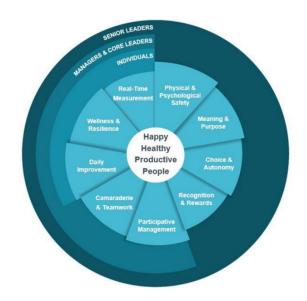
## Joy In Work Framework, Institute for Healthcare Improvement (IHI)

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   |
|---|---|
| Psychological & Physical Safety: Foster a culture of psychological safety, equity, and fairness; Build a physically safe work environment to enable staff to provide quality care.                                | <ul> <li>Psychological Safety</li> <li>Experience respect, acceptance and freedom from fear</li> <li>The system is set up to be fair, just, and equitable</li> <li>Engage staff in ways to enable trust, vulnerability, authenticity, and community</li> <li>Physical Safety</li> <li>Environment is free from harm</li> <li>Reduce risk of injury or threat of violence</li> </ul>   |
| Meaning & Purpose: 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. | <ul> <li>Do people find meaning in their work?</li> <li>Do they feel connected to a purpose that is larger than themselves in service to the community?</li> <li>Do they feel that the work they do makes a difference?</li> <li>Is daily work connected to what called these individuals to the work?</li> <li>Is there a line of sight for each person from the daily work to the mission and goals of the organization?</li> <li>Is a constancy of purpose evident in the words and actions of leaders?</li> </ul> |
| Choice & Autonomy: Optimize team composition and ensure adequate staffing; Design workflows for efficiency; Distribute leadership.  | <ul> <li>Comprehensible: the job makes sense; people know what they are doing and how it fits in the broader picture</li> <li>Manageable: the workload fits into the time resources available to the individual</li> <li>Controllable: people have a say on when work is done and how much they complete</li> <li>Flexibility: in the way work is done, and where the work is done</li> <li>Time: is sufficient to accomplish work in a day; no need to bring work home</li> </ul>                                    |

| Driver   | Factors   |
|--|---|
| Recognition & Rewards: Move away from traditional approaches that have limited effectiveness; Recognition, camaraderie, and celebration of team accomplishments provides validation.  Participative Management: 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.  Camaraderie & Teamwork: Productive teams; Shared understanding; Trusting relationships. | <ul> <li>Leaders understand daily work</li> <li>Leaders regularly provide meaningful recognition of colleagues' contribution to purpose</li> <li>Leaders celebrate outcomes</li> <li>Leaders create space to listen and understand</li> <li>Leaders involve colleagues in providing input into decisions</li> <li>Decision-making involves clear communication and consensus building</li> <li>Do people feel they have mutual support and companionship?</li> <li>Do people feel part of a team, working toward something meaningful?</li> </ul> |
| Wellness & Resilience:   | <ul> <li>Do people have a friend or someone who cares about them at work who they can ask for advice?</li> <li>Do people trust leadership?</li> <li>Do leaders regularly practice transparent communication?</li> <li>Do team members regularly express appreciation for each other's work?</li> <li>Cultivates personal resilience and stress management</li> </ul>  |
| The organization demonstrates that it values health and wellness of all employees.   | <ul> <li>Utilize practices to amplify gratitude</li> <li>Understanding and appreciation for work/life balance and the whole person and their family</li> <li>Provides mental health supports</li> </ul>   |

## 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.