IHI Joy in Work Results Oriented Learning Network

Jessica Perlo, MPH
IHI’s Mission

We will improve the lives of patients, the health of communities and the joy of the health care workforce.

Harnessing the power of improvement science, IHI ignites action to connect today’s health care workforce to the values of health care in a way that brings greater joy and sense of purpose.
Why Joy in Work?

“People are entitled to joy in work.”
– W. Edwards Deming

“Management’s overall aim should be to create a system in which everybody may take joy in [their] work.”
– Dr. W. Edwards Deming
Joy is more than absence of burnout...

We are coming to understand health not as the absence of disease, but rather as the process by which individuals maintain their sense of coherence (i.e. sense that life is comprehensible, manageable, and meaningful) and ability to function in the face of changes in themselves and their relationships with their environment.

--- Aaron Antonovsky ---
New Mental Models Needed
Reshape Improvement Efforts and the Culture

Old Thinking
- We already have a great wellness / staff recognition program
- Individuals are responsible for resilience and wellbeing
- Our HR/OD etc. teams are responsible for joy
- Staff satisfaction leads to lower turnover
- Staff just want money and benefits

New Thinking
- …reframe focus on individuals to systems AND build on what’s working to get results
- … we need leaders at all levels to focus on factors beyond resilience to drive a joyful workforce
- … and improved outcomes for patients, families, the organization, etc.
- … meaning, purpose, camaraderie and equity matter for joy
IHI Framework for Joy in Work

1. Ask staff “what matters to you?”

2. Identify unique impediments to Joy in Work in the local context

3. Commit to making Joy in Work a shared responsibility at all levels

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

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

IHI Framework for Joy in Work

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Learn more at ihi.org/joyresults
Reflections & Commitments