

Joy in Work Baylor University Medical Center at Dallas (BUMC)

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1. Background

This project used the Institute for Healthcare Improvement (IHI) Joy in Work framework to study department managers and the impact of a 32-week, 16-session cohort. This cohort includes eight nurse managers and one physical medicine manager.

The 32-week cohort equips managers with core principles and practices to respond to difficult moments in their lives with kindness, care, and understanding.

2. Problem Statement

A **5% improvement** of compassion satisfaction, burnout, and secondary traumatic stress (ProQOL scale) with BUMC department managers will be achieved by July 2021, using the IHI evidence-based framework for improving joy in work.

ProQOL Scale	% Baseline	5% Improvement
Compassion Satisfaction	37.3	≥ 39.17
Burnout	26.8	≤ 25.5
Secondary Traumatic Stress	23.6	≤ 22.4

3. Understand The Problem

Root Cause Analysis: Why are department managers at risk for compassion fatigue, burnout, and secondary traumatic stress during Covid-19?

- 1) No measurement of compassion fatigue, burnout, and secondary traumatic stress
- 2) Limited efforts to bolster wellness and resilience
- 3) Limited efforts to bolster meaning and purpose
- 4) Limited efforts to bolster camaraderie and teamwork
- 5) No boundary between personal and work
- 6) General fear, anxiety, vulnerability, "imposter syndrome"
- 7) Rarely find community amongst other managers, unless there is a problem
- 8) Day-to-day workload is overwhelming (manager accountability, action plans, etc.)
- 9) Do not practice self-care consistently
- 10) Do not practice mindfulness (journaling, meditation, reflection activities, arts and crafts, etc)

IHI Joy in Work Framework

Steps to Joy in Work

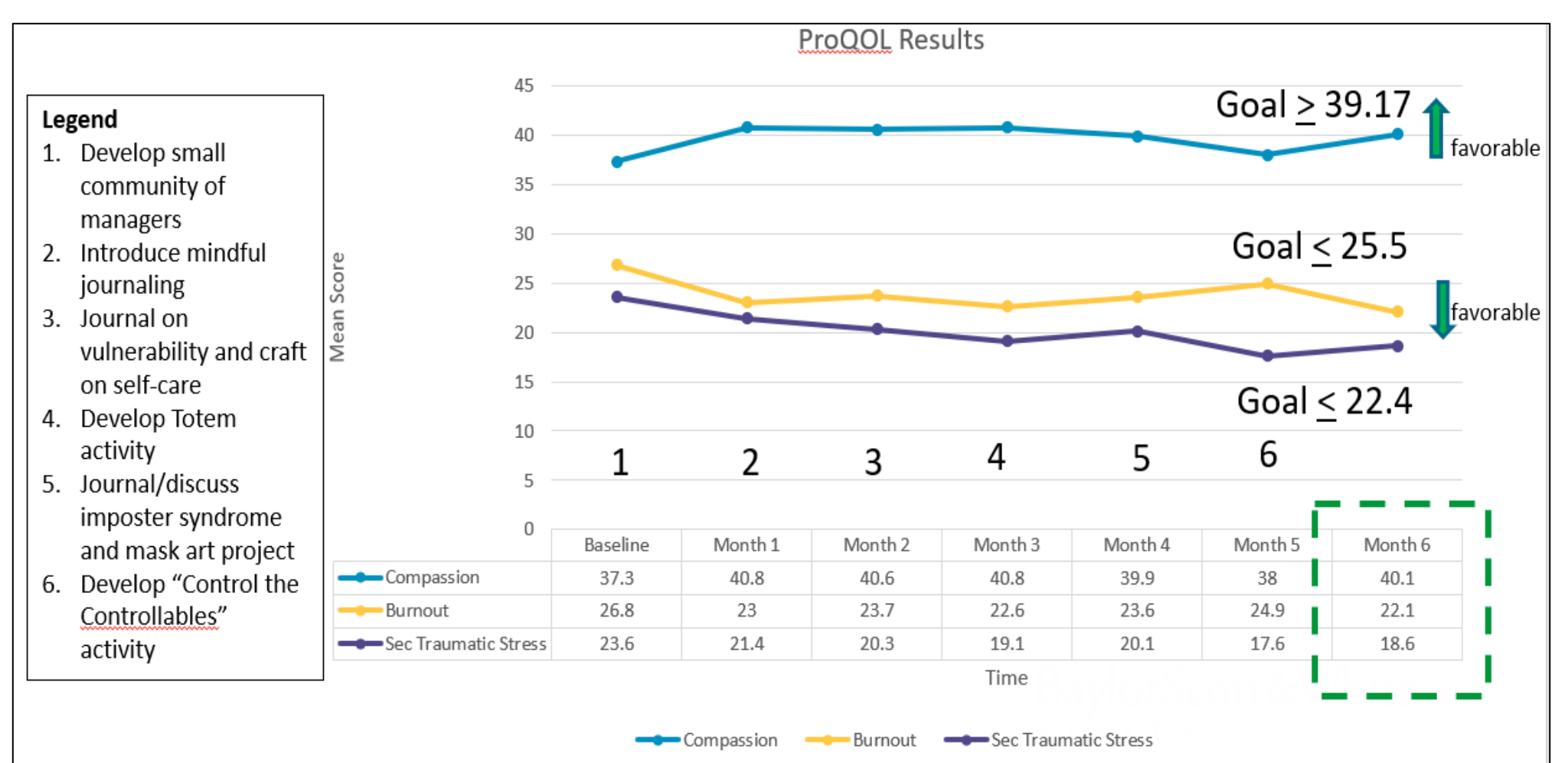
- Evidence-based framework for improving joy in work that support quality and safety.



4. Implemented Change

Action (Root Cause Analysis Item #)	Owner	Date
Develop small community and meet regularly (1-10)	Cindy	12/15/20, every 2 weeks
Measure compassion satisfaction, burnout, traumatic stress (1)	Cindy	12/15/20, Monthly
Introduce reflective practices (2-6, 9, 10)	Cindy/Chick	12/15/20, Ongoing
Introduce concept of "self care" through poetry (2-6, 9, 10)	Cindy/Chick	12/29/20, Ongoing
Introduce Check U, Check 2 employee wellness program (2-4, 7, 9)	Cindy	12/29/20, Ongoing
Introduce mindful journaling (2-6, 9, 10)	Cindy	01/12/21
Introduce meditation (2-6, 9, 10)	Chick	01/26/21
Journal on vulnerability and craft on self-care (2-10)	Cindy	02/09/21
Introduce self-care/compassion through journaling and meditation after watching Brene Brown video (9)	Cindy	02/23/21
Develop Totem activity (4, 7)	Cindy	03/09/21, Ongoing
Journal on courage, introduce Brene Brown "Dare to Lead" (2-6, 9, 10)	Chick	03/23/21
Journal on imposter syndrome and mask art project (2-10)	Cindy/Chick	04/06 – 05/04/21
Develop "Control the Controllables" activity (2-10)	Cindy/Chick	05/18/21
Reintroduce IHI framework, to prep for CNO meeting (8)	Cindy	06/01/21
CNO meeting to brainstorm on balancing work and life (8)	Cindy	07/27/21

5. Calculate & Demonstrate The Success



	Baseline	Month 6	Improvement	p-value
Compassion				
Mean (sd)	37.3 (5.0)	40.1 (4.8)	2.8 (2.9)	0.031
Levels			1 (11.1%)	0.317
Low	0 (0%)	0 (0%)		
Moderate	7 (77.8%)	6 (66.7%)		
High	2 (22.2%)	3 (33.3%)		
Burnout				
Mean (sd)	26.8 (3.7)	22.1 (5.5)	-4.7 (4.8)	0.039
Levels			4 (44.4%)	0.046
Low	2 (22.2%)	6 (66.7%)		
Moderate	7 (77.8%)	3 (33.3%)		
High	0 (0%)	0 (0%)		
Secondary Traumatic Stress				
Mean (sd)	23.6 (5.4)	18.6 (3.7)	-5 (4.7)	0.016
Levels			3 (33.3%)	0.083
Low	4 (44.4%)	7 (77.8%)		
Moderate	5 (55.6%)	2 (22.2%)		
High	0 (0%)	0 (0%)		

- 1) Compassion satisfaction
 - 6.98% **HIGHER**
 - 2) Burnout
 - 17.54% **LOWER**
 - 3) Secondary Traumatic Stress
 - 21.19% **LOWER**
- MET GOAL of 5% improvement**

6. Lessons Learned

- Engagement of members is critical to success.
- Keep discussion organic, let discussion flow freely. Avoid rigid agendas and correcting. Give it time.
- Sharing meaningful /challenging aspects of life promotes engagement and reduces burnout.
- A dedicated leader equipped in facilitating difficult discussion is important.
- The use of poetry, journaling, music, art, videos enhances reflective experiences.