


# Joy in Work

*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 red sections.

**Oh Please!**

# Why Joy in Work?

## The Joy Gap at Work

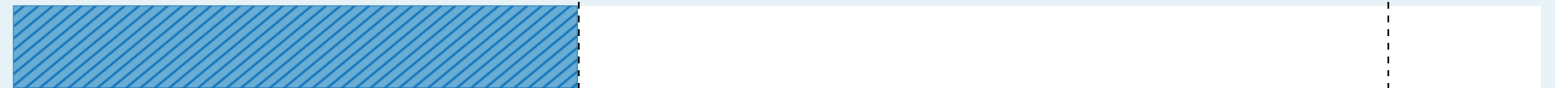
A survey of more than 500 workers found that, while the vast majority of respondents expect to feel joy at work, comparatively few actually do.

**The average person spends 90,000 hours at work in their lifetime.**

Expect to feel joy: **90%**



Actually feel joy: **37%**



“Joy gap”: **53%**

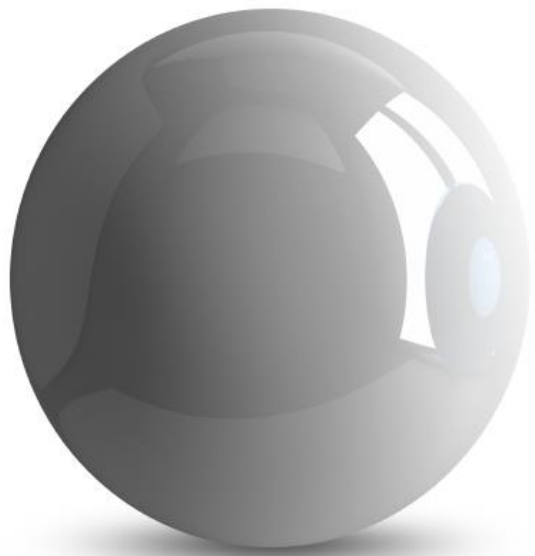


What brings you joy at work?



What makes you sad or irritated at work?





# 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 [\*Michael West\*](#)
- 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 \(hbr.org\)\*](#)
- Stress is contagious [\*Making Sure Your Stress Isn't Contagious \(hbr.org\)\*](#)



# 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 [\*Michael West\*](#)
- Compassion Fatigue: Those most at risk of compassion fatigue are those medical and mental health providers who are caring day after day for patients [\*Psych Hub\*](#)
- 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\*](#)





# Stress: Do any of these apply to you?



## **Stresslaxing**

Being so stressed that relaxing makes you more stressed because you're not working on what's making you stressed.

*(Urban Dictionary, 2020)*

## **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)*

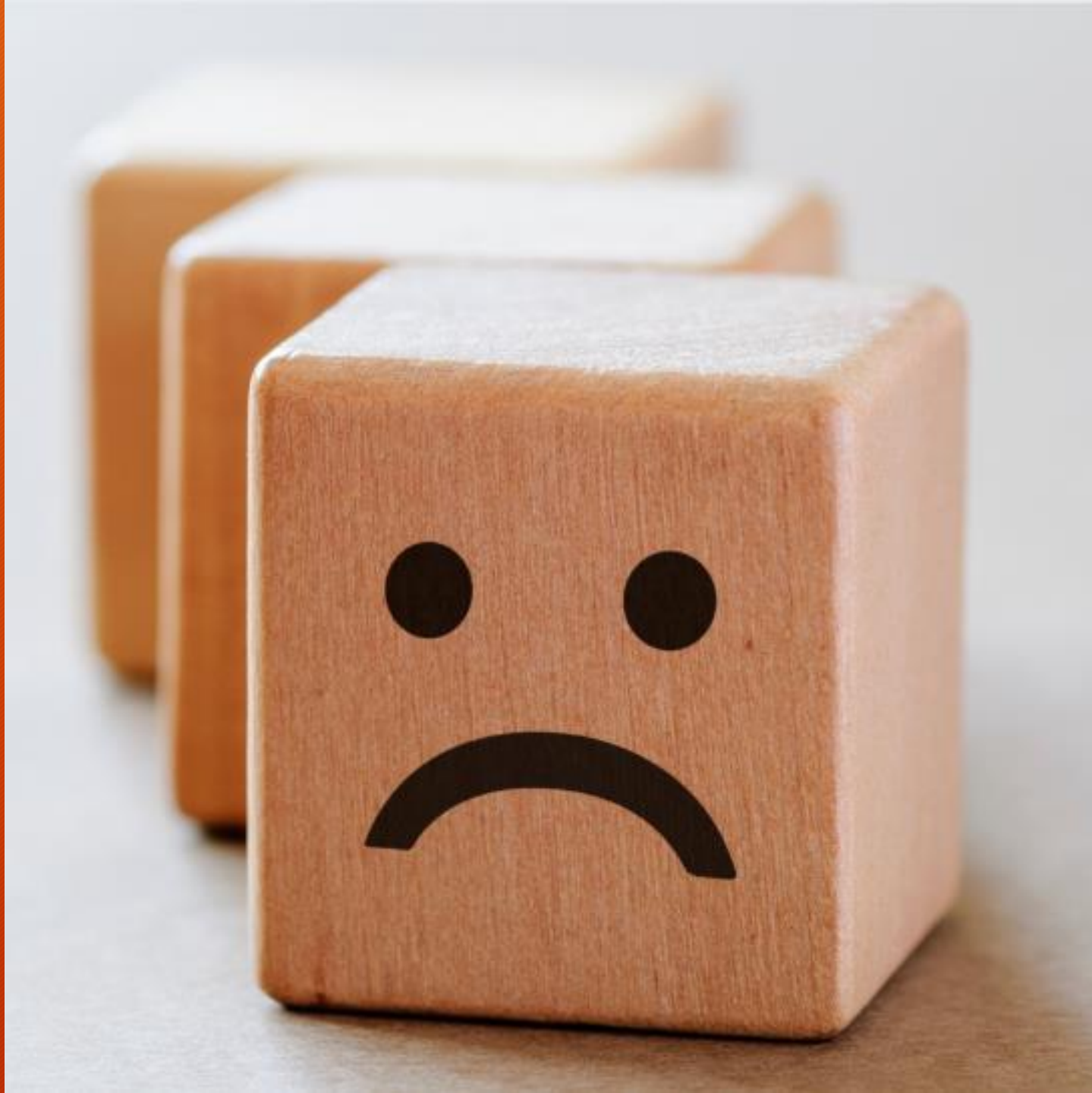
## **Metastress**

When you are stressed about having stress.

*(Kristi Hedges, 2019)*

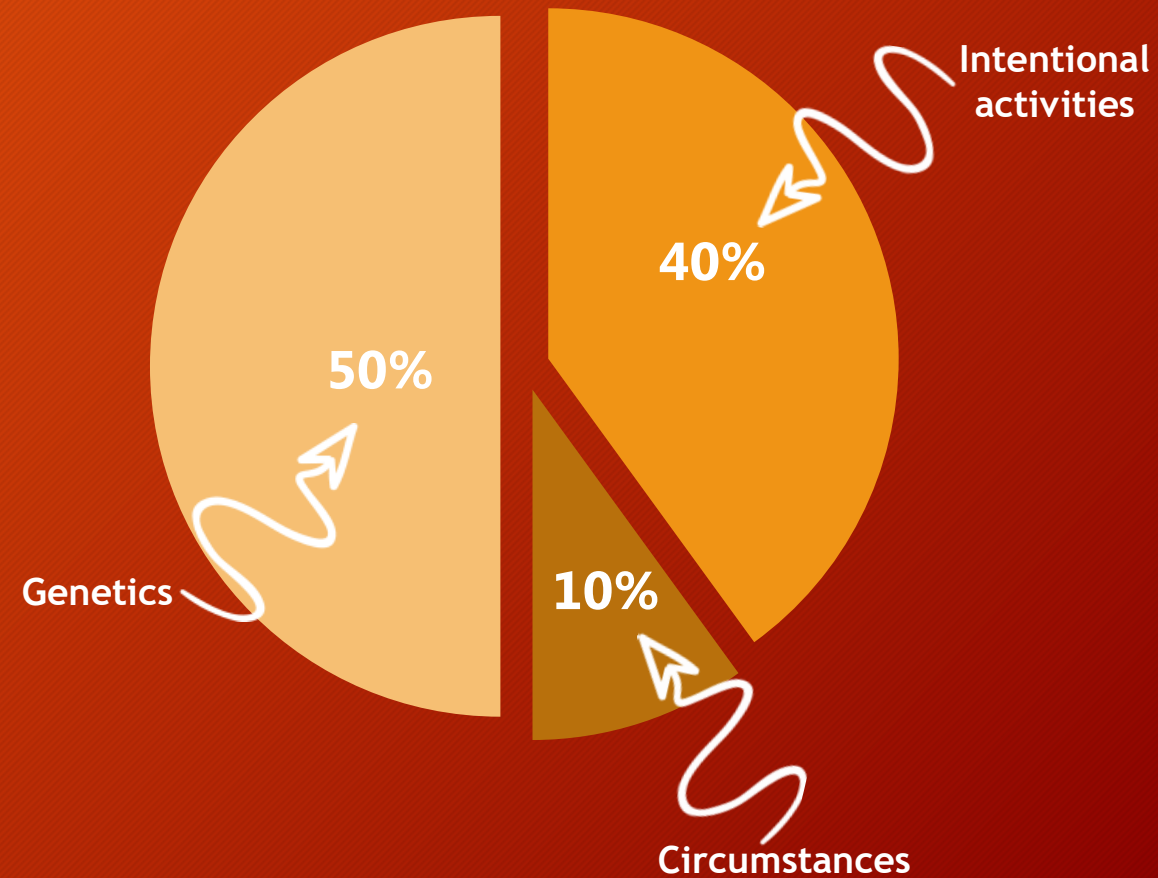
# Negativity bias

We are hardwired to focus on negative things



# Inequalities of happiness

- Research paper: Pursuing Happiness: The Architecture of Sustainable Change *(S. Lyubormirsky, K.M. Sheldon & D. Schkade 2005)*
- The Hedonic Treadmill - overtime revert to your 'set point' *(Brickman & Campbell, 1971)*





# Two important facts about happiness

## **Fact 1: Happiness leads to success**

Conventional wisdom has always had us believe that success leads to happiness, but extensive research has shown that it's actually the other way round. *(HBR 2012 & University of Warwick 2015)*

## **Fact 2: We're not happy when we're chasing happiness**

We're happiest when we're not thinking about it, but when we're enjoying the present moment. *(HBR 2015)*





'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



[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](http://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](http://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

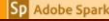


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QUICK CHECK

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



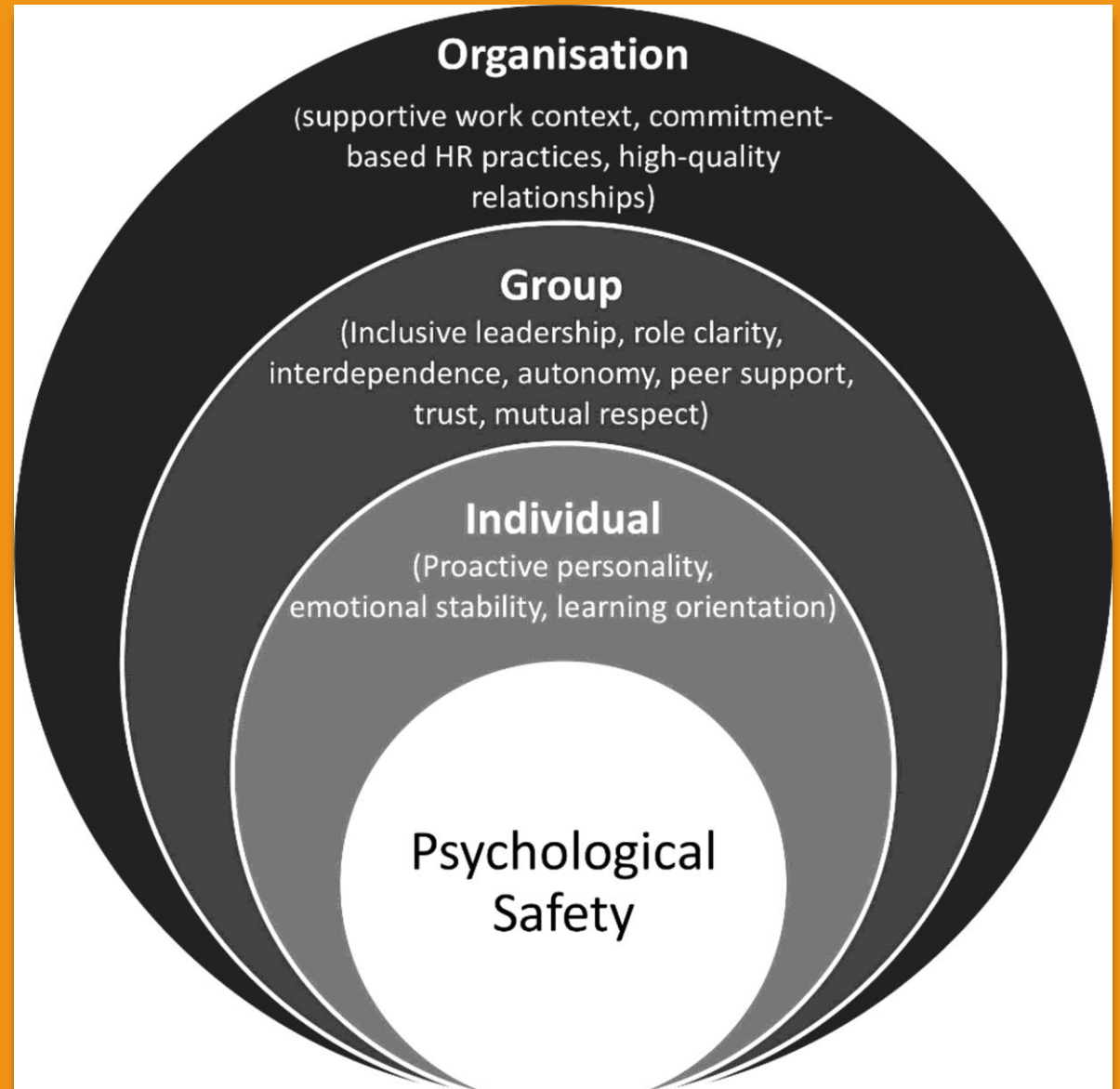
# IHI Framework for improving Joy in work



Pebbles in your  
shoes



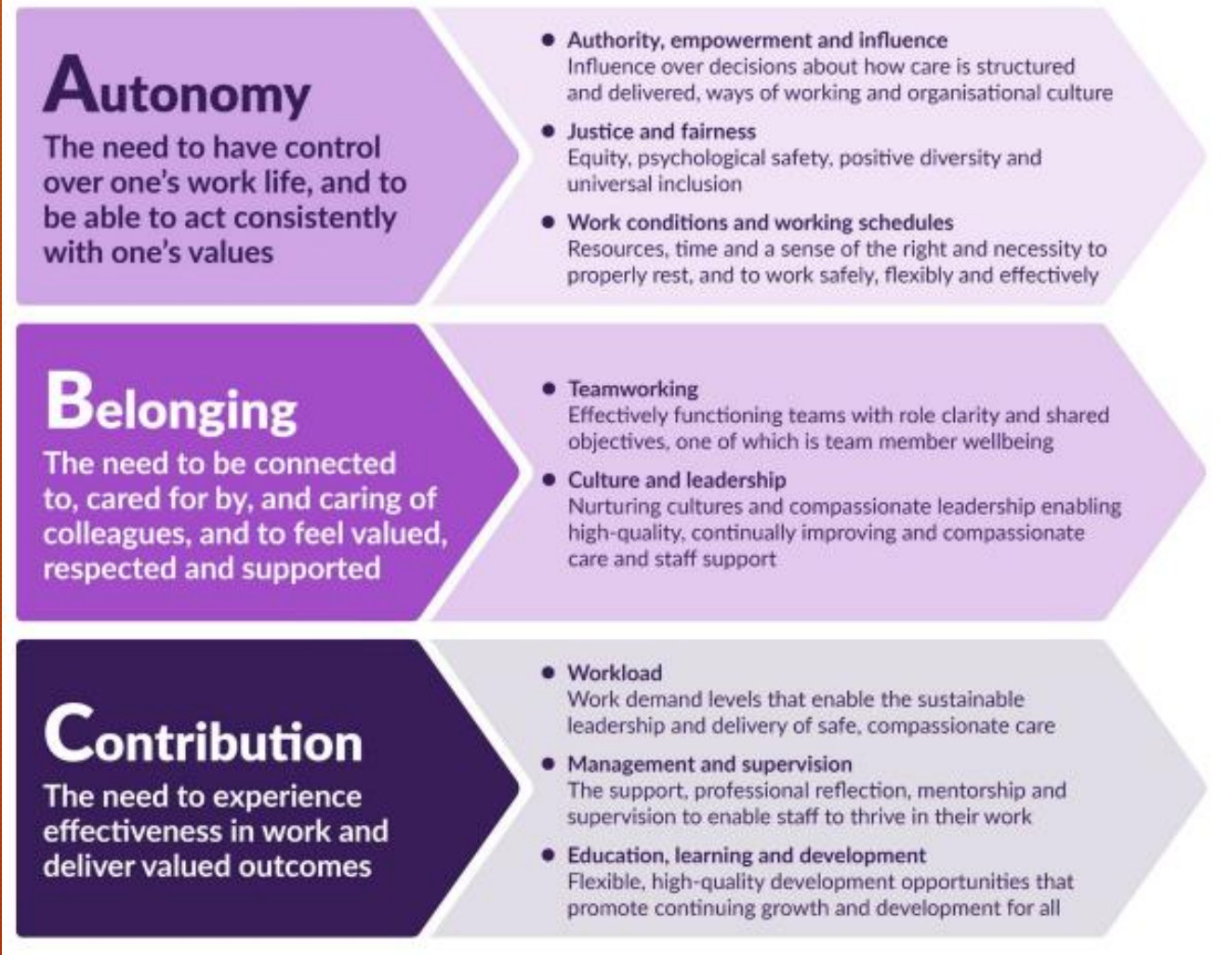
# Physical and Psychological Safety



# 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

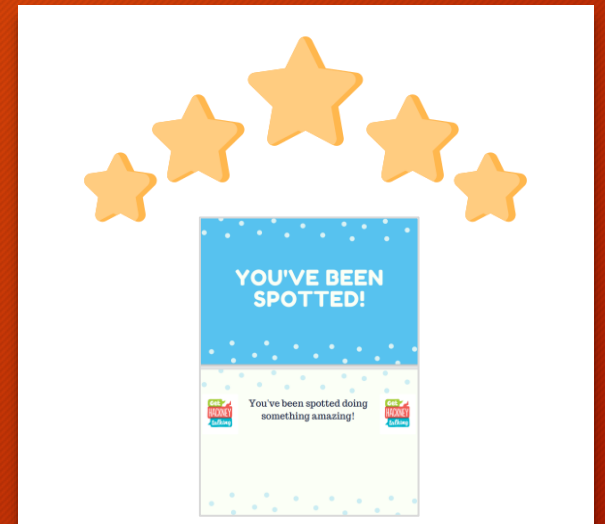


*The courage of compassion: Supporting nurses and midwives to delivery high-quality care Sept 2020)*  
*word template ([kingsfund.org.uk](https://kingsfund.org.uk))*

# Recognition and rewards

- Who the recognition comes from
- Timing
- Make it public
- Details matter

Research: *A Little Recognition Can Provide a Big Morale Boost* ([hbr.org](https://hbr.org)) March 21



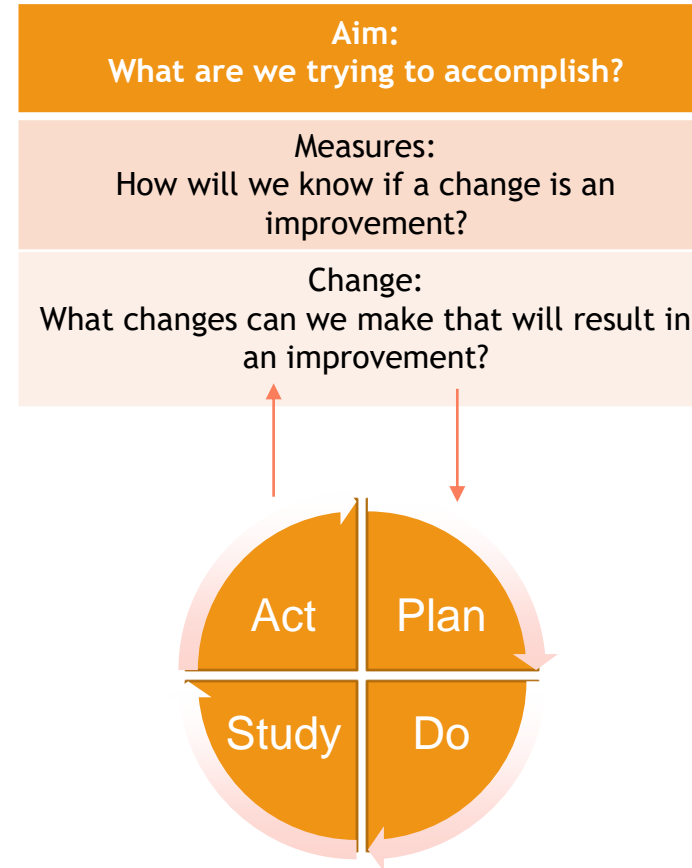
# Camaraderie and Teamwork

- 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?
  - regularly express appreciation for each other's work?



# Daily Improvement

Use of quality improvement tools and techniques to identify, test, and implement improvements



## 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?

**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?

**FINANCIAL**

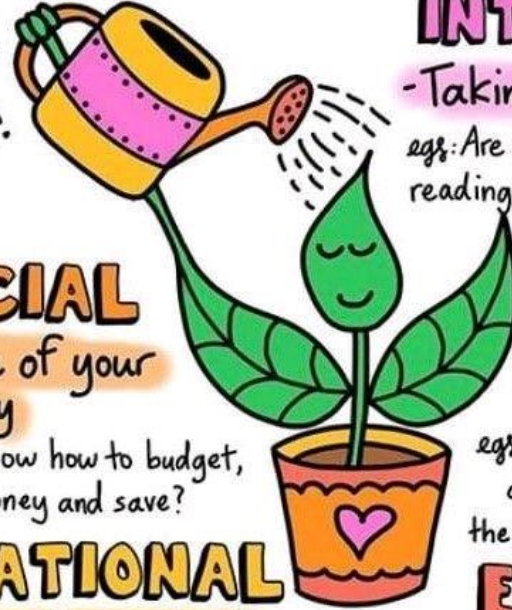
- Taking care of your money

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?





## 8 STEPS TO BECOME MORE RESILIENT



### 1 Accept change

Find ways to become more comfortable with change.



### 2 Become a continuous learner

Learn new skills, gain new understanding and apply them in times of change.



### 3 Take charge

Take charge of your own career and your own development.



### 4 Find your sense of purpose

Helps you to assess setbacks within the framework of a broader perspective.



### 5 Pay attention to self-identity

Reframe how you see your skills, talents and interests.



### 6 Reflect

Reflection fosters learning, new perspectives and self-awareness.



### 7 Cultivate relationships

Develop and nurture a broad network of personal and professional relationships.



### 8 Skill shift

# Measurement

- Long Term System measures:

- Turnover
- Retention
- Sickness/absence
- Staff survey (e.g. Gallup)

- Short term measures.

- Counters
- Questionnaires
- Apps

## Staff left incensed at 'happy or not' machines installed in canteens and offices the heart of Government

- Terminals allow workers to press a number of buttons to reflect their mood
- However, the attempt to keep staff spirits up has been branded 'patronising'
- Intranet page also said to allow staff to anonymously compliment each other

By [GEORGIA EDKINS WHITEHALL](#) CORRESPONDENT FOR THE MAIL ON SUNDAY

**PUBLISHED:** 02:26, 3 April 2022 | **UPDATED:** 02:27, 3 April 2022



East London Foundation Trust



# 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					

# Getting started

Ask staff,  
“What matters  
to you?”

Identify  
frustrations  
(pebbles in  
your shoes)

Commitment  
to making joy  
in work a  
shared  
responsibility

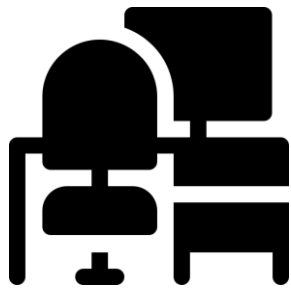
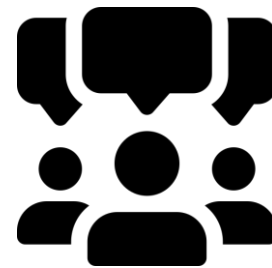
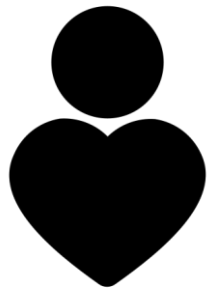
Use  
improvement  
science to test  
approaches to  
improving joy  
in work

# Identifying frustrations and root causes

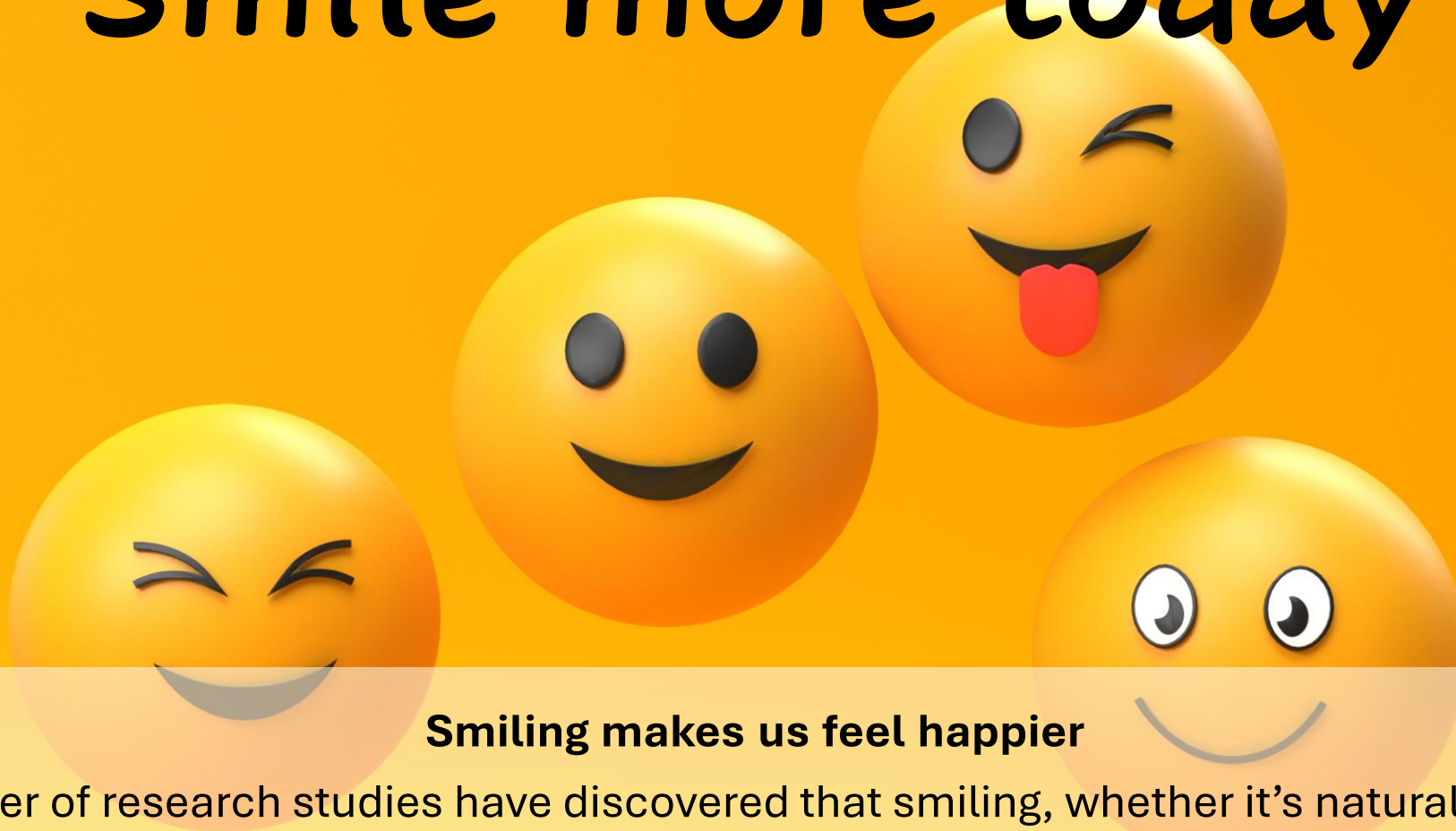




Adapted from: Watson, P., Gist, R., Taylor, V. Evlander, E., Leto, F., Martin, R., Vaught, D., Nash, W.P., Westphal, R., & Litz, B. (2013). Stress First Aid for Firefighters and Emergency Services Personnel. National Fallen Firefighters Foundation.



# 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

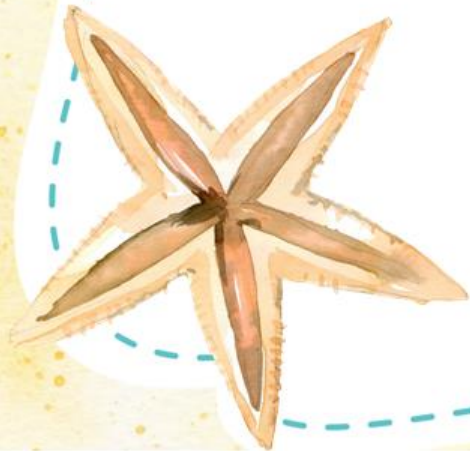
By: Loren Eiseley

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."



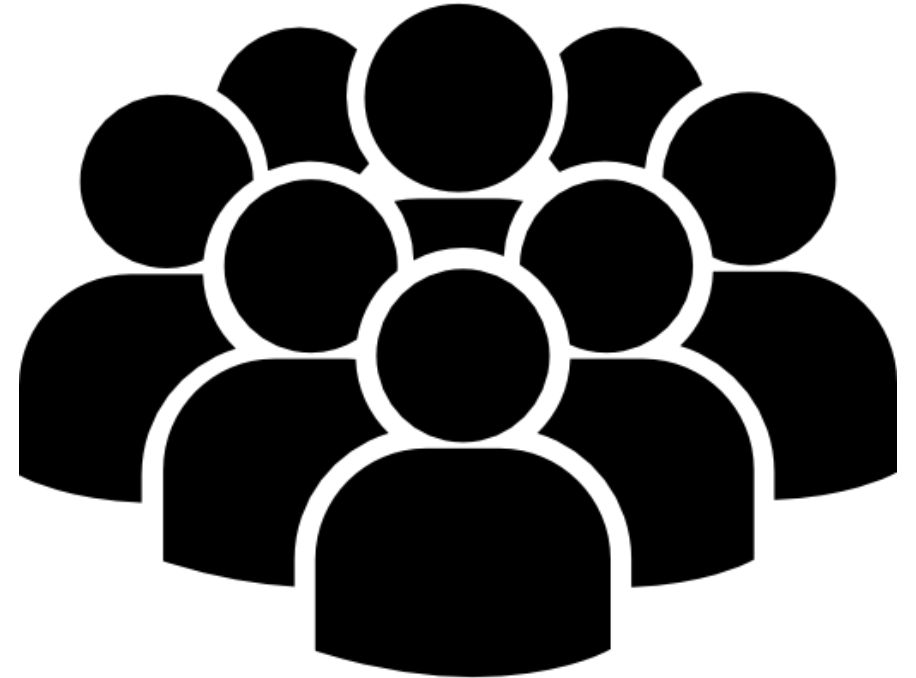
After listening politely, the boy bent down, picked up another starfish and threw it into the surf, then smiling at the man, he said: "I made a difference to that one."



What will you do now?

# Joy in Work Curiosity Collective

- Monthly sessions start in June - 20<sup>th</sup> June
- Discuss a tricky problem or issue relating to Joy in Work
- Use our collective brain power to come up with ideas and solutions



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Thank  
you!