

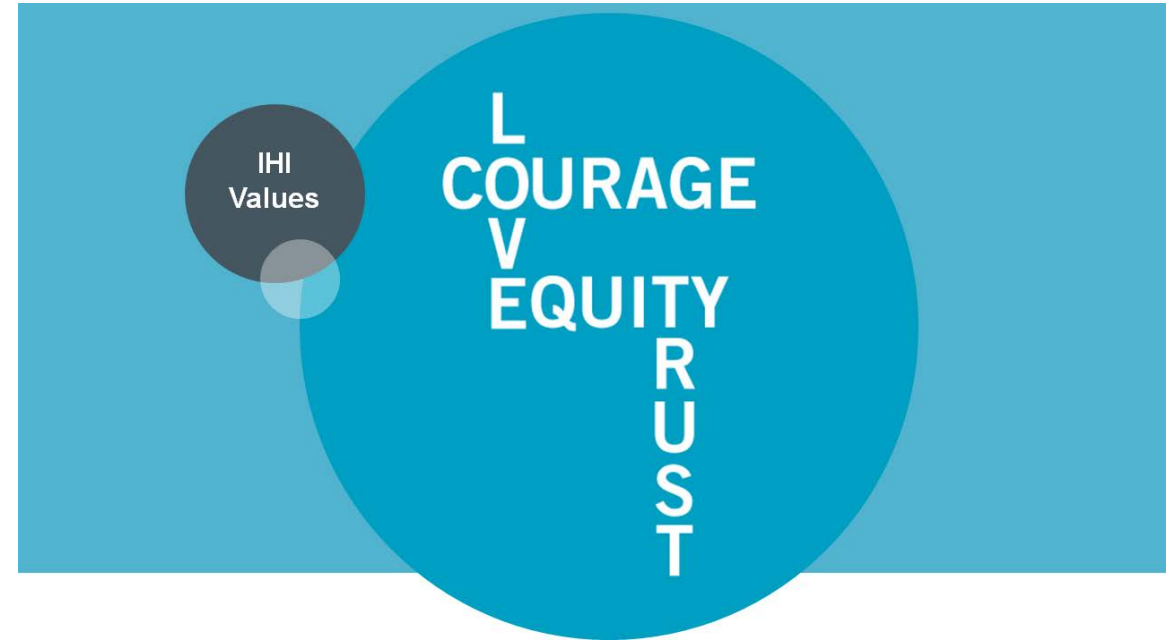
IHI Joy in Work Results Oriented Learning Network

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IHI's Mission

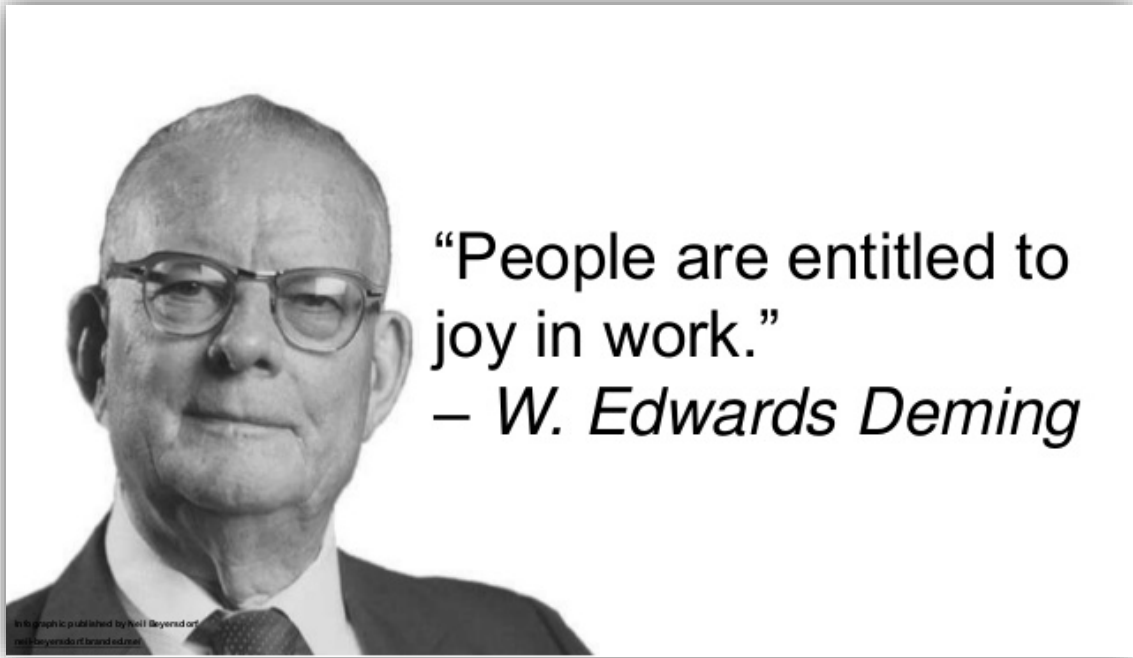
We will improve the lives of
patients, the **health** of
communities and the **joy** of the
health care **workforce**.



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?



“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 —

AZ QUOTES



New Mental Models Needed

5

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

Outcome:

↑ Patient experience
↑ Organizational performance
↓ Staff burnout

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

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

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

1. Ask staff “what matters to you?”

IHI Framework for Joy in Work



Source: Perlo J, Balik B, Swensen S, Feeley D. *IHI Framework for Improving Joy in Work*. IHI White Paper. Cambridge, MA: Institute for Healthcare Improvement; 2017. <http://www.ihl.org/resources/Pages/IHIWhitePapers/Framework-Improving-Joy-in-Work.aspx>





Joy in Work Results Oriented Learning Network

Launch
Jan 2020

Learn more at ihi.org/joyresults



A person is sitting on a wooden dock, looking out over a calm lake. The lake reflects the surrounding mountains and the person on the dock. The mountains are covered in green forest and have rocky peaks. The sky is clear and blue. The text "Reflections & Commitments" is overlaid on the bottom half of the image in a large, white, sans-serif font.

Reflections & Commitments