



Joy in Work

2024 Toolkit

A Resource for SAI Clinical & UHN ACP
Leadership Groups



Disclaimer

The Schroeder Arthritis Institute's Joy in Work Toolkit was prepared by Silvi Groe, Clinical Director, Schroeder Arthritis Institute, Toronto Western Hospital and UHN Joy in Work CD Sponsor. The contents reflect the program's interpretation of the Institute for Healthcare Improvement's Framework for Improving Joy in Work.

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The Toolkit

| Context

Joy in Work is a central component to the [Schroeder Arthritis Institute \(SAI\) Quality Framework](#). We cannot achieve high-quality care or the financial vitality of our organization without prioritizing the well-being of our health care workers [1]. Therefore, our Institute's Clinical Operation arm, under the leadership of Silvi Groe, SAI Clinical Director and UHN's *Joy in Work* Clinical Director Sponsor, is leading the first efforts at our organization to implement the *Institute of Healthcare Improvement (IHI) Framework for Improving Joy in Work* to improve worker satisfaction, engagement, and wellness [2]. The SAI Joy in the Workplace initiative has been grounded in an Appreciative Inquiry (AI) approach and is focused on driving this work forward through a learner growth mindset that identifies opportunities versus deficits.



| Purpose

This toolkit is designed to provide you, as frontline leaders, an overview of key steps that you can take to improve joy in work across respective staff and teams. The toolkit leverages the tools, presentation decks, reading material and surveys that you participated in, as part of the four-step process, informed by the IHI Joy in Work Framework. An overview of the workplan is outlined in Figure 1. The tools included are divided into two JIW workshops series that have taken place, based on the leadership audiences present, for easy reference.



| | |
|---|--|
| Step 1: Introduce & Explore | <ul style="list-style-type: none">• Review IHI Framework, appreciative inquiry and research that helps build knowledge around Joy in the workplace and staff wellness.• Introduce Joy in the Workplace & Appreciative Inquiry concepts using an in person workshop setting• Facilitate working sessions to generate ideas, concepts & recommendations directly from Staff |
| Step 2: Analyze & Plan | <ul style="list-style-type: none">• Transcribe staff comments and theme the comments into IHI Joy in Work framework domains• Validate analysis results with staff & collectively identify key priority areas to focus on addressing.• Select 3 key priority areas to address in the next year. |
| Step 3: Engage All System Levels | <ul style="list-style-type: none">• Engage system stakeholders at both the local and broader UHN system levels, through co-creation check-ins• Create a working group to develop action plans for identified priority areas• Implement action plan, with engagement across all system levels |
| Step 4: Improve & Sustain | <ul style="list-style-type: none">• Conduct PDSA cycles to look at the impact of action plan• Develop & implement evaluation to measure staff experience with outcome of action plan• Integrate indicators into Quality Dashboard for leadership oversight |

Introduce & Explore

| Introduce & Explore

Informed by the IHI Joy in Work framework, Step 1 is focused on leaders creating space to **understand what matters to staff** (See Appendix A, Figure 2). It is important to bring staff together with protected time to garner these insights in a fun and interactive way. It is important to ensure you are using an *appreciative inquiry approach* to identify areas of action to enhance joy. Emphasize to staff the importance of having a growth and learner mindset in enabling fruitful discussions [3]. It is critical that staff feel heard; As senior leaders, you must also create a psychologically safe space for staff to share any concerns or local impediments to joy in work [4]. As the leader of this initiative, it may be helpful to read further about how to enhance Joy in the Workplace and engage staff using Appreciate Inquiry methods. For easy reference, we have compiled a list of helpful publications, books, and reports to support you in undertaking this activity (Appendix A: Supporting Literature).



| Fundamental Needs

It is important to remember that as per the IHI Framework, the fundamental needs of staff requiring the greatest attention are:

1. Physical and psychological safety
2. Meaning and purpose
3. Choice and autonomy
4. Camaraderie and teamwork



As a leader, it can be worthwhile to undertake some activities/discussions to better understand staff's perceptions across these 4 areas.

| Resources

Here are some tools that you participated in your Joy in Work journey, that you can leverage for your teams. **Remember - Step 1 is about gaining insights into “what matters to staff”.**

SAI Leadership Tool References:

- [Workshop 1 Agenda & Presentation](#)
- [Appreciative Inquiry \(AI\) Worksheet](#)
- [Post Session Experience Survey Template](#)
- [IHI Framework Appendix A \(Pages 23-24\): Step 1 Do's and Don'ts](#)

UHN ACP Leadership Tool References:

- [Workshop Agenda](#)
- [Workshop 1 Presentation](#)
- [Appreciative Inquiry \(AI\) Prep Worksheet](#)
- [Post Session Experience Survey Template](#)
- [IHI Framework Appendix A \(Pages 23-24\): Step 1 Do's and Don'ts](#)

Analyze & Plan

| Analyze

It is vital that the **voices of staff are heard and represented** to them in a manner where they feel heard and listened to. In determining what plans of action you will co-create and move forward with, in Step 2, find creative ways to analyze and synthesize staff's insights (from Step 1) to bring forward for further engagement. For example, you can develop theme-based word maps, bulletin boards, dot exercises and/or any other way you deem fit to reflect back to staff what you heard. It is important you give them an opportunity through this process to validate, add to, or modify these insights & areas for action to enhance joy in ways that they find meaningful. It is critical to do this co-creation work by maintaining the confidentiality of staff and preserving psychological safety across your teams. Allow for free ideation during the first round of discussions to promote engagement from all staff.



| Plan

When planning for actions to help enhance joy in your workplace, there are some important **planning principles** for leadership and participants to consider:

- | | |
|--------------------|--|
| Realistic | Is the action within the abilities of this group to change? |
| Feasible | Does the action require substantial budget? Is it sustainable? |
| Relevance | Will the impact of the action influence joy in many or few? |
| Duplication | Is there a current initiative already looking to address this? |



| Resources

Here are some tools that you participated in your Joy in Work Journey that you can leverage for your teams. **Remember - Step 2 is where staff feel heard and seen when prioritizing and gaining consensus on how to improve Joy in your areas.**

SAI Leadership Tool References:

- [Workshop 2 Agenda & Presentation](#)
- [Thematic Analysis Word Map Generator](#)
- [Ranking Exercises: SLIDO poll, Dot Method](#)
- [Post Session Experience Survey Template](#)
- [IHI Framework Appendix A \(Page 24\): Step 2 Dos and Don'ts](#)

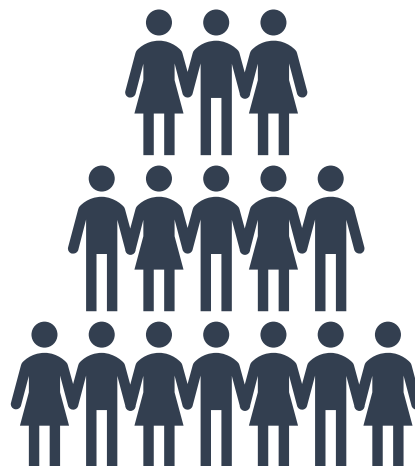
UHN ACP Leadership Tool References:

- [Workshop 2 Agenda](#)
- [Workshop 2 Presentation](#)
- [Thematic Analysis Word Map Generator](#)
- [Post Session Experience Survey Template](#)
- [IHI Framework Appendix A \(Page 24\): Step 2 Dos and Don'ts](#)

Engage All System Levels

| Engage all System Levels

Step 3 ensures that there are enough supports for implementing the action plans and it is important to engage all system levels. As you work through your team’s action plan(s), confirm that UHN resources are available to support the selected priority areas. Ensure you have grounded your work in alignment with UHN’s policies and regulations. Set expectations with staff; removing impediments to joy is a joint responsibility and requires partnership with all system levels. It is also critical for everyone to dedicate time, attention, skills, and resources to improving joy in work.



| Resources

Here are some tools that you participated in your Joy in Work Journey that you can leverage for your teams. **Remember - Step 3 is where you co-create with staff to improve joy in the areas you have prioritized.**

SAI Leadership Tool References:

- [Workshop 3 Agenda & Presentation](#)
- [Action Opportunity Proposal Templates](#)
- [IHI Framework Appendix A: Step 3 Dos and Don'ts \(Page 25-26\); Appendix B: Change Ideas for Improving Joy in Work \(Pages 27-32\)](#)

UHN ACP Leadership Tool References:

Coming Soon!

Improve & Sustain

| Improve & Sustain

Step 4 is focused on building on the previous 3 steps, tracking progress in enhancing Joy in your work areas. This can be done using formal and/or informal evaluations such as PDSA cycles, celebrating small wins, daily huddles, onsite or off-site team-building activities, performance enhancement plans, or any other way that you feel will improve and sustain your team's Joy in their work [5]. The key is to regularly check-in with staff and teams to ensure the joy in work objectives are still meaningful to them, and the efforts to enhance joy are considered to be valuable in meeting the objectives.



| Resources

Here are some tools that you participated in your Joy in Work Journey that you can leverage for your teams. **Remember - Step 4 is where you test changes to improve joy in work and iterate as needed to sustain your objectives of co-creating joy in work.**

SAI Leadership Tool References:

[Workshop 4 Agenda & Presentation](#)

[Brainstorming Template](#)

[IHI Framework Appendix A: Step 4 Dos and Don'ts \(Page 25\); Appendix C: Assessment Tools for Improving Joy in Work Local-Level Measures \(Page 36\)](#)

UHN ACP Leadership Tool References:

Coming Soon!

Quadruple & Quintuple Aim

[The Evolution of the Quintuple Aim: Health Equity, Health Outcomes, and the Economy](#)

[The Quintuple Aim for Health Care Improvement: A New Imperative to Advance Health Equity](#)

[On the Quintuple Aim: Why Expand Beyond the Triple Aim?](#)

[The Quadruple Aim: care, health, cost and meaning in work](#)

IHI Joy in Work

[IHI Joy in Work website](#)

[IHI Framework for Improving Joy](#) – White Paper (PDF icon below)



IHIWhitePaper_Frame
workForImprovingJoyI

[How to Get Ready for “What Matters to You?” Conversations](#) – IHI YouTube Series

[Four Steps Leaders Can Take to Increase Joy in Work](#) – IHI YouTube Series

[How Does Joy in Work Advance Quality and Safety?](#) – IHI YouTube Series

[Tips for Measuring Joy in Work](#)

[Enjoying Work Takes Work](#)

[How to Create Space for Joy in Work Amid Crisis and Change](#)

[Equity Work is Joy Work](#)

[The \(Sometimes\) Uphill Climb to Achieving Joy in Work and Workforce Well-Being](#)

[IHI Conversation and Action Guide to Support Staff Well-Being and Joy in Work](#)

Appreciative Inquiry

[Appreciative Inquiry: Theory and Critique](#)

Supporting Literature

Ontario Healthcare System Pressures & Example of JIW

[Burnout and distress among nurses in a cardiovascular centre of a quaternary hospital network: a cross-sectional survey](#) – PMCC (Toronto, ON)

[Burnout and distress among allied health care professionals in a cardiovascular centre of a quaternary hospital network: a cross-sectional survey](#) – PMCC (Toronto, ON)

[Burnout and distress among physicians in a cardiovascular centre of a quaternary hospital network: a cross-sectional survey](#) – PMCC (Toronto, ON)

[Embracing the Quadruple Aim: One hospital's experience](#) – Bluewater Health Case Study (Sarnia, ON)

[Unity Health: Joy in Work Case Study](#) – Unity Health (Toronto, ON)

[Joy in work on a COVID Unit? Yes, Really](#) – Trillium Health (Mississauga/Toronto, ON)

[Joy in Work Nicety or Necessity with Dr Chris Hayes](#) – Longwoods Health Publishing (Toronto, ON)

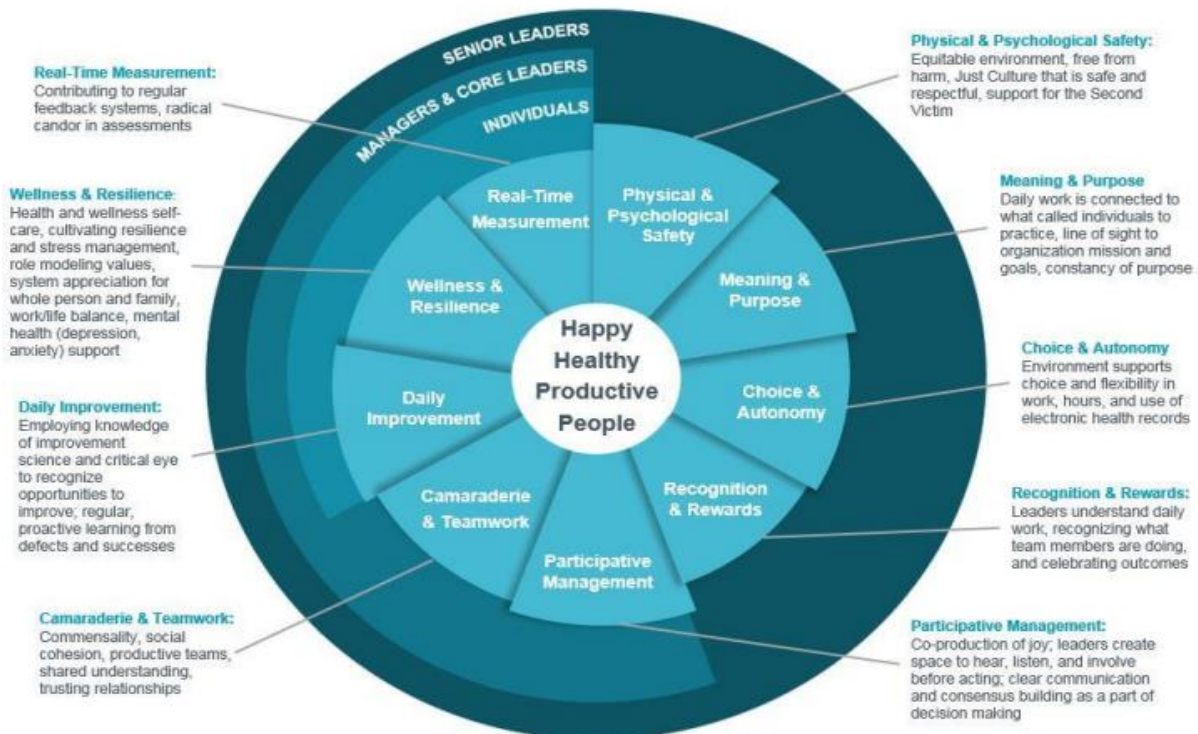


Figure 2: The IHI Joy in Work Framework identifies 9 domains that impact Joy in Work.

- [1] K. Mate, “On the quintuple aim: Why expand beyond the triple aim?,” *Institute for Healthcare Improvement*, 04-Feb-2022. [Online]. Available: <https://www.ihl.org/insights/quintuple-aim-why-expand-beyond-triple-aim>. [Accessed: 27-Mar-2023].
- [2] “IHI framework for improving joy in work,” *Institute for Healthcare Improvement*. [Online]. Available: <https://www.ihl.org/resources/Pages/IHIWhitePapers/Framework-Improving-Joy-in-Work.aspx>. [Accessed: 27-Mar-2023].
- [3] [M. Adams, *Change your questions, change your life: 12 powerful tools for life and work*. 2016.](#)

Reference Note: SAI does not recommend one company or person over another and is not responsible for products purchased. SAI Staff: please contact the office of Silvi Groe for details.

- [4] Perlo J, Balik B, Swensen S, Kabcenell A, Landsman J, Feeley D. IHI Framework for Improving Joy in Work. IHI White Paper. Cambridge, Massachusetts: Institute for Healthcare Improvement; 2017. Pages 8, 11, 24.
- [5] “FY 22/23 Performance Enhancement,” *People & Culture UHN*. [Online]. Available: http://intranet.uhn.ca/departments/people_culture/perform_learn/perform_enhancement/index.asp. [Accessed: 27-Mar-2023]. For internal use only.