

Background

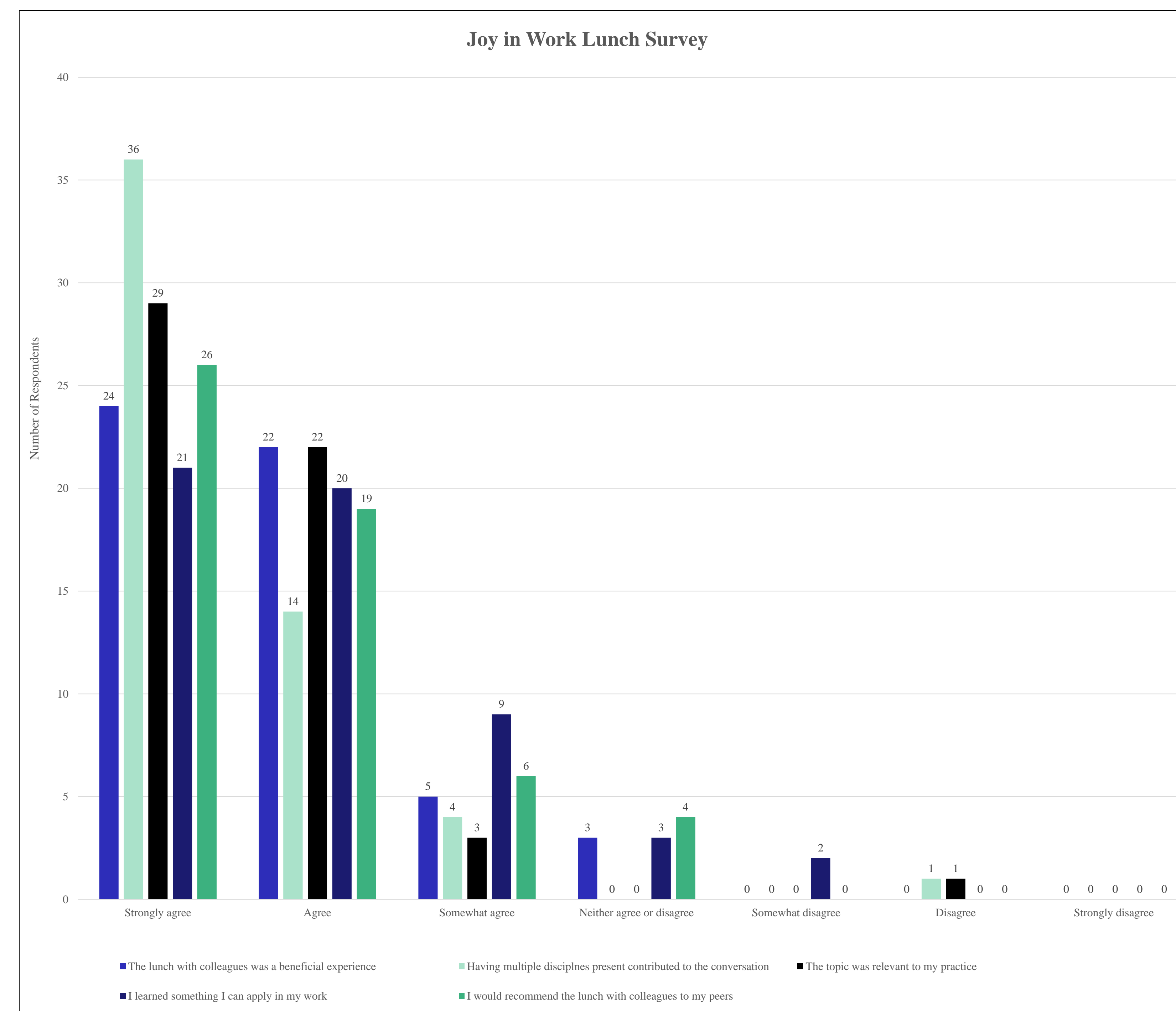
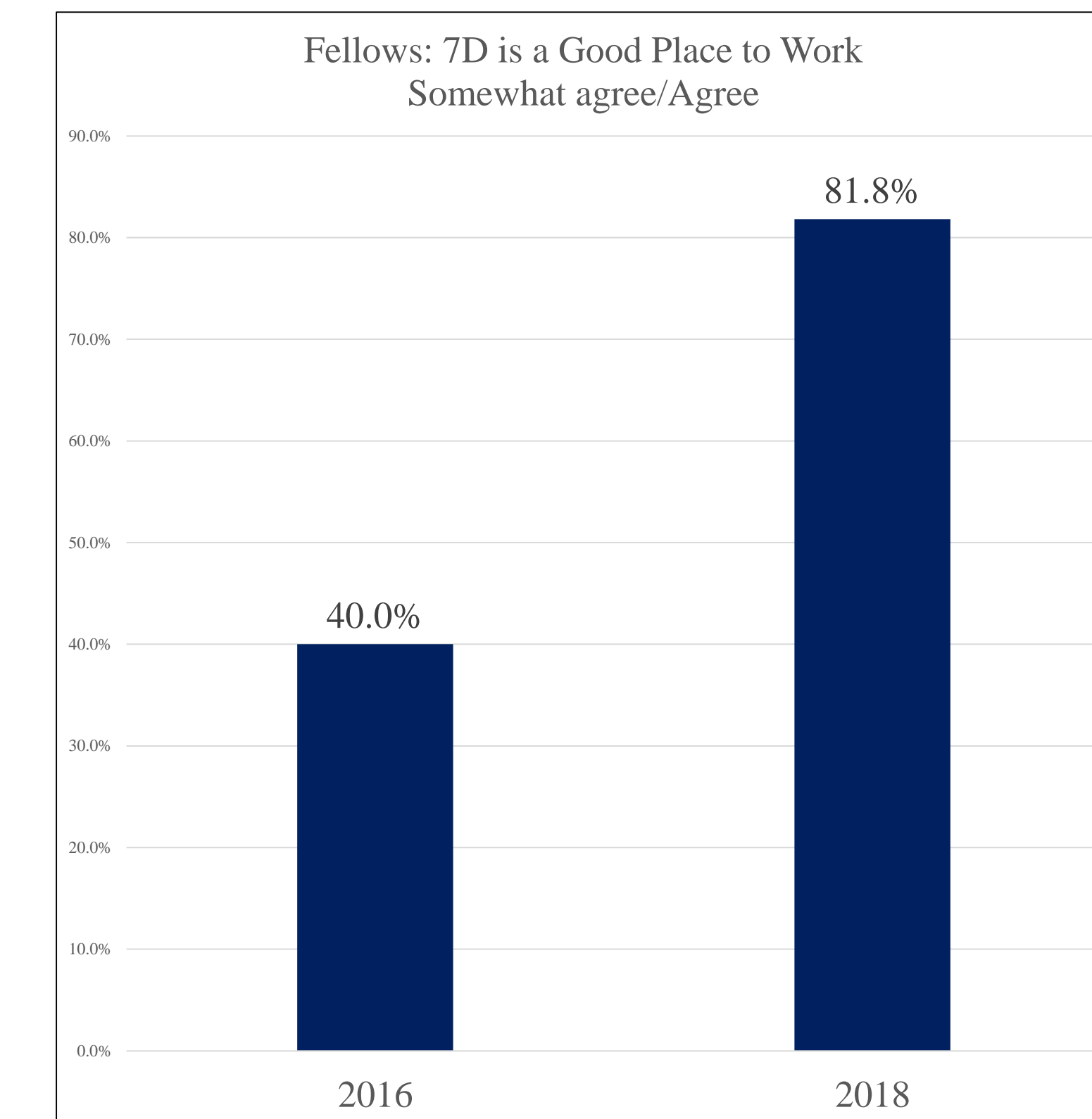
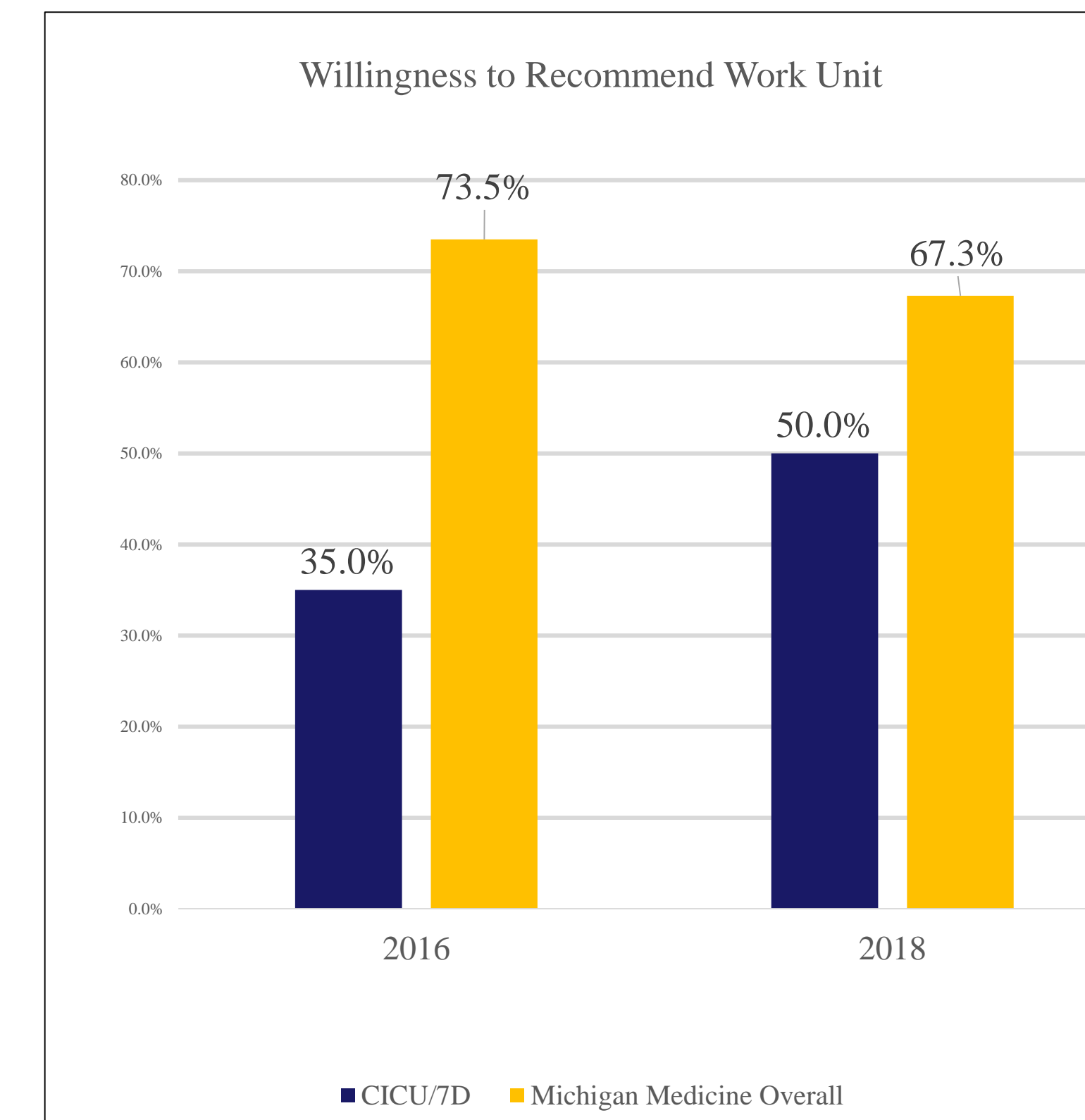
Healthcare provider burnout is increasingly prevalent and leads to lower levels of staff engagement, decreased productivity, increased workplace errors, and ultimately poor patient experiences and patient outcomes.

Baseline cardiac intensive care unit (CICU) culture survey data demonstrated a reputation of negativity and low employee engagement. Our goal was to establish a workplace in the CICU that promotes intellectual, behavioral, and emotional commitment to meaningful work, while improving employee engagement and satisfaction metrics.

Methods

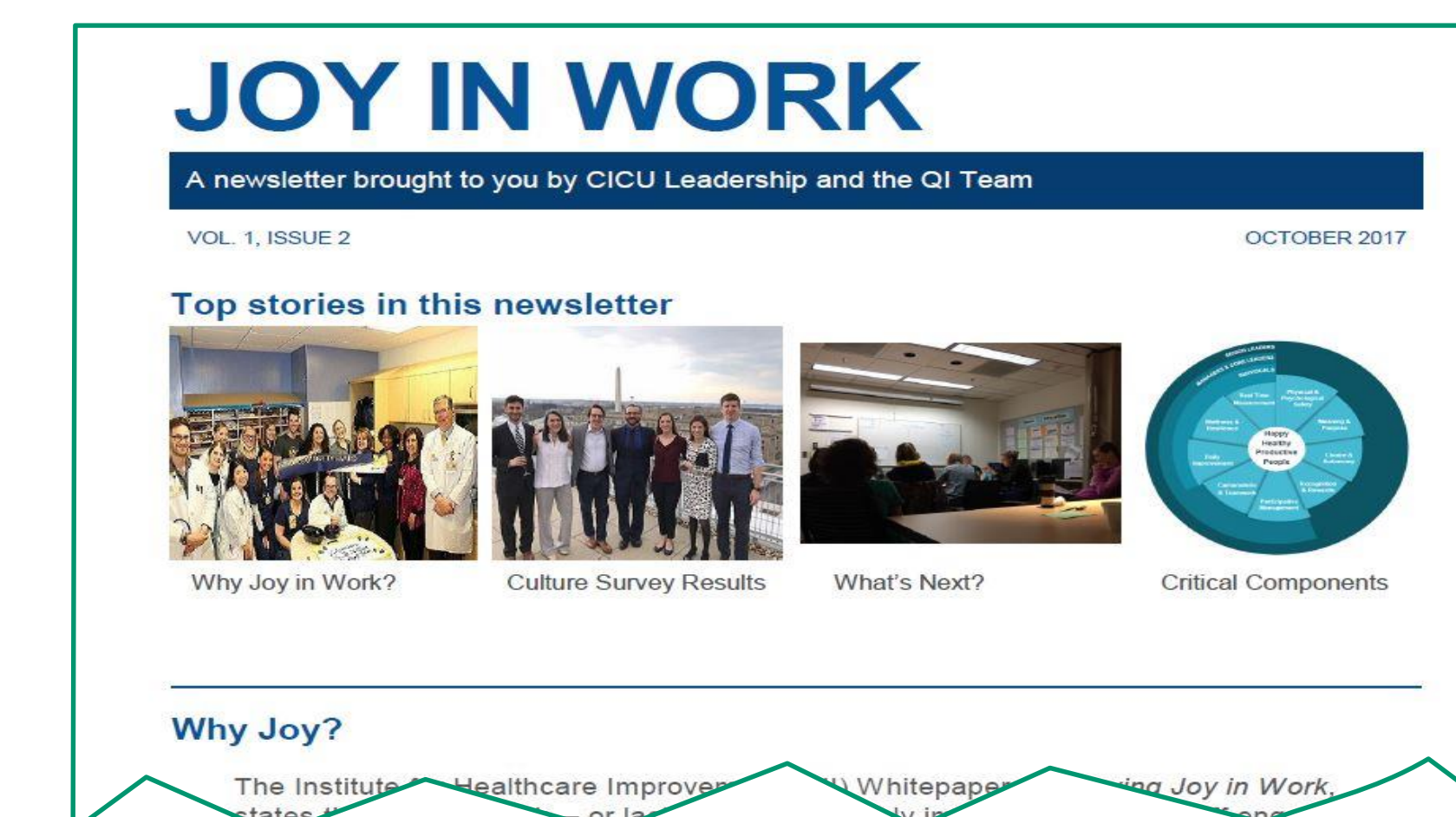
- The Michigan Medicine CICU was a pilot site for an initiative entitled "Joy in Work" mediated through the Institute for Healthcare Improvement (IHI).
- Baseline engagement survey data were reviewed.
- Interventions included:
 - Multidisciplinary lunch involving respiratory therapy, physical therapy, nutrition, physicians, nurses, social work, and the Office for Counseling and Workplace Resilience
 - Monthly joy-in-work newsletters
 - Fellow-led team debriefs after resuscitations
 - Development of a unit motto
 - Implementation of a daily fellow-led multidisciplinary flash rounds huddle
- Participants were surveyed after these interventions and compared to baseline data.

Results



Discussion

- Our interventions helped improve the CICU experience for all staff members, with a sense of improved unit culture and collaboration
- Small, unit-led, multidisciplinary interventions are fertile starting ground for discussions and improvement
- Necessary to have support from administration to help maintain momentum
- Improved workplace environments can lead to increased organizational performance
- Next steps: translate workplace culture improvement to patient satisfaction and outcomes



Cardiac Intensive Care Unit: Joy in Work

Our Motto

We are here to:

- Help, heal and protect people
- Be the best at what we do
- Support each other with positive attitudes
- Continue to learn and grow

Conclusions

Burnout and disengagement continue to be increasing in medical practices around the country. Small, unit-led, multidisciplinary interventions can create an improved workplace culture and fulfillment in the workplace to promote effective engagement, provider satisfaction, and translate into better delivery of quality patient care.

REFERENCES

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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