

Bringing joy back to the workplace

Vizient's Joy in the Workplace collaborative focused on reducing the causes of organizational burnout

\$56 million

Physician turnover-related costs avoided*

3.7%

Reduction in physician turnover rates*

50%

Of participants reduced turnover*
*Results from the project

Vizient Performance Improvement Collaboratives program

Vizient® brings together interested members to collaborate on focused performance improvement initiatives. We offer health care collaboratives and benchmarking studies as opportunities to network with like-minded members, access subject matter experts and work on common issues vital to the delivery of health care. We offer collaborative projects, webinars and archived web resources that combine expert-led knowledge with leading practice insights to help you realize top-tier performance in quality, safety and cost effectiveness.

Opportunity

Across the health care industry, caregivers are suffering from a lack of joy in their work. Studies show the prevalence of physician burnout to be as high as 50%, while more than 56% of nurses reportedly come in early, work late or work through breaks to complete their work.^{1,2} The impact of burnout in the workforce has negative consequences on an organization, including poor patient care, higher turnover rates and the financial costs associated with recruiting and training replacement staff.

Overview

Vizient's Joy in the Workplace collaborative enabled 58 organizations to collectively work on projects in three focus areas: workplace safety and wellness, supportive workplace culture and workplace efficiency. Some participants chose to try multiple interventions across one, two or all three of the focus areas.

Projects included work that improved physical and psychological safety, wellness and resilience and leadership development, including rounding. Some organizations also tackled efficiency projects that focused on streamlining work processes that often frustrated frontline employees.

Key learnings for success

- Evaluate the work environment: listen, acknowledge and act on what matters most to your staff
- Develop your joy strategy: restructure and operationalize goals that support fairness and remove guilt healthcare workers often feel
- Create high-quality connections that build trust between peers, leadership and staff
- Demonstrate ownership: Leadership should communicate, model expectations and be patient as culture change takes time

¹ Gooch, Kelly. Why physician burnout jumped to 54% over 3 years. Becker's Hospital Review. August 21, 2018. <https://www.beckershospitalreview.com/workforce/why-physician-burnout-jumped-to-54-over-3-years.html>. Accessed Dec. 3, 2018.

² Executive Summary. American Nurses Association Health Risk Appraisal. 2017. 018. https://www.nursingworld.org/~4aeceb/globalassets/practiceandpolicy/work-environment/health--safety/ana-healthriskappraisalsummary_2013-2016.pdf. Accessed Dec. 3, 2018.

How to get started

Access to the Performance Improvement Collaboratives program is limited to participants of the Vizient Member Networks.

Enroll in a project

For more information about upcoming Performance Improvement Collaboratives, participants can contact picollaboratives@vizientinc.com or their network director.

Learn from past projects

Participants can learn from past projects by:

- Reading knowledge transfer final reports
- Viewing the recordings of knowledge transfer webinars

Overall results

To measure improvement, participants submitted baseline and remeasure data in the following categories:

- Staff joy metric (organizational assessment measuring workforce engagement, satisfaction or burnout)
- Employed physician turnover
- Licensed nurse turnover
- HCAHPS (nurse and doctor care aggregate scores)

Overall, collaborative participants reduced their physician turnover rates, on average, by 3.7%, avoiding up to \$56 million in physician turnover-related costs. Nursing turnover was improved by 50% of participants.



To learn more, please contact picollaboratives@vizientinc.com.

As the nation's largest member-driven health care performance improvement company, Vizient provides network-powered insights in the critical areas of clinical, operational, and supply chain performance and empowers members to deliver exceptional, cost-effective care.