

The Institute for Healthcare Improvement (IHI) is committed to restoring joy to the health care workforce. At our core, we believe everyone should get the best care and health possible. This passionate belief fuels our mission to improve health and health care worldwide and necessitates the improvement of the experience of providing care. We believe an important part of the solution is to focus on restoring joy to the health care workforce.

Health care worker burnout has been well-documented and is at record highs. The same issues that drive burnout also diminish joy in work for the health care workforce. Health care leaders need to understand what factors are diminishing joy in work, nurture their workforce, and address the issues that drive burnout and sap joy in work. The most joyful, productive, engaged staff feel both 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, and perceive their work life to be fair and equitable. There are proven methods for creating a positive work environment that creates these conditions and ensures the commitment to deliver high-quality care to patients, even in stressful times. IHI is partnering with experts around the world to offer new thinking and resources around joy in work — to share principles and techniques that enable the workforce to truly thrive, not just persevere.

Our goals:

1. **Make joy in work a strategic priority for our partners and customers.** Organizational leadership must signal a commitment to improving joy, to set a tone and frame that advancing staff joy is critical to the mission and vision of the organization. We aim to do this by integrating joy in work into all of our work and flagship programs to provide resources and opportunities with our partners, in different regions of the world, and directly with our customers.
2. **Develop a sustainability model for joy in work which includes quality control mechanisms to support and advance joy.** Organizational leaders must allocate dedicated time and attention to identify the quality management systems they can use to manage joy work across the organization. This system includes structures teams can use to escalate issues, processes to integrate joy work into existing improvement efforts, and mechanisms to promote daily visual management. Leaders must also pay attention to data systems that allow them to understand the gaps that exist within their organizations.
3. **Deploy specific strategies to address joy in work.** Hospitals and health care systems have a major footprint in the burnout epidemic. They have a direct impact on the joy of the health care workforce. We aim to partner with health systems to test changes to improve and restore joy in the health care workforce.

Our commitment:

1. **Disseminate proven best practices** leaders can implement to embark on this work. IHI developed four steps leaders can take to improve joy in work (the “how”) and the IHI Framework for Improving Joy in Work — critical components of a system to ensure a joyful, engaged workforce (the “what”). Together, they serve as a guide for health care organizations, teams, and individuals to use to improve joy in work with all colleagues. Individuals can learn from IHI’s experience through our virtual programs and the white paper available on www.IHI.org.

1. Ask staff, "What matters to you?"
2. Identify unique impediments to joy in work in the local context
3. Commit to a systems approach to making joy in work a shared responsibility at all levels of the organization
4. Use improvement science to test approaches to improving joy in work in your organization



Figure: IHI Framework for Improving Joy in Work

2. While promising examples of ways to address burnout exist, the field does not yet have a comprehensive set of systematic, high-leverage, and replicable changes that can be adopted and adapted in different settings. IHI, in collaboration with selected organizations that have demonstrated a strong commitment to addressing joy, is committed to **supporting our Joy in Work Learning and Action Network** to reduce incidences of burnout and restore joy while furthering a collective understanding of these needed changes. IHI has a long history of convening like-minded organizations in such innovative collaboratives that spur rapid identification, testing, and spread of new approaches to challenging problems such as reducing readmissions, testing the Triple Aim, and achieving system-wide excellence.
3. To accomplish this important work, we cannot — and do not — work alone. IHI is committed to **engaging with willing thought partners and existing national and international efforts** to provide rich collaborative improvements, key initiatives, strategic partnerships, research, and services designed to meet the unique needs of the health care workforce.