develop a new process to close the loop. The new process began with education and communication. Next, a log sheet with a sticker for each ultrasound was introduced to the team. This helped to highlight the need for authorization and to encourage the team to hold each other accountable. The process resulted in a significant reduction in the number of delayed authorizations, improving the overall efficiency and satisfaction for the patients.

The NTICU Group Finds Joy in Fixing Their Own Hassles!

The NTICU group has been working on reducing their own hassles within the NTICU. Only two weeks have passed since the NTICU SWAT, and the group has already partnered with Dietary to fix one of their biggest hassles – an empty patient fridge. The SWAT team identified that patients were often left waiting because supplies were running low. The team worked together to create a new system for ordering supplies, which has significantly reduced the number of empty fridges and improved patient satisfaction.

New Protocol Promotes Clinical Effectiveness & Increases Happiness

The implementation of a new protocol at Mission Health's PEOPLE program has led to improved clinical effectiveness and increased happiness among patients and staff. This protocol promotes a more efficient and effective approach to patient care, resulting in a positive impact on both patient outcomes and staff satisfaction. The protocol has been well-received, and the hospital team has seen a significant increase in patient satisfaction scores.

Mismatched Lids Sparked Frustration But Raising the Issue Ignited Change & JOY!

Without transparency, resolution cannot be found. Read how a Transylvania ED staff member made a difference last week.

A big “thank you” to a staff member for bringing forth the hassle of mismatched lids for hot beverages in the ED. After the hassle was brought to light, it was uncovered that the issue was occurring system wide. Thanks to leaders and staff who were on a mission to fix the hassle, the root of the concern was resolved in less than a day. No more mismatched lids for us. Keep up the good work and never stop trying to improve!
“Coming together is a beginning. Keeping together is progress. Working together is success.”

~ Henry Ford
Huddle = Daily Operating System
Have A Platform to Identify Hassles; Avoid the Black Hole!
Arm Team Members with the Tools to Build Success

**Continuous Improvement Leadership**
- **Goal**: Continuous Improvement Leadership
- **Time**: 2 hours, Audience is Chief, VP, Exec Dir, Dir, MGR
- **Expectation**: to Sponsor CI Projects, Assess Project Value and Priority

**Green Belt**
- **Goal**: Implementation
- **Time**: 7 days, Audience is Any Who Qualify
- **Expectation**: to Lead more complex CI Projects using A3 Methodology, Lean Tools, and Statistics/Analytics

**Certified Green Belt**
- **6 Lean**

**Lean Essentials**
- **Goal**: Implementation
- **Time**: 5 days, Audience is MGR, Supervisor
- **Expectation**: to Lead Simple CI Projects using A3 Methodology and Lean Tools

**Certified QI Leader**
- **6 Lean**

**Quality Essentials**
- **2.5 Hrs**
- **Goal**: Participation
- **Time**: 2.5 hours, Audience is ALL
- **Expectation**: Project Participation with Awareness and Simple Application of Methods and Tools

**General Orientation**
- **Goal**: Introductory Awareness
- **Time**: 20 minutes, Audience is ALL
- **Expectation**: Awareness and Unit/Dept. Participation

**Inspiration**

*The largest room in the world is the room for improvement.*

AUTHOR UNKNOWN
It’s Normal to have Hassles;  
It’s Necessary to Listen & Respond
Mission: reNEW is About YOU but Starts with ME
Got Questions?

- Stephanie.Baron@msj.org
- @BaronRN
Lunch
12:15 PM
Riverside

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