

Joy In Work Framework, Institute for Healthcare Improvement (IHI)

The Framework:

Each of the domains in the framework act as drivers in improving Joy In Work, with Daily Improvement and Real-Time Measurement relating to the implementation methodology. Employees are engaged in identifying what makes a good day at work and what impedes them from having a good day at work. This feedback is then refined to define Action Items for implementation which is subject to Daily Improvement and Real-Time Measurement to determine whether the interventions are having a positive impact.



Driver	Factors
<p><i>Psychological & Physical Safety:</i> Foster a culture of psychological safety, equity, and fairness; Build a physically safe work environment to enable staff to provide quality care.</p>	<ul style="list-style-type: none"> • Psychological Safety <ul style="list-style-type: none"> • Experience respect, acceptance and freedom from fear • The system is set up to be fair, just, and equitable • Engage staff in ways to enable trust, vulnerability, authenticity, and community • Physical Safety <ul style="list-style-type: none"> • Environment is free from harm • Reduce risk of injury or threat of violence
<p><i>Meaning & Purpose:</i> Foster culture where clients, people and relationships are at the centre of the work; Creating a shared purpose and assuring a line of sight to the organization’s mission, vision and values.</p>	<ul style="list-style-type: none"> • Do people find meaning in their work? • Do they feel connected to a purpose that is larger than themselves in service to the community? • Do they feel that the work they do makes a difference? • Is daily work connected to what called these individuals to the work? • Is there a line of sight for each person from the daily work to the mission and goals of the organization? • Is a constancy of purpose evident in the words and actions of leaders?
<p><i>Choice & Autonomy:</i> Optimize team composition and ensure adequate staffing; Design workflows for efficiency; Distribute leadership.</p>	<ul style="list-style-type: none"> • Comprehensible: the job makes sense; people know what they are doing and how it fits in the broader picture • Manageable: the workload fits into the time resources available to the individual • Controllable: people have a say on when work is done and how much they complete • Flexibility: in the way work is done, and where the work is done • Time: is sufficient to accomplish work in a day; no need to bring work home

Driver	Factors
<p><i>Recognition & Rewards:</i> Move away from traditional approaches that have limited effectiveness; Recognition, camaraderie, and celebration of team accomplishments provides validation.</p>	<ul style="list-style-type: none"> • Leaders understand daily work • Leaders regularly provide meaningful recognition of colleagues' contribution to purpose • Leaders celebrate outcomes
<p><i>Participative Management:</i> Engage before acting: involve others early to explain 'why' work/change is needed; Inform: keep individuals informed of changes that may impact them; Listen: encourage colleagues to share; listen to individuals at all levels.</p>	<ul style="list-style-type: none"> • Leaders create space to listen and understand • Leaders involve colleagues in providing input into decisions • Decision-making involves clear communication and consensus building
<p><i>Camaraderie & Teamwork:</i> Productive teams; Shared understanding; Trusting relationships.</p>	<ul style="list-style-type: none"> • Do people feel they have mutual support and companionship? • Do people feel part of a team, working toward something meaningful? • Do people have a friend or someone who cares about them at work who they can ask for advice? • Do people trust leadership? • Do leaders regularly practice transparent communication? • Do team members regularly express appreciation for each other's work?
<p><i>Wellness & Resilience:</i> The organization demonstrates that it values health and wellness of all employees.</p>	<ul style="list-style-type: none"> • Cultivates personal resilience and stress management • Utilize practices to amplify gratitude • Understanding and appreciation for work/life balance and the whole person and their family • Provides mental health supports

Reference:

Perlo J, Balik B, Swensen S, Kabcenell A, Landsman J, Feeley D. (2017). IHI Framework for Improving Joy in Work. IHI White Paper. Cambridge, Massachusetts: Institute for Healthcare Improvement.