How Do You Find Joy in Your Work?
Humanizing X: Joy & Empathy at Work
Joy is one of health care’s greatest assets.

Why “joy in work”? And why now?

Joy is a connection to meaning, purpose, and resilience.

Joy is a fundamental right.
Our Journey Map

Our Culture of Transformation

Stress & Burnout

4 Steps to More Joyful Work

Human Centered Design

Empathy
Creating respectful, empathetic interactions that deliver joy and ease suffering for all people involved in health care, patients, families, and the care team.
Hackensack Meridian Health’s Quadruple Aim

- Human Experience
- Joy
- Value
- Quality/Safety

Humanizing X: Joy in Work
“Joy not burnout should rule the day.”

Donald M. Berwick, MD
President Emeritus and Senior Fellow
Institute for Healthcare Improvement
“You cannot give what you don’t have.”
4 Steps to More Joyful Work

Ask, “What matters to you?
Identify the pebbles in your shoe.
Commit to a shared responsibility.
Use improvement science to improve joy.
4 Steps to More Joyful Work

1. **Ask, “What matters to you?”**
   - Identify the pebbles in your shoe.

2. **Commit to a shared responsibility.**
   - Use improvement science to improve joy.

**Human Centered Design**
What matters to you?

• I got into health care because...
• What makes me proud to work here is...
• What matters to me in my work is...
• The most meaningful or best part of my work is...
• I know I make a difference when...
• When we are at our best, here’s what it looks and feels like...
4 Steps to More Joyful Work

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Human Centered Design
X Talk: Build peak moments

Building Peaks Video
Elevation
• Rise above the everyday

Insight
• “A-ha” moments when we experience a burst of revelation

Pride
• Capture us at our best

Connection
• Social moments that are stronger for having been shared with others
What pebbles would be most powerful to build into peak moments for the TMX?
4 Steps to More Joyful Work

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Human Centered Design
Human Centered Design

INSPRIATION → IDEATION → IMPLEMENTATION

Empathize → Define → Ideation → Prototype → Test
Empathy is...

seeing with the eyes of another,
listening with the ears of another,
and feeling with the heart of another.
Empathy vs Sympathy
Is empathy something we are simply born with, or is it a skill that we can practice and improve?
An exercise in empathy.
Actions

Express Empathy

Words
“...create a system where everybody may take joy in their work.”

W. Edwards Deming
Human Centered Design

INSPIRATION  ➔  IDEATION  ➔  IMPLEMENTATION

Empathize  ➔  Define  ➔  Ideation  ➔  Prototype  ➔  Test

Hackensack Meridian Health
Great Engineer
Great Product

The new **GE Optima MR360** is well suited for a wide range of MR scanning needs – with the ease of operation to help make a clinician’s staff more productive. For streamlining routine scans, the Optima MR360 incorporates an express exam approach to MR. It includes many intuitive and automated functions that help increase patient comfort, operator confidence, image consistency, and professional satisfaction of MR staff.
Challenge
Steps
Sofia

1. Goes to Initial Doctor
2. Rides to Hospital
3. Checks in
4. Walks to MRI Room
5. Sees MRI Machine
6. Cries & Resists
7. Sees Doctor Enter
8. Gets Drugged
9. Goes Through MRI
ATTITUDES /EMOTIONS

1. GOES TO INITIAL DOCTOR
2. RIDES TO HOSPITAL
3. CHECKS IN
4. WALKS TO MRI ROOM
5. SEES MRI MACHINE
6. CRIES & RESISTS
7. SEES DOCTOR ENTER
8. GETS DRUGGED
9. GOES THROUGH MRI

DOCTOR
MOM
CHECKIN NURSE
IMAGING TECH
MOM
NURSE
DOCTOR ANESTH
IMAGING TECH
TAKE-HOME PACKET
CAR
DESK & COMPUT.
CHART
MRI MACHINE
TISSUES
NEEDLE & DRUGS
MRI MACHINE
Great Experience
Team Member Experience

Choose Experience & Create a Persona
Empathy Map
Steps
What people/things does the person interact with?
What area would be most impactful to focus on? Why?
What area would be most impactful to focus on? Why?
Elevation
• Rise above the everyday

Insight
• “A-ha” moments when we experience a burst of revelation

Pride
• Capture us at our best

Connection
• Social moments that are stronger for having been shared with others
Prototype & Test
Human Centered Design
Empathy Skills Lab
Guidelines for Humanizing X

TLC
1. Time
2. Listen
3. Connect
Simulation Skills Lab

• Create trios and rotate roles: patient, team member practicing empathy, observer

• Role play
What has this been like for you?

I can understand...

That sounds very difficult.

I can imagine this might feel . . .

Are you okay with that approach?

I’m hearing that...

Would you tell me a little more?

Let’s solve this together...

Express Empathy
Round 1 TLC

1. **Time** - Be present. Greet and welcome, make eye contact and display appropriate body language.

2. **Listen** - Actively listen. Focus on the facts and feelings.

Round 2
TLC

1. **Time**- Be present. Greet and welcome, make eye contact and display appropriate body language.

2. **Listen**- Actively listen. Focus on the facts and feelings.

3. **Connect**- Empathize. Ask what matters most.
Round 3 TLC

1. **Time** - Be present. Greet and welcome, make eye contact and display appropriate body language.

2. **Listen** - Actively listen. Focus on the facts and feelings.

Round 4
TLC

1. **Time** - Be present. Greet and welcome, make eye contact and display appropriate body language.

2. **Listen** - Actively listen. Focus on the facts and feelings.

Simulation Skills Lab Debrief

What did you learn?

What were your successes?

What were your challenges?
What is one key learning from today?
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Empathy

Humanizing X: Joy in Work
“We must learn to think in moments, to spot the occasions that are worthy of investment... Moments are what we remember and what we cherish.”

Dan Heath