Improving joy and meaning in our work: Co-creating wellness for child and youth mental health service providers

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ABOUT US

Evidence + Collaboration + Innovation = Change that children, youth and families can feel

Ontario Centre of Excellence for Child and Youth Mental Health
Centre d’excellence de l’Ontario en santé mentale des enfants et des adolescents
STRATEGIC DIRECTIONS
2018-21

SET STANDARDS
The Centre will develop and publish standards for child and youth mental health services in Ontario.

INTEGRATE DATA
The Centre will collaborate with partners to build an integrated data strategy for child and youth mental health.

GROW EVIDENCE
The Centre will close knowledge gaps by supporting practical innovation and evaluation.

DRIVE CHANGE
The Centre will use evidence and data to inform forthright conversations about organizational and system performance.

Ontario Centre of Excellence for Child and Youth Mental Health
Centre d’excellence de l’Ontario en santé mentale des enfants et des adolescents
My work at the Centre

Quality standards for system level youth and family engagement

Business intelligence solution & data sharing

New: Wellness of mental health service providers
About me

• Work
• Family
• Social and cultural identity
• Spiritual orientation and community connections
Focus for today

• Why improve joy in work?
• How can we improve joy in work?
  ➢ From healthcare: Joy in work framework
  ➢ From organizational development
• What can we do together?
Why improve joy in work?
Problems facing our service providers

- Burnout and low resources
- Sector changes
- Change fatigue
- Secondary traumatic stress
- High suicide rates and mental health stigma
High levels of burnout

• 54% of community mental health workers in California with high emotional exhaustion
• 66% directors of community mental health centres in Iowa with high emotional exhaustion and low personal accomplishment
“Tackling burnout is necessary but not sufficient. [Improving joy in work] is about a positive, proactive and productive thing, rather than the absence of negative factors. It's about assets, not deficits.”

- Derek Feeley, IHI President and CEO
We've learned, and continue to learn, that burnout is a system-wide issue. Generally speaking, it is not a problem with individual caregivers. Instead, it is triggered by inadequate resources, processes, and supports within an organization. By becoming aware of these barriers, organizations can start making changes that truly make a difference in the lives of the health care workforce.”

- Tejal Gandhi, Chief Clinical & Safety Officer at IHI
Joy in work is the product of quality improvement.

- Dr. E. Edwards Deming
Is burnout a problem or a concern in your agency?

Photo by Evan Dennis on Unsplash
Making our stone soup
About you

1. What inspires you in your work?
   What makes a good day for you?

2. How has your organization helped inspire you in your work?
   How does your workplace help you have a good day?
Sharing with another person

Two minutes each:

1. My inspiring experience
2. My organization’s role
Harvesting lessons

What matters to people when improving joy in work?
How can we improve joy in work?
IHI white paper

Source: http://www.ihi.org/Topics/Joy-In-Work/Pages/default.aspx
IHI Joy in Work Framework

4 steps you can do to improve joy in work

- Use improvement science
- Commit to a systems approach
- Identify unique impediments
- Ask staff, “What matters to you?”

Client outcomes
Staff wellness
Organizational performance

Source: http://www.ihi.org
Step 1: Ask Staff, “What Matters to you?”

• Main goal is to listen intently to what makes a difference to each individual in their work

• Identify what contributes and or detracts (pebbles in the shoe) from Joy in Work

• Share your own sources of Joy, be clear on why you are interested in Joy in Work.

• Leaders must have the time and skills to address pebbles through a participative management style

• “We are in this together” (at the local level)
Step 2: Identify impediments to Joy

- Step 1 and 2 often happen in the same conversation
- Talking about what gets in the way of meeting professional, social or psychological needs helps build trust
- Everyone must feel like their ideas, opinions and comments will be listened to
- Use information from conversations/survey data to set priorities and start addressing the pebbles in the shoe
- Getting input from all team members, working together to address issues builds camaraderie
Step 3: Commit to a systems approach
Critical components for Joy in Work

1. **Physical and Psychological Safety** – safe working conditions, free to question, admit mistakes, propose good ideas, raising dissenting view expected and respected
Critical components for Joy in Work

2. **Meaning and purpose** – daily work has meaning, feel that work makes a difference, connected to organization mission

3. **Choice and autonomy** – Environment supports choice and flexibility in work, hours, and part of decisions on processes and changes

4. **Camaraderie and teamwork** – trusting relationships, shared understanding, mutual support and companionship

5. **Wellness and resilience** – cultivating ability to bounce back from setbacks, stress management, amplify gratitude and work-life balance
The critical role of leaders

6. **Participative management** – creating the space to listen, understand the issues, and involving others to co-create solutions

7. **Recognition and rewards** – helping to create camaraderie and strong teams. Recognizing team members for exemplary work, new ideas, and celebrating outstanding outcomes, gratitude over time.

8. **Daily improvement** – using improvement science to identify, test and implement improvements.

9. **Real time measurement** – providing regular feedback to ensure effective data; creating a culture of learning
Step 4: Use improvement science

- Engage others to identify areas to improve
- Build consensus for SMART aim, activities and measures
- Use PDSA cycles
Other literature on organizational level frameworks
Reinventing organizations

A Guide to Creating Organizations
Inspired by the Next Stage of Human Consciousness
## Examples of organizations

<table>
<thead>
<tr>
<th>Organization</th>
<th>Sector &amp; Location</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>AES</td>
<td>Energy sector – Global</td>
<td>40,000</td>
</tr>
<tr>
<td>BSO/ Origin</td>
<td>IT Consulting – Global</td>
<td>10,000</td>
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<tr>
<td>Buurtzorg</td>
<td>Health care – Netherlands</td>
<td>7,000</td>
</tr>
<tr>
<td>ESBZ</td>
<td>School – Germany</td>
<td>1,500 <em>members</em></td>
</tr>
<tr>
<td>FAVI</td>
<td>Metal manufacturing – France</td>
<td>500</td>
</tr>
<tr>
<td>Heligenfield</td>
<td>Mental health hospitals – Germany</td>
<td>600</td>
</tr>
<tr>
<td>Morning Star</td>
<td>Food processing – US</td>
<td>400 to 2,400</td>
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<td>Patagonia</td>
<td>Apparel – US</td>
<td>1,350</td>
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<tr>
<td>RHD</td>
<td>Human Services – US</td>
<td>4,000</td>
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<tr>
<td>Sounds True</td>
<td>Media – US</td>
<td>90</td>
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<tr>
<td>Sun Hydraulics</td>
<td>Hydraulics components – Global</td>
<td>900</td>
</tr>
<tr>
<td>Bridgewater Associates, LP</td>
<td>Investment – Global</td>
<td>1,200</td>
</tr>
<tr>
<td>Decurion Corp.</td>
<td>Operating subsidiaries – US</td>
<td>1100 <em>members</em></td>
</tr>
<tr>
<td>Next Jump, Inc.</td>
<td>E-commerce – US</td>
<td>200</td>
</tr>
</tbody>
</table>
Common threads

• Premised on a more holistic view of each person
• Acknowledges leaders’ critical role
• Uses a developmental perspective
• Aligns the personal and collective
Main organizational paradigms

- Magic / Tribal
- Traditional / Agrarian
- Scientific / Industrial
- Post-modern / Information

Red Organizations

Impulsive Predatory leadership style

Key breakthroughs

1. Command authority
2. Division of tasks

Examples
Street gangs
Mafias
Mercenaries

Source: Laloux, 2014; http://www.reinventingorganizations.com/
Amber Organizations

Conformist
Paternalistic leadership style

Key breakthroughs

1. Formal hierarchy
2. Replicable processes

Examples
Catholic Church
Army
Government agencies
Public school systems

Source: Laloux, 2014; http://www.reinventingorganizations.com/
Orange Organizations

Achievers
Goal- and task-oriented; decisive leadership

Key breakthroughs

1️⃣ Innovation
2️⃣ Accountability
3️⃣ Meritocracy

Examples

Global corporates
Wall street

Source: Laloux, 2014; http://www.reinventingorganizations.com/
Green Organizations

“Family”
Consensus-oriented, service leadership

Key breakthroughs

1. Values-driven culture
2. Empowerment
3. Stakeholder model

Examples
Culture-driven organizations
(Southwest Airlines, Zappos.com, Ben&Jerry’s...)

Source: Laloux, 2014; http://www.reinventingorganizations.com/
Teal Organizations

Living entity

Distributed leadership model

Key breakthroughs

1. Self-management
2. Wholeness
3. Evolutionary purpose

Examples

A few extraordinary pioneers in different industries

Patagonia, Buurtzorg

Source: Laloux, 2014; http://www.reinventingorganizations.com/
Deliberately developmental organizations

Alignment of organizational features

- Principles
  - Running on principles
  - Adults can grow
  - Weakness is a strength: Error is an opportunity
  - The “interdependent bottom-line”

- Practices
  - Destabilization can be constructive
  - Closing the gaps
  - Timescale for growth, not closure
  - “Interior life” is part of what is managed

- Communities
  - Rank does not have its usual privileges
  - Everyone is HR
  - Everyone needs a crew
  - Everyone builds the culture

Source: Kegan, Lahey, Fleming, Miller & Markus, 2014
Our mission is to transform people’s jobs and lives by sharing our own learnings, tools, and platform, with companies across the globe.
Our Members

For many years, we at Decurion wrestled with the issue of naming our employment relationship. Most companies operate from the assumption that they are exchanging money for time, that they are using people to get things done, and so the term “employee” is appropriate. Our assumption is different: we view people not only as means but also as ends in themselves. And so we have introduced such terms as “talent” and “crew.” Finally, it occurred to us that the most apt term for ourselves is “members.” We are members of the Decurion community, a community that we are continually creating and recreating together.

Board of Directors  Management Team
Spiritual
Emotional
Intuitive
Feminine
Deeper part

Rational
Masculine
Ego

Source: Lalouz, 2014
Wholeness?

Source: Lalouz, 2014

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Decurion provides places for people to flourish

Decurion’s purpose, the fundamental reason it exists, is to provide places for people to flourish. By “flourish” we mean to become fully oneself, which includes living an undivided life and growing into what one is meant to be. We believe that every human being has something unique to express (perhaps several unique things over the course of a lifetime). While building each of our businesses to world-class standards, we seek to create the conditions in which that expression will emerge. Flourishing is the process of living into one’s unique contribution. We expect to do this through our work.
Leadership: Action vs. limiting beliefs
Reflection and discussion

- What shifts do I need to make?
- What are the pebbles in my shoes?

Photo by Tamara Menzi on Unsplash
What can we do together?
4 things you can do

- Use improvement science
- Commit to a systems approach
- Identify unique impediments
- Ask staff, “What matters to you?”

Source: http://www.ihi.org
Joy and meaning in work
“Stone Soup”

What can we do together? Where do we start?
What’s next?

• Contact me!
  • Integrate suggestions from today
  • Scan the problems and current practices
  • Work together to co-create an improvement project
• Raise awareness on this topic
  • Provide input on any priority-setting initiatives
Contact us

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