



**PennState**  
College of Nursing



Assessment and Implementation Strategies  
to Enhance Job Satisfaction and  
*Joy in Work*

# Joy in Work (JIW) Team

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# How it Began...

- Institute for Healthcare Improvement (IHI)
- Summer Immersion Program
- Joy In Work Prototype



# Ask yourself...

Do you have joy in work?

What brings you joy in work?

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 my work?

Am I recognized and thanked for what I do?

# What is *Joy In Work*?

Joy in Work...intellectual, behavioral, and emotional commitment to meaningful and satisfying work. (IHI, 2016a)

The most joyful staff:

- Feel physically and psychologically safe
- Appreciate the meaning and purpose of their work
- Have some choice and control over their time
- Experience camaraderie with others at work
- Perceive their work life to be fair and equitable  
(IHI, 2018)



# What *Joy In Work* is not...

- Something you announce: flavor of the month
- Superficial one-time actions
- Pizza parties
- Tokens not linked to purpose, e.g. thank you notes
- Something done 'to' or 'for' team members not 'with' (IHI, 2016b)



# Why is *Joy in Work* important?

***"Management's overall aim should be to create a system in which everybody may take joy in his work."***

*-Dr. W. Edwards Deming*

# How does *Joy in Work* Impact Healthcare ?

- Improves patient outcomes
- Improves patient satisfaction
- Decreases medical errors
- Decreases turnover
- Decreases burnout
- Improves teamwork, communication and morale
- Improves job satisfaction



# ***"Joyless providers are impaired"***

Stephen Swensen

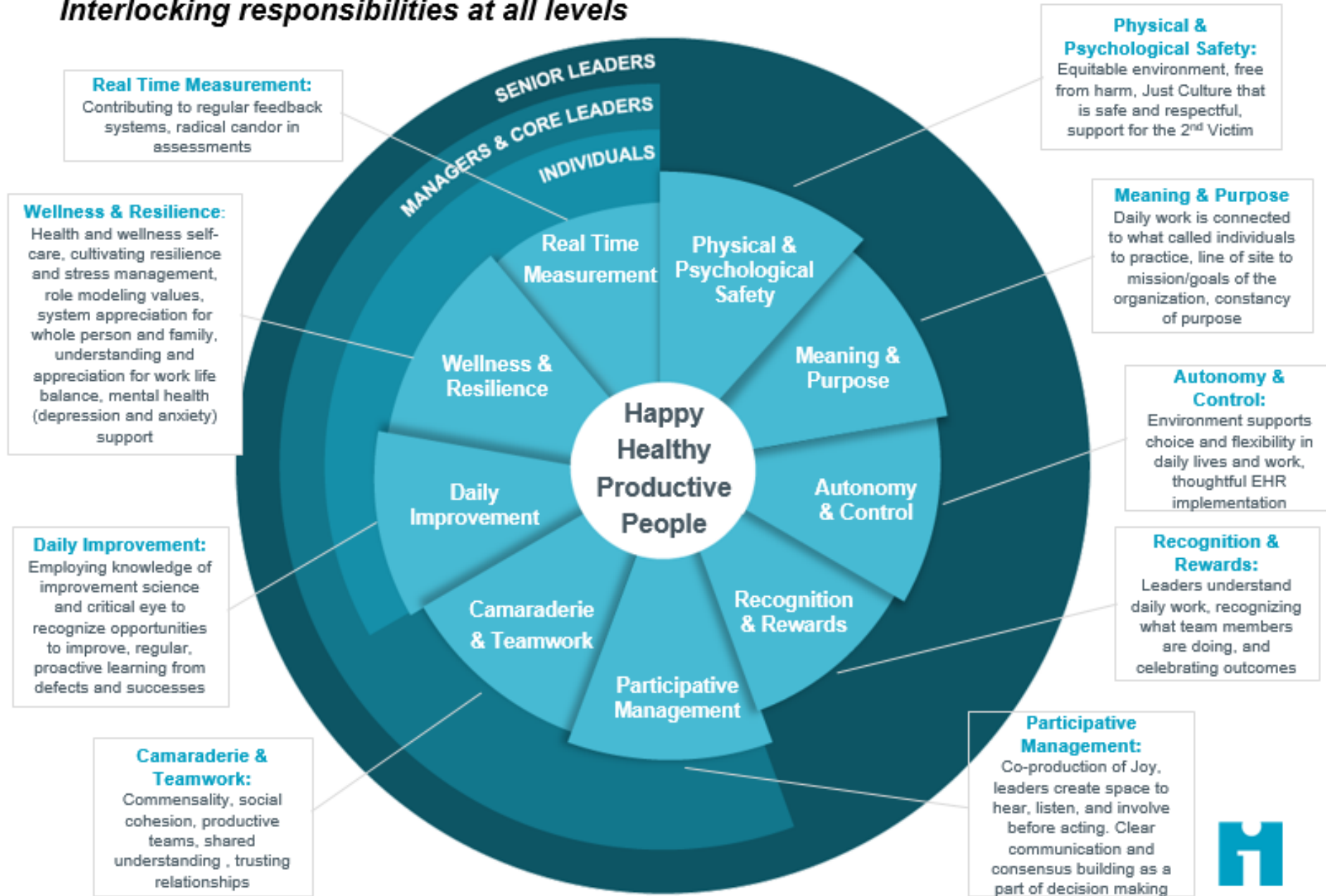
- Director for Leadership and Organization Mayo Clinic
- Senior Fellow with IHI

# IHI Prototyping Program

- Implemented Fall 2016
- IHI convened multiple health care organizations to test the JIW framework
- Eight 90 minute working calls every other week
- Coaching calls
- Implement key changes to raise Joy in Work

# Critical Components for Ensuring a Joyful, Engaged Workforce

*Interlocking responsibilities at all levels*



# Steps to Joy in Work

**Outcome:**  
↑ Patient experience  
↑ Organizational performance  
↓ Staff burnout

4. Use systematic approaches to improve joy

3. Commit to shared responsibility at all levels

2. Address unique local impediments to joy

1. Ask providers “What Matters to you?”



***Implementation at  
Penn State Altoona  
Department of Nursing***

# Step 1: What Matters?

- Why I decided to be a nurse educator?
- What matters to me in my work is ...
- What is the most meaningful or best part of my work?
- I know I made a difference when ...
- When we are at our best, it looks and feels like ...
- What makes a good day is ..

## Step 2: Address Impediments to Joy

- The pebbles in my shoes are...
- What gets in the way of “what matters” is ..
- What gets in the way of a good day is ...
- What frustrates me in my day is ...
- What saps joy for me is...
- Dr. Cynthia Clark – Healthy Workplace Survey

# Step 3: Share Responsibility

## Meaning & Purpose

- Developed a local program mission statement
- Conducted “What Matters” survey

## Participative Management

- Developed & implemented the JIW team
- Integrated the JIW team as an ongoing part of the program structure
- Transitioned existing program enhancement meetings to program improvement and enhancement (PIE) meetings
- Developed & implemented a Clinical Improvement Process (CLIP) Team



# Step 3: Share Responsibility

## Daily Improvement

- Developed a dedicated space for posting “pebbles in our shoes” and suggestions for improvement

## Physical & Psychological Safety

- Ongoing efforts to address civility in the workplace
- Speaker for faculty and staff on negativity in the workplace

# Step 4: Systematic Approach

## Autonomy & Control

- Continue to foster an autonomous, flexible workplace

## Realtime Measurement

- Anecdotal feedback
- Planned follow-up surveys

## Camaraderie & Teamwork

- Off campus meetings
- Developed teams to identify & address needs
- Dedicated social time with refreshments prior to PIE meetings
- Acquired small budget for social activities
- Secret Sister gift exchange
- Planned, fun activities outside of work (dinner, movie, baseball game)

# Step 4: Systematic Approach (cont)

## Recognition & Rewards

- Celebrate Nurses Week
  - Dedicated bulletin board
  - Refreshments for faculty, staff & students
- Celebrate faculty & staff accomplishments

## Wellness & Resilience

- Plan to investigate and implement wellness activities
- Changed day of meetings to improve work-life balance
- Working with College of nursing on workload concerns
- Standing agenda item to share joys and concerns

- Re-survey faculty & staff
- Host screening of *To Err is Human*
- Plan program on mind-body connection and self care
- Disseminate JIW strategies to other PSU campuses within the College of Nursing
- Expand program to include students
- Spring speaker for series



# Getting Started/ Implementing JIW

## 1) Form a team of interested individuals

- Read IHI White Paper: *IHI Framework for Improving Joy in Work*  
<http://www.ihl.org/resources/Pages/IHIWhitePapers/Framework-Improving-Joy-in-Work.aspx>
- Choose a leader
- Include an administrative person

## 2) Address what matters

- What is important to you in your work?

## 3) Address impediments to joy

- What are the pebbles in your shoes?



# References

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# Additional Resources

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Lundin, S., Paul, H., & Christensen, J. (2000). *FISH: A remarkable way to boost morale and improve results*. NY: Hyperion.

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You'll find IHI videos, blogs, and initiatives supporting teams inspiring Joy in Work among clinicians and staff here <http://www.ihp.org/Topics/Joy-In-Work/Pages/default.aspx>