



**NATIONAL ASSOCIATION OF
CHRONIC DISEASE DIRECTORS**
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Article/Publication:

IHI Framework for Improving Joy in Work

Source:

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.
<http://www.ihl.org/resources/Pages/IHIWhitePapers/Framework-Improving-Joy-in-Work.aspx>

Theme(s) and/or STAR Framework Component(s):

- Organizational Climate and Culture

Relevant NACDD Chronic Disease Competencies:

1. Generate, share, and access new ideas and incorporate them.
2. Support professional and personal development for chronic disease program staff.
3. Motivate individuals and teams to achieve goals.
4. Promote team and organizational learning and collaboration.
5. Provide leadership to create key values and shared vision.

Introduction/Purpose:

This publication is designed for health care leaders to invoke a set of strategies to identify and act on the barriers to experiencing joy in work in an effort to build an engaged workforce and optimize organizational performance – a purpose that is also applicable to public health. The guidance includes use of the nine-component IHI Framework for Improving Joy in Work.

Summary:

The IHI White Paper engages leaders to participate in a journey with colleagues to seek understanding of the factors that may impede joy in work and together develop strategies for addressing these issues; this effort is an effort to enhance staff engagement, since lower levels of staff engagement can be associated with diminished customer experience, professional productivity, and other adverse organizational performance indicators. Leaders are charged with asking and being responsive to a primary question: “What matters to you?”

“The white paper describes the following:

- “The importance of joy in work (the ‘why’);
- Four steps leaders can take to improve joy in work (the ‘how’);
- The IHI Framework for Improving Joy in Work: nine critical components of a system for ensuring a joyful, engaged workforce (the ‘what’);
- Key change ideas for improving joy in work, along with examples from organizations that helped test them; and
- Measurement and assessment tools for gauging efforts to improve joy in work.”



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Per the four steps leaders can take to improve joy in work (the ‘how’), the fourth step culminates in the use of improvement science and a systems approach to deliver on improved joy in work within an organization, where the IHI Framework for Improving Joy in Work (the ‘what’) can be applied. While this Framework illustrates nine needed components (e.g., physical and psychological safety, meaning and purpose, choice and autonomy, etc.), organizations/teams may use selected components to attempt small tests of change. The IHI White Paper also summarizes literature on theory and evidence-based information on factors associated with staff engagement, outlines responsibilities by role (senior leaders, managers and core leaders, and individuals), and offers supportive examples, change ideas, practice recommendations, and measurement considerations in improving joy in work.

Application to Chronic Disease Leadership and Practice: The IHI White Paper provides an examination on the importance of joy in work in achieving staff engagement and associated positive results for organizational performance. Although this publication is targeted to health care organizations, state health agency chronic disease units experience similar challenges (e.g., lack of time, limited resources, etc.) that can affect workforce capability where this guidance can be useful to drive system improvements.

Reflection Questions (to consider upon reading the full article):

1. What is your reaction to the IHI White Paper’s concept of “joy in work”? What resonates with you about this concept?
2. Which component of the IHI Framework for Improving Joy in Work stands out to you as having the highest priority for your own joy in work or your team’s joy in work?
3. Which framework component has a solid presence within your unit or team already? What do you hope to see more of?
4. How might your unit or team begin to implement the steps, framework, and/or the various practical and assessment tools detailed within the IHI White Paper to bring a focus on improving joy in work to the forefront?
5. How could ensuring joy in work help transform our chronic disease prevention efforts? What benefits could there be if a focus on joy in work were a driver behind our work?

Additional Notes:

This IHI White Paper is free to access and download once readers register with IHI. The document is 42 pages in length.