

INTRODUCTION TO THE **IHI FRAMEWORK** FOR IMPROVING JOY IN WORK

*Using Improvement Science to Enhance
Daily Well-being in the Workplace*

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**WELLNESS
CHAMPIONS**

IS NOW

JOY
in **WORK**

WHY “JOY IN WORK”?

Joy is one of health care’s **greatest assets**. Just as health is more than merely the absence of disease, **joy in work is about more than the absence of burnout**.

A **focus on joy** is a step toward creating safe, humane places for people to **connect to meaning and purpose** in their work.

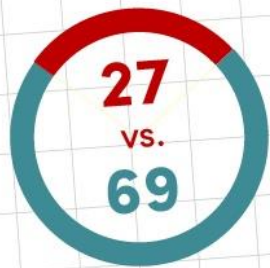


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A strengths-based, improvement science framework to **foster team well-being and promote flourishing**



DID YOU KNOW?



workers who feel a strong sense of belonging at work are 2.5 times less likely to feel burned out.



WHAT IS “JOY IN WORK”?

An **improvement science** framework for **fostering meaning, enhancing engagement, and improving well-being** in the workplace.



Image source: Perlo J, Balik B, Swensen S, Kabacennell A, Landsman J, Feeley D. *IHI Framework for Improving Joy in Work*. IHI White Paper. Cambridge, Massachusetts: Institute for Healthcare Improvement; 2017. (Available at ihi.org)

KEY BENEFITS OF FOCUSING ON JOY IN WORK



IMPROVED
WELLBEING &
REDUCED
BURNOUT



ALIGNED
PRIORITIES &
COMMUNICATION



ENHANCED TEAM
PERFORMANCE



RETENTION
AND
RECRUITMENT

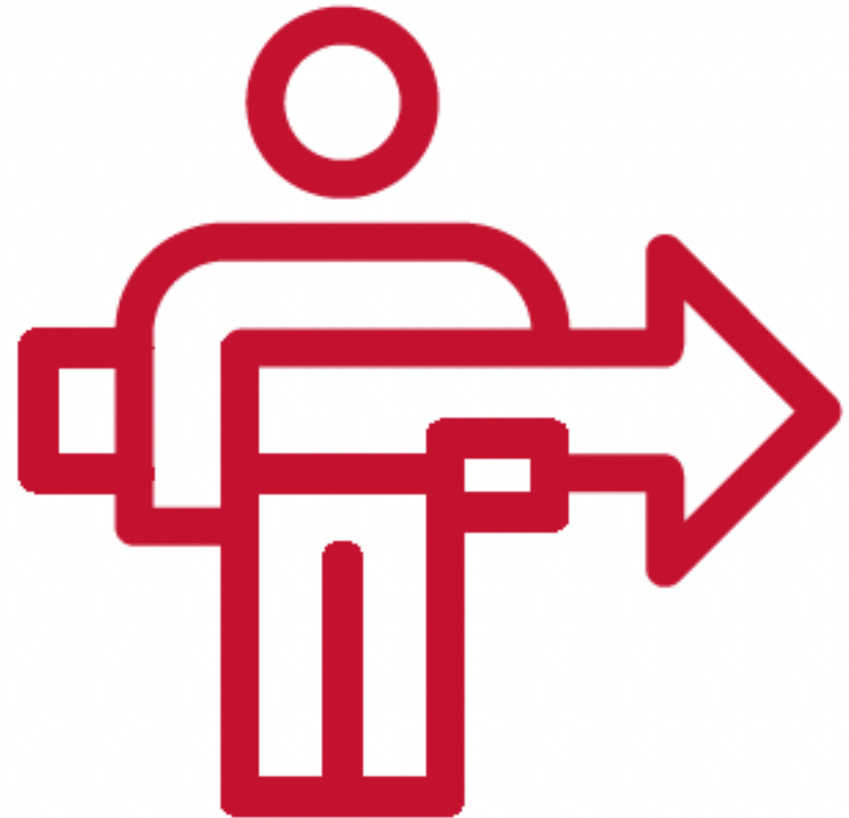
PHYSICAL & PSYCHOLOGICAL SAFETY



A safe, respectful workplace free from harm where individuals feel secure, able to speak up, and prevent problems without fear.

MEANING & PURPOSE

Employees find meaning in their work and feel a connection to a larger purpose, aligning their work with the organization's mission and their individual calling.



CHOICE & AUTONOMY



Individuals have choice in their work, feel empowered to make improvements, and influence decisions affecting their daily responsibilities.

RECOGNITION & REWARDS

Employees and teams receive regular, meaningful recognition of contributions from leadership, acknowledging achievements and celebrating outcomes.



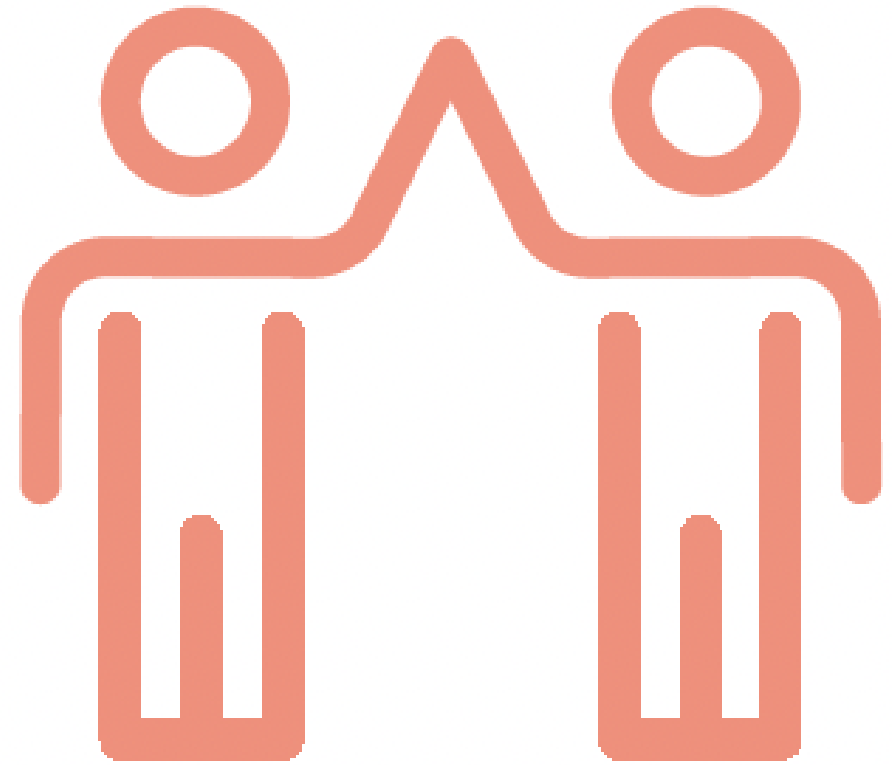
PARTICIPATIVE MANAGEMENT



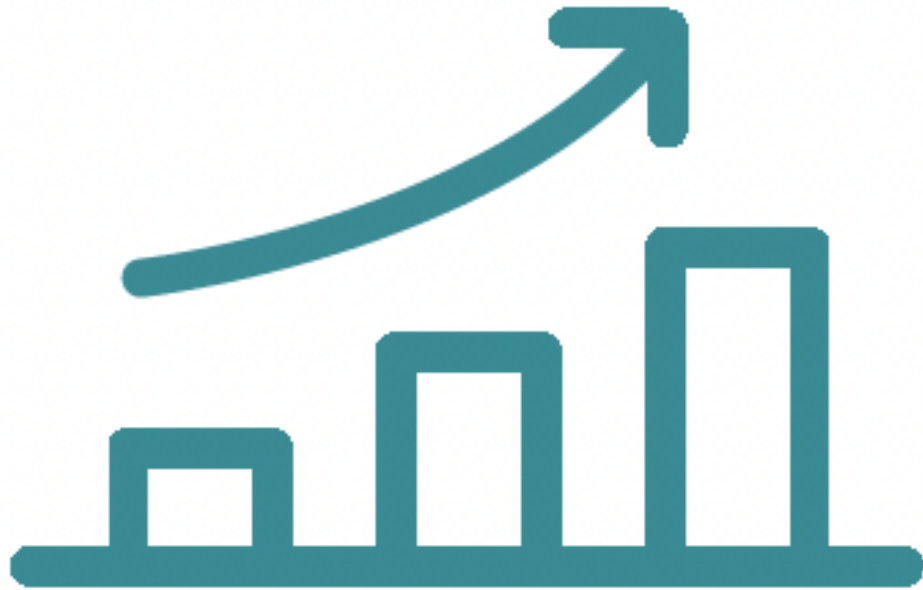
Leaders create space to listen, understand, and engage employees in decision-making, ensuring clear communication, consensus building.

CAMARADERIE & TEAMWORK

Social cohesion is built through trust between employees and leadership, mutual support, and teamwork toward meaningful goals, fostering strong relationships and collaboration.



DAILY IMPROVEMENT



Teams focus on daily opportunities for improvement, applying improvement science to implement changes that enhance processes and systems continuously.

WELLNESS & RESILIENCE

Organizations model and support employee wellness and resilience through peer support, stress management, work-life balance, mental health resources, and a system-wide commitment to wellbeing



REAL-TIME MEASUREMENT



Measurement systems are designed to gather feedback and track progress regularly, enabling continuous improvement and ensuring transparent, data-driven efforts to enhance workplace joy.

FOUR STEPS TO FACILITATE JOY IN WORK



1- Leadership Engagement



2- Identify What Matters



3- Commit to Improvement



4- Use Improvement Science

WHAT TO EXPECT TODAY

1

How to apply positive change management within your role, teams and context.

2

Gain practical tools, learn from experienced practitioners, and become familiar with strategies to address resilience, well-being, fulfillment, and flourishing in the workplace.

3

Feel empowered to initiate projects that improve metrics like burnout, engagement, patient safety and turnover rates

joy

in WORK