


Joy in Work

1st March 2023

Julia Wood

A young girl with light brown hair tied in a ponytail with a pink bow. She is wearing a light pink turtleneck sweater and looking upwards with a pleading expression. The background is dark and out of focus. The image is framed by a border with orange, grey, and yellow sections.

Oh Please!

Why Joy in Work?

The Joy Gap at Work

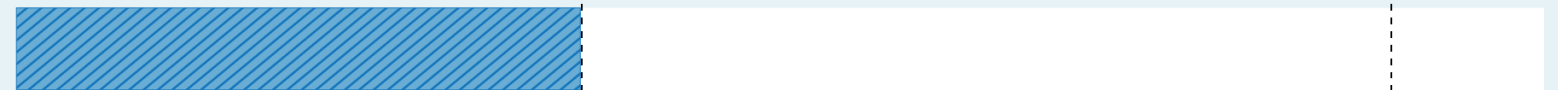
A survey of more than 500 workers found that, while the vast majority of respondents expect to feel joy at work, comparatively few actually do.

The average person spends 90,000 hours at work in their lifetime - one third of your entire life

Expect to feel joy: **90%**



Actually feel joy: **37%**



“Joy gap”: **53%**



Why Joy in Work?

- Purpose driven work increases engagement but can also lead to an increased risk of burnout *[When Passion Leads to Burnout \(hbr.org\)](#)*
- Trusts with more engaged staff tend to have higher patient satisfaction, with more patients reporting that they were treated with dignity and respect *[Staff engagement \(The Kings Fund\)](#)*
- High levels of stress are associated with errors that can harm patient care, and in the acute sector it is associated with higher levels of mortality *[It doesn't have to be this way - Michael West \(The British psychological society\)](#)*
- Incivility: Civil environments matter because they reduce errors, reduce stress and foster excellence *[Civility Saves Lives](#)*
- Stressors at work can lead to anxiety, anger, unethical behaviour, poor decision making and chronic exhaustion and burnout *[To Cope with Stress, Try Learning Something New \(hbr.org\)](#)*



Why Joy in Work?

- Chronic work stress is associated with cardiovascular disease, hypertension, heart attacks, addictions, cancer, diabetes, and more severe mental health problems including depression *It doesn't have to be this way - Michael West (The British psychological society)*
- Compassion Fatigue: Those most at risk of compassion fatigue are those medical and mental health providers who are caring day after day for patients
- Stress is contagious *Making Sure Your Stress Isn't Contagious (hbr.org)*
- In the NHS the most reported reason for sickness absence is anxiety/stress/depression/other psychiatric illnesses *NHS Sickness Absence Rates April 2020, Provisional Statistics - NHS Digital*



Microstress: Does this apply to you?



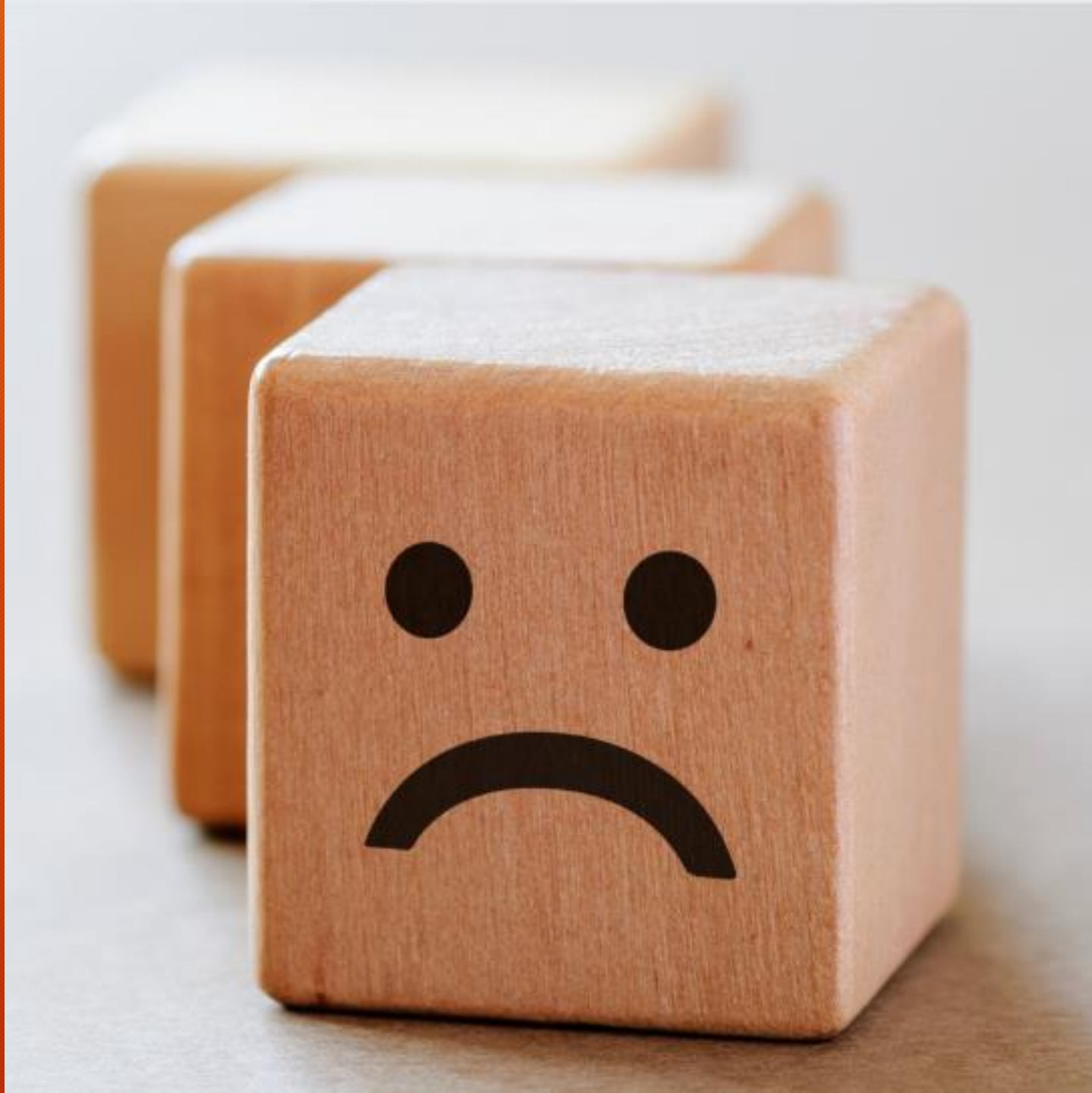
Microstress

Being bombarded with numerous small stressors throughout the day (sometimes 20 – 30), which can ultimately build up and have a big impact.

(Rob Cross, Jean Singer, Karen Dillon 2020)

Negativity bias

We are hardwired to focus on negative things





'Creating joy in work is the only way to save the NHS; 15 seconds, 30 minutes, a social movement to increase joy in work'

Rachel Pilling & Dan Wadsworth

TEDxNHS

x = independently organized TED event



[Click Here](#)

[Home - 15 Secs 30 Mins \(15s30m.co.uk\)](http://15s30m.co.uk)

IHI Framework for Improving Joy in Work



AN IHI RESOURCE

20 University Road, Cambridge, MA 02138 • ihi.org

How to Cite This Paper: Perlo J, Balik B, Swensen S, Kabacene 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)



[15s30m welcome - YouTube](#)

REPLACE

COULD YOU TAKE
15 SECONDS
TO PHOTOCOPY
MORE DOCUMENTS WHEN THERE
ARE ONLY TWO LEFT
REDUCE FRUSTRATION AND
INCREASE JOY



@15S30M. WWW.15S30M.CO.UK 

UPDATE


COULD YOU TAKE
15 SECONDS
TO UPDATE A
CLINICAL RECORD, A
COLLEAGUE OR A PATIENT
REDUCE FRUSTRATION AND
INCREASE JOY

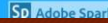


@15S30M. WWW.15S30M.CO.UK 

SIMPLIFY


WHAT
15 SECOND
MISSION
COULD YOU DO TO
MAKE SOMETHING
SIMPLER FOR
SOMEONE ELSE

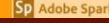


@15S30M. WWW.15S30M.CO.UK 

QUICK CHECK

COULD YOU TAKE
15 SECONDS
TO MAKE SURE ALL
EQUIPMENT IS READY OR
DOCUMENTS ARE AVAILABLE
REDUCE FRUSTRATION AND
INCREASE JOY



@15S30M. WWW.15S30M.CO.UK 

15s30m Missions

IHI Framework for improving Joy in work



Pebbles in your
shoes



Getting started

Ask staff,
“What matters
to you?”

Identify
frustrations
(pebbles in
your shoes)

Commitment
to making joy
in work a
shared
responsibility

Use
improvement
science to test
approaches to
improving joy
in work

Example questionnaire questions

	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
I am treated with respect every day by everyone who works within my team					
People generally support one another in the team within which I work					
Overall I believe I work in an excellent team					
I feel I have control over my daily work					
I have the resources I need to do my job well					
My manager encourages me to suggest ideas for improvement					
My manager treats me with respect					
I regularly feel burned out from my work					

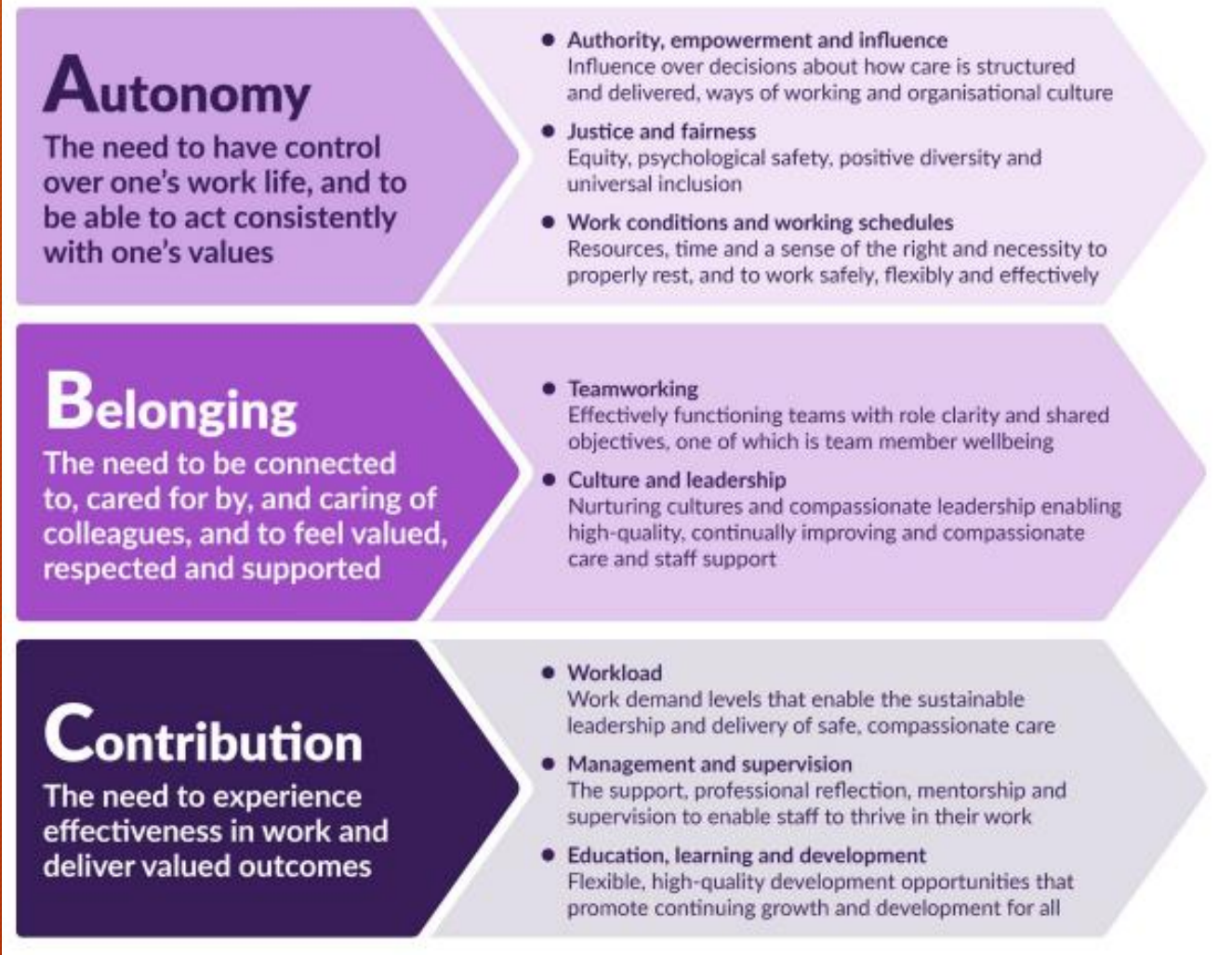
Identifying frustrations and root causes



Choice and Autonomy

- Staff feel like they have some choice in how they go about their daily responsibilities
- They have a voice in the way things are done in daily work
- Staff are part of the decisions on processes, changes, and improvements that affect them

Figure 1: The ABC framework of nurse and midwife core work needs



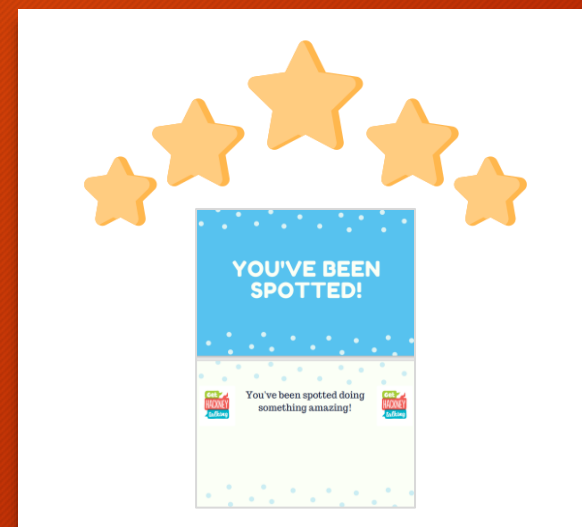
The courage of compassion: Supporting nurses and midwives to delivery high-quality care Sept 2020)
word template (kingsfund.org.uk)

Camaraderie and Teamwork

- Social cohesion is generated through productive teams, shared understanding and trusting relationships
- Do you and your team:
 - provide mutual support and companionship?
 - feel you are all part of a team, working together towards something meaningful?
 - trust the organisation's leadership?
 - feel leaders regularly practice transparent communication?
 - regularly express appreciation for each other's work?



Recognition and rewards



TYPES OF SELF-CARE

NOTE:

Self-care isn't selfish!

PHYSICAL - Taking care of your body

egs: Are you getting enough sleep, exercise, & nutrition?

INTELLECTUAL

- Taking care of your brain

egs: Are you challenging your brain by reading, learning new things & being creative?

FINANCIAL

- Taking care of your money

egs: Do you know how to budget, manage your money and save?

OCCUPATIONAL

- Taking care of your work satisfaction & hours

egs: Do you enjoy your work? Are you mindful of not prioritizing work over your private life?

SOCIAL

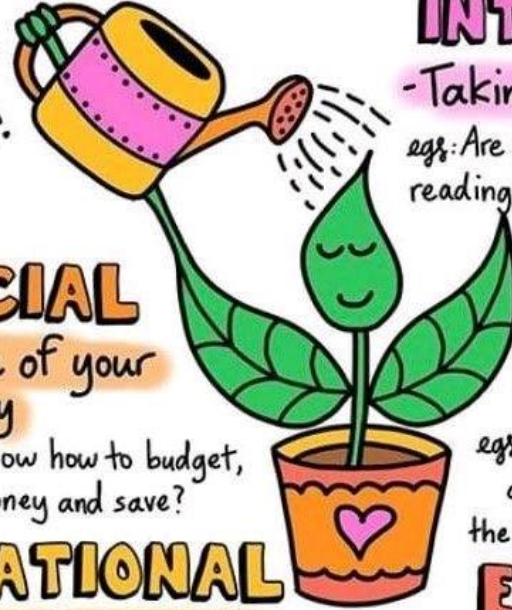
- Taking care of your relationships

egs: Are you taking time to nurture and develop relationships with the significant people in your life?

EMOTIONAL

- Taking care of your emotions

egs: Are you acknowledging, analysing and validating your feelings in certain situations? Do you have coping mechanisms if your feelings are overwhelming?





Adapted from: Watson, P., Gist, R., Taylor, V. Evlander, E., Leto, F., Martin, R., Vaught, D., Nash, W.P., Westphal, R., & Litz, B. (2013). Stress First Aid for Firefighters and Emergency Services Personnel. National Fallen Firefighters Foundation.

Smile more today



Smiling makes us feel happier

A number of research studies have discovered that smiling, whether it's natural or forced, causes our brains to interpret that physical reaction as positive and will then recognise whatever activity we are doing as being enjoyable.

Time to put on a cheesy grin!

The starfish story

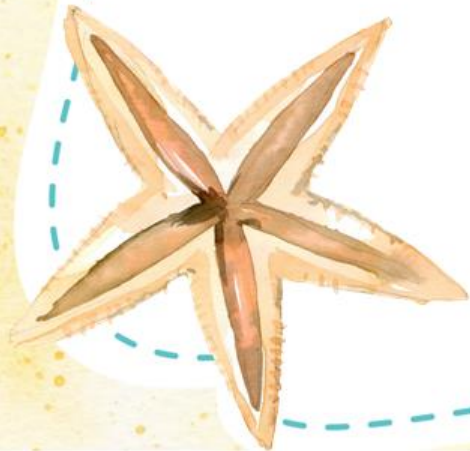
By: Loren Eiseley

One day a man was walking along the beach when he noticed a boy picking up and gently throwing things into the ocean.

Approaching the boy he asked: "Young man, what are you doing?"

The boy replied, "Throwing starfish back into the ocean. The surf is up and the tide is going out. If I don't throw them back, they'll die."

The man laughed to himself and said, "Do you realize there are miles of miles of miles of beach and hundreds of starfish?" "You can't make any difference."



After listening politely, the boy bent down, picked up another starfish and threw it into the surf, then smiling at the man, he said: "I made a difference to that one."



What will you do now?

Twitter: @JuliaWoodQI

Email: hello@juliawood.co.uk



Thank
you!