HEALTH
UNIVERSITY OF UTAH

SENIOR LEADERS' ROLE IN JOY IN WORK: OVERVIEW

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JOY IN WORK FOUNDATIONS COURSE
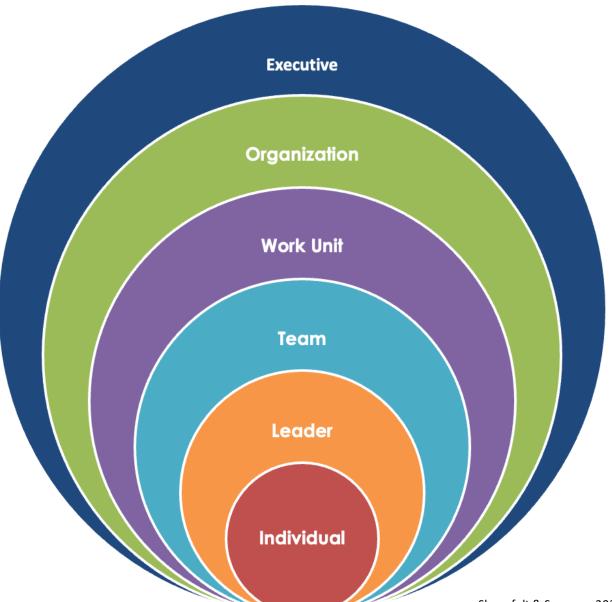*SENIOR LEADER BREAKOUT SESSION*
9.24.2024

"While burnout manifests in individuals, it originates in systems."

Christine Sinsky, MD
Vice President of Professional Satisfaction
American Medical Association

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LEVELS OF OPPORTUNITY FOR INTERVENTION

Executive

Organization

Work Unit

Team

Leader

Individual

Shanafelt & Swensen 2020: https://doi.org/10.1093/med/9780190848965.003.0016

HAPPIER WORKPLACES

- Creative & effective problem-solving

- Increased productivity & innovation

- More committed & driven to work

- Contribute beyond job description

- Find more flow & meaning during work

- Better at coping with & recovering from work strain

- Better at reconciling conflict

- Tend to see bigger picture during times of stress

Gelfand et al., 2012; Rodríguez-Muñoz et al., 2018; Wolf et al., 2016; Amabile et al., 2016; Oerlemans et al., 2018; Haase et al., 2012; Hadikari et al., 2017; Oswald et al., 2014

PRIORITIZING WELL-BEING HAS A MULTITUDE OF BENEFITS

- A manufacturing company dedicated time during their workday for employees to stretch before going on shift; work-related injuries decreased by 50% and workers' comp costs decreased by $800,000.

- Employers who create cultures of health see approximately 11% lower turnover.

- Employers see reductions in burnout when they create a culture that prioritizes engagement, well-being and honoring individual strengths.

USING VACATION DAYS

"Those who use more of their vacation days are promoted at *twice* the rate of their counterparts who leave substantial numbers of days on the table."

https://www.wsj.com/articles/your-summer-vacation-can-help-your-career-d1dced72

IHI FRAMEWORK: IMPROVING JOY IN WORK

■ Senior Leaders
■ Senior Leaders + Managers & Team Leaders
■ Senior Leaders + Managers & Team Leaders + Individuals

9 COMPONENTS OF JOY IN WORK

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

2. MEANING AND 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.

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

4. RECOGNITION & REWARDS
Employees and teams receive regular, meaningful recognition of contributions from leadership, acknowledging achievements, celebrating outcomes, and fostering camaraderie.

5. PARTICIPATIVE MANAGEMENT
Leaders create space to listen, understand, and engage employees in decision-making, ensuring clear communication, consensus building, and collaboration from the start of initiatives for shared success.

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

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

8. WELLNESS AND RESILIENCE
Organizations support employee wellness and resilience through stress management, work-life balance, mental health resources, and a system-wide commitment to wellbeing.

9. REAL-TIME MEASUREMENT
Effective feedback systems track progress regularly, enabling continuous improvement and ensuring transparent, data-driven efforts to enhance workplace joy.

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.

IHI FRAMEWORK: STEPS FOR LEADERS

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

3. Commit to a systems approach to making joy in work a shared responsibility at all levels of the organization

2. Identify unique impediments to joy in work in the local context

1. Ask staff, "What matters to you?"

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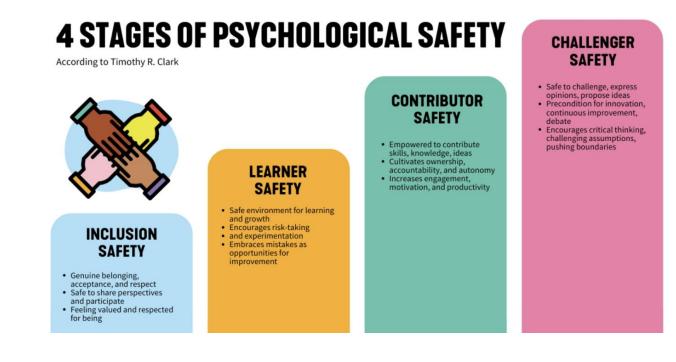
PHYSICAL & PSYCHOLOGICAL SAFETY

Equitable environment, free from harm, Just Culture that is safe & respectful, support for stress injury.

REMINDER: Physical safety may be different based on person, place, and circumstance.

Team psychological safety is a shared belief held by members of a team that it's OK to take risks, to express their ideas and concerns, to speak up with questions, and to admit mistakes — all without fear of negative consequences. As Edmondson puts it, "it's felt permission for candor."

Associated with:
- Increased motivation & engagement
- Better decision-making
- Fosters continuous learning & improvement

4 STAGES OF PSYCHOLOGICAL SAFETY

According to Timothy R. Clark

INCLUSION SAFETY
- Genuine belonging, acceptance, and respect
- Safe to share perspectives and participate
- Feeling valued and respected for being

LEARNER SAFETY
- Safe environment for learning and growth
- Encourages risk-taking and experimentation
- Embraces mistakes as opportunities for improvement

CONTRIBUTOR SAFETY
- Empowered to contribute skills, knowledge, ideas
- Cultivates ownership, accountability, and autonomy
- Increases engagement, motivation, and productivity

CHALLENGER SAFETY
- Safe to challenge, express opinions, propose ideas
- Precondition for innovation, continuous improvement, debate
- Encourages critical thinking, challenging assumptions, pushing boundaries

MEANING & PURPOSE

Daily work is connected to what called person to role, direct line of sight to mission & goals or organization, constancy of purpose

- One of the most important aspects of our jobs

- Associated with engagement, commitment and job satisfaction.

20%

Amount of meaningful work FTE needed to significantly prevent burnout.

Can be fostered via:

- Invitational awareness/ mindfulness

- Reflection

- Reciprocal relationships

- Meaningful discussion & feedback loop

CHOICE & AUTONOMY

Environment supports choice & flexibility in work, hours & use of health records & other technology resources

1. Empower decision-making

2. Flexible work arrangements

3. Personalized goal setting

4. Autonomy in task management

5. Encourage self-development

6. Transparent communication

7. Recognition and feedback

8. Resource accessibility

9. Cultivate a trusting culture

TEAMWORK & CAMARADERIE

Commensality, social cohesion, productive teams, shared understanding, trusting relationships

DISCUSSION QUESTIONS

- What is going well? What is already being done?

- What did you learn or notice from the exercise?

- Where is there room for opportunity & intervention?

- What might be a next step?

- What questions emerged?