



HRSA Ryan White HIV/AIDS Program

**CENTER FOR QUALITY
IMPROVEMENT & INNOVATION**

JOY
WORK ^ PLACE

A Quality Framework for
Improving Joy in Work

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Department
of Health



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Why joy?

“ You cannot give what you do not have ”

Maureen Bisognano, IHI President Emerita and Senior Fellow

“ In our work in healthcare, **joy** is not just humane; it’s **instrumental** ”

Don Berwick, IHI Senior Fellow and President Emeritus

The gifts of hope, confidence, and safety that health care should offer patients and families, can only come from a workforce that feels hopeful, confident, and safe. **Joy** in work is an **essential resource** for healing

Learning Objectives



Describe key leadership behaviors that raise staff engagement and restore joy



Identify the key changes in the system for joy in work



Learn how to apply the Model of Improvement to co-create joy in your workplace



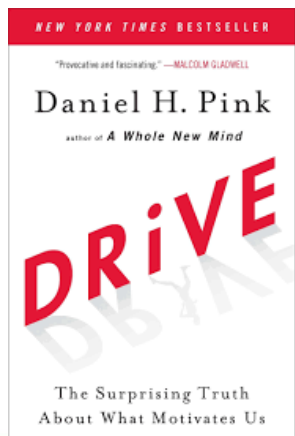
Let's chat

In the chat box –

- What gives you meaning at work?
- What gives you joy in work?



Daniel Pink's Theory on Motivation, Meaning and Purpose



The evolution of motivation

Motivation 1.0 Biological needs, such as hunger and thirst



Motivation 2.0 Carrot and stick approach, rewards/punishment



Motivation 3.0 Intrinsic motivation to create a better world

Three constituents necessary for intrinsic motivation:



Pink, Daniel H. 2009. *Drive: the surprising truth about what motivates us*. Harvard (18th ed.) (2009)

What is Joy in Work?

- Joy is more than the absence of burnout
- It is an intellectual, behavioral and emotional commitment to meaningful and satisfying work

Sirota D, Klein D. The Enthusiastic Employee: How Companies Profit by Giving Workers What They Want (2nd edition). Pearson FT Press; 2013.

Case for Improving Joy in Work

- Necessary to talk about burnout, but not sufficient. Must focus on **creating** joy
- Joy in work is inextricably linked to patient outcomes
 - Burnout affects patients
 - Lower levels of empathy
 - More mistakes
 - Less patient satisfaction
 - Reduced adherence to treatment plans
 - Overuse of resources

A focus on joy is a step toward creating safe, humane places for people to find meaning and purpose in their work.



Joy is the product of
quality improvement
and a function of high-
quality systems

“Management’s overall aim
should be to **create a
system** in which everybody
may take **joy** in their work.”

W. E. Deming
Quality Management Pioneer

Four Steps to Create a Joyful, Engaged Workforce

Outcome: Joy in work resulting in

- ↑ Patient experience
- ↑ Organizational performance
- ↓ Staff burnout

4. Use improvement science to test approaches to improving joy in work in your organization

3. Commit to a systems approach to making joy in work a shared responsibility at all levels of the organization

2. Identify unique impediments to joy in work in the local context

1. Ask staff, “What matters to you?”



Step 1: Ask staff, “What matters to you?”

Leaders engage in a form of appreciative inquiry that taps into strengths, bright spots or what is already working

Conversation questions

- What makes for a good day for you?
- What makes you proud to work here?
- When we are at our best, what does that look like?

Step 2: Identify unique impediments to joy in work in the local context

- Steps 1 & 2 usually happens in the same conversation
- What makes a good day, sets the context for inquiry of what gets in the way of a good day or makes for a bad day
- Identify what impediments exist in the daily work – the "pebbles in their shoes"
- Provides opportunity for everyone to give input on which impediments to focus on thereby, building camaraderie

What are the pebbles in your shoes?

- Do you feel safe from bodily harm?
- Do you feel safe to ask questions and admit when mistakes are made?
- Do you feel like you have meaning in your work?
- Do you feel like you're a part of a team?
- Do you feel like you have input?



Step 3: Commit to a systems approach to making joy in work a shared responsibility at all levels of the organization

- There is a shared responsibility
- Senior leaders are responsible for all 9
- Managers are responsible for 5
- Individuals are responsible for 3 components



IHI Framework for
Improving Joy in
Work

Components of the System

Physical & Psychological Safety

- Feel safe from bodily harm
- Feel secure, can ask questions, seek feedback, admit mistakes

Meaning and Purpose

- Feel they make a difference
- Connected to a purpose that is larger than themselves

Choice and Autonomy

- Do people feel they have a say in how things are done in daily work?

Recognition and Rewards

- Meaningful recognition of contributions

Participative Management

- Steps to listen and involve colleagues in co-creation

Camaraderie and Teamwork

- Feel they are part of a team

Daily Improvement

- Use improvement science

Wellness & Resilience

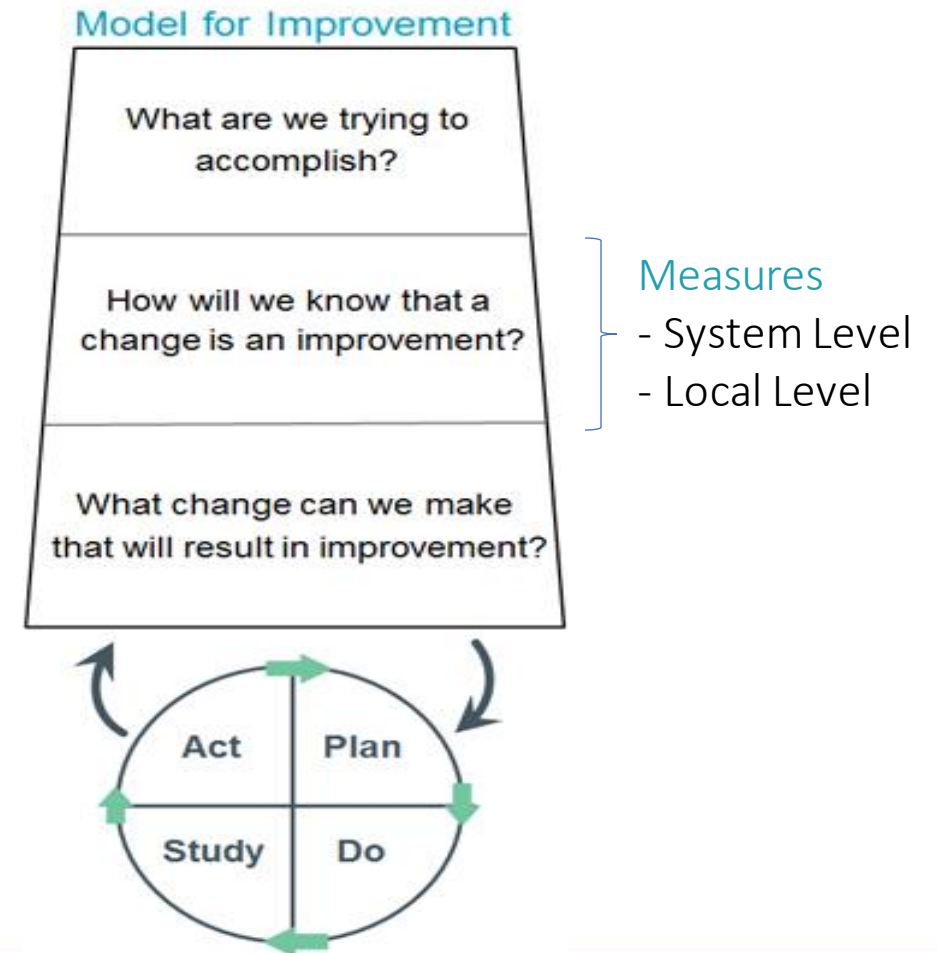
- Values wellness of employees

Real time measurement

- Measurement systems enable regular feedback about system performance to facilitate improvement

Step 4: Use improvement science to test approaches to improving joy in work in your organization

- Use principles of improvement science – like the Model for Improvement to test if the changes are leading to an improvement



Joy in Work System Level Measures

The Leadership Dimensions Assessment

- Burnout Surveys
- Job Satisfaction Tools
- Safety Surveys
- Disparities Assessment
- Leadership Dimensions Assessment

My Leader	1 – low 5 – high	What it looks like when it happens:
Holds career development conversations with me		
Inspires me to do my best		
Empowers me to do my job		
Is interested in my opinion		
Encourages employees to suggest ideas for improvement		
Treats me with respect and dignity		
Provides helpful feedback and coaching on my performance		
Recognizes me for a job well done		
Keeps me informed about changes taking place in our organization		
Encourages me to develop my talents and skills		
I would recommend working for this leader		
Overall, how satisfied are you with this leader?		

Adapted from Mayo Clinic Leadership Dimensions Assessment

Local Level Measurement Tools

THREE QUESTIONS

Ask in daily huddles or team meetings: What would it look like to have a YES for each question?

- Am I treated with dignity and respect by everyone?
- Do I have what I need so I can make a contribution that gives meaning to life?
- Am I recognized and thanked for what I do?

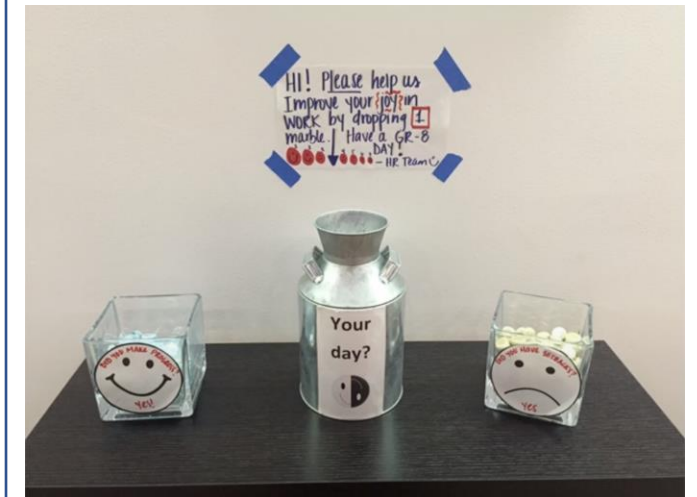
PULSE SURVEY

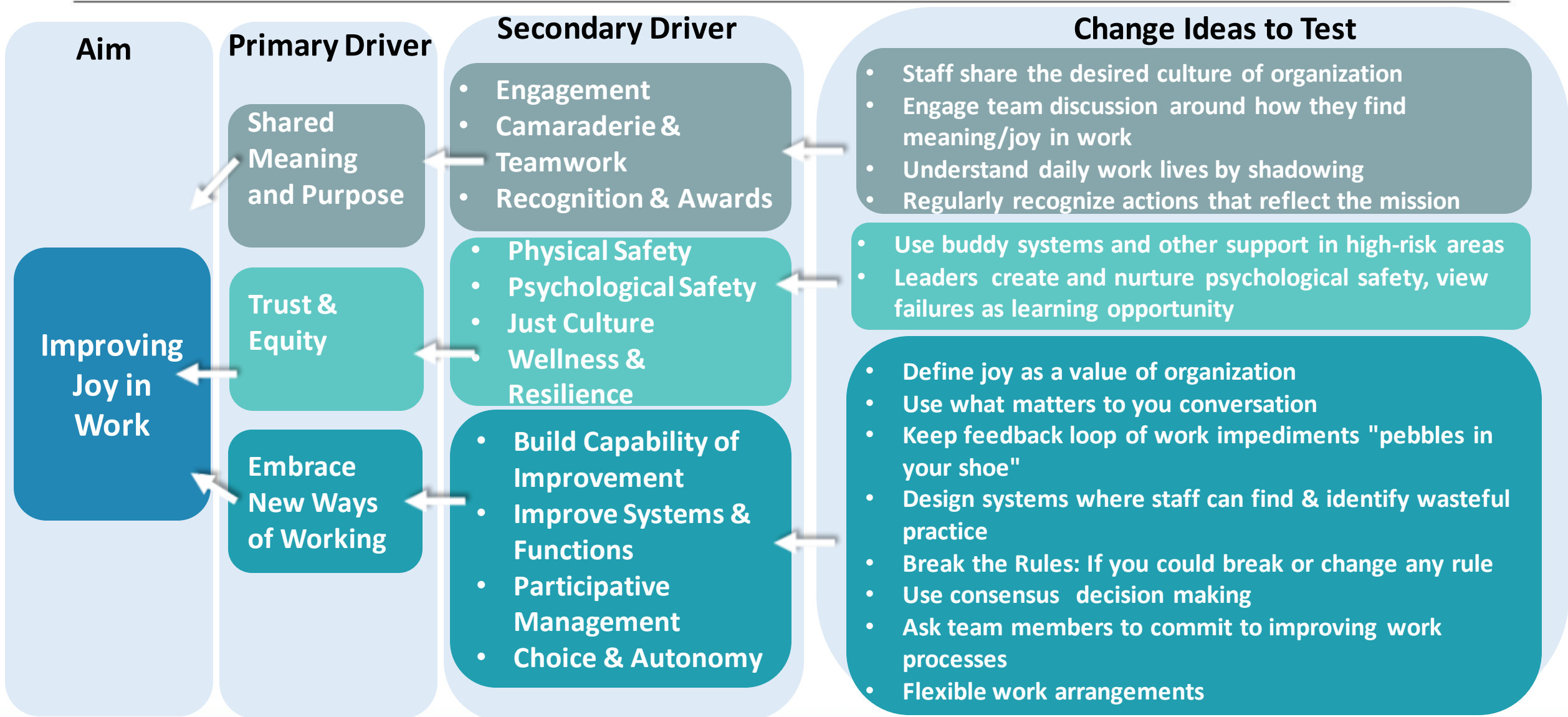
*Ask 2-10 questions per month
Rate Strongly Agree to Strongly Disagree*

- Overall, ABC is an excellent place to work
- I believe ABC is going in the right direction
- My immediate supervisor cares about the work that I do
- I feel comfortable bringing up problems and touch issues
- I have a friend at work
- I feel recognized
- I am satisfied with work/life balance

DAILY VISUAL MEASURE

*At the end of the day,
staff place a marble in
happy or sad jars*





Walk Through – Change Ideas

Incorporate QI principles such as having leadership support and utilizing a teams to test changes to system

MAKE JOY A VALUE



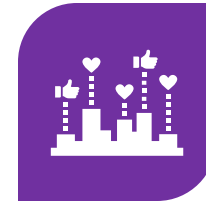
ASK INDIVIDUALS WHAT BRINGS MEANING IN THEIR WORK



DISPLAY ALL VALUES ON STICKY NOTES ON (VIRTUAL) BOARDS



INCORPORATE IDENTIFIED VALUES IN ORGANIZATION'S MISSION



CREATIVELY DISPLAY AND PROMOTE "JOY" RELATED VALUES

BREAK THE RULE



IF YOU COULD BREAK ONE RULE
BRAINSTORM *ENCOURAGE WILD THOUGHTS*



USE TECHNIQUES TO INVESTIGATE NEW WORKFLOW:
FLOW CHART | FORCE FIELD ANALYSIS |
DE- BONO'S 6 HATS | SWOT ANALYSIS | SYSTEM OF PROFOUND KNOWLEDGE



TEST ALTERNATE WORKFLOWS
WHAT WORKS?

"... without joy and meaning in work, the workforce cannot perform at its potential. Joy and meaning are generative and allow the best to be contributed by each individual, and the teams they comprise, towards the work of the Triple Aim every day."

Sikka R, Morath JM, Leape L. The Quadruple Aim: care, health, cost and meaning in work. *BMJ Qual Saf.* 2015;24:608-610.

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Thank you

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