



Joy In Work Toolkit

Version 1
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A huge thank you to those of you who have shared your thoughts and experiences about the Joy in Work at events, during conference calls, and 1:1 conversations. This Toolkit would not be the same without your input.



About this Joy in Work Toolkit

Who this Joy in Work Toolkit is for

This Toolkit is for anyone interested in implementing Joy in Work, regardless of job role or place of work.

Aims of this Joy in Work Toolkit

Methods to implement Joy in Work	Three approaches are shared: <ul style="list-style-type: none">- IHI Framework for Improving Joy in Work- 15 seconds 30 minutes- Four steps to Joy in Work
Ideas for improving Joy in Work	Using the IHI Framework, this section outlines ideas which have been shared by participants from: <ul style="list-style-type: none">- Q SIG Improving Joy in Work (group space and during individual and group calls)- Joy in Work event (March 2019)- NESCHA Event (May 2019)- Q is for Quality Event (June 2019)
Resources to support you implementing Joy in Work	This does not attempt to be a definitive list but hopefully you will find the resources included beneficial
Next steps	Overview as to how this Toolkit could be developed further

How to use this Joy in Work Toolkit


This Toolkit is split into four main menu sections, with these being shown in the diagram below.

Clicking on a menu section in the diagram will take you to the start of that section.



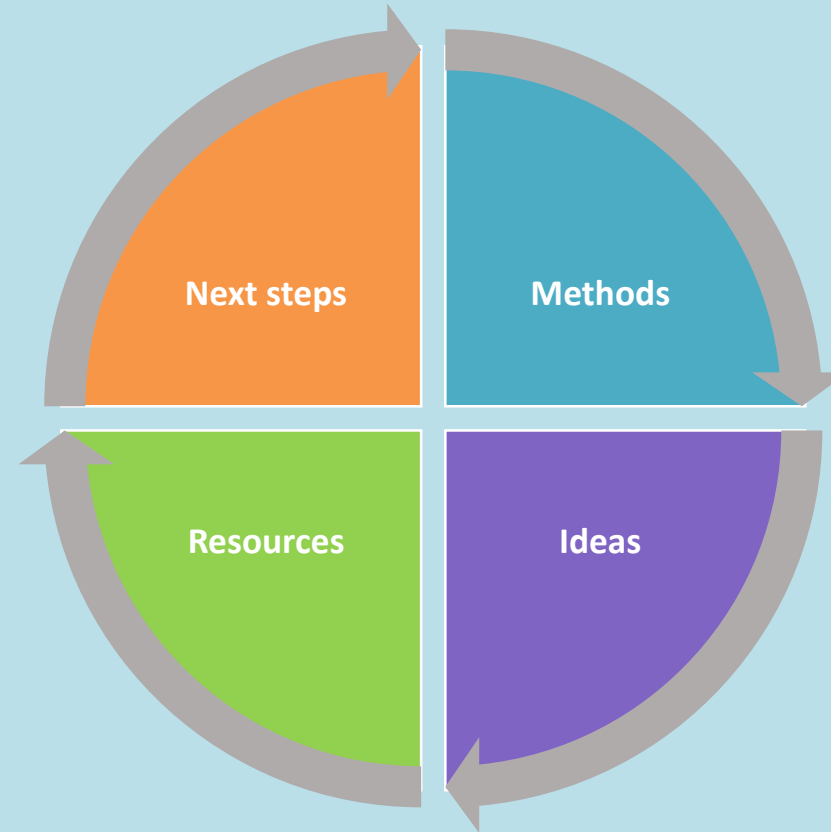
You will also see icons at the bottom of each page.

Clicking on  will bring you back to this page.

Clicking on  will bring you back to the start of whichever section you are in, whether this is Methods, Ideas, Resources or Next steps.

Please note: The links in this Toolkit are not fully supported by all PDF viewers. It is recommended that you use Adobe Acrobat Reader to benefit from full functionality.

METHODS



This section shares three approaches to implementing Joy in Work:

- IHI Framework for Improving Joy in Work
- 15 seconds 30 minutes
- Four steps to Joy in Work

Method: IHI Framework for Improving Joy in Work

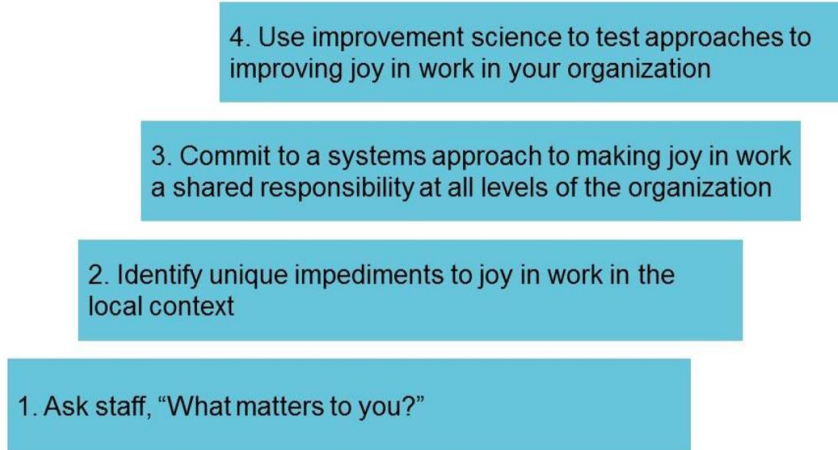
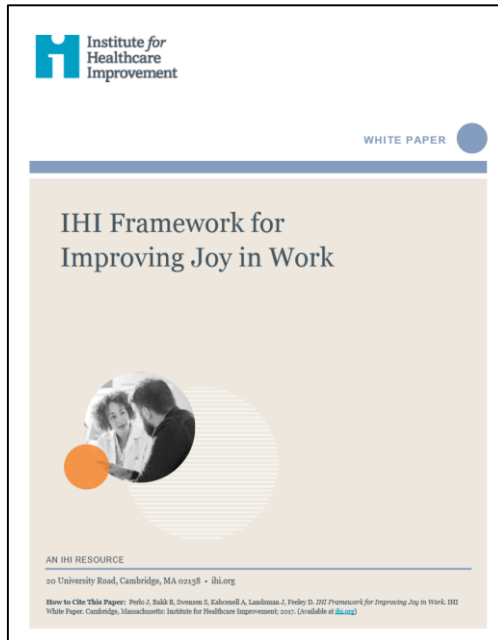
The Institute for Healthcare Improvement (IHI) developed the Framework for Improving Joy in Work. The full document can be viewed by clicking [here](#). If you are not already registered with the IHI you will need to do this to view this document (it is free). It is advised that you read this document, although a brief overview is provided on this page.



This document talks about the importance the role of leaders play in improving joy in work, and includes a Framework called the 'Four Steps for Leaders'. This Framework is outlined below and can also be viewed on page 8 of the IHI document. The document suggests that leaders should follow these four steps to lay the foundations for joy in work.



This document also shares the IHI Framework for Improving Joy in Work. This Framework is outlined below, and can also be viewed on page 13 and 16 of the IHI document. This Framework outlines the responsibilities of individuals, managers and core leaders and senior leaders in improving joy in work, and shares nine areas of focus.



Method: 15 seconds 30 minutes (15s30m)

This approach to Joy in work aims to help anyone identify how they can spend a few extra seconds on a task now which will save someone else 30 minutes or more later on. In doing so you will reduce frustration and increase joy.

A few examples of 15s30m 'missions' are:

- Replace equipment back where it belongs when you've finished with it
- Update your email signature with a phone number
- Simplify the process for setting up a clinic by having a box for each room with the equipment in
- Check if a patient has any questions before you finish speaking to them

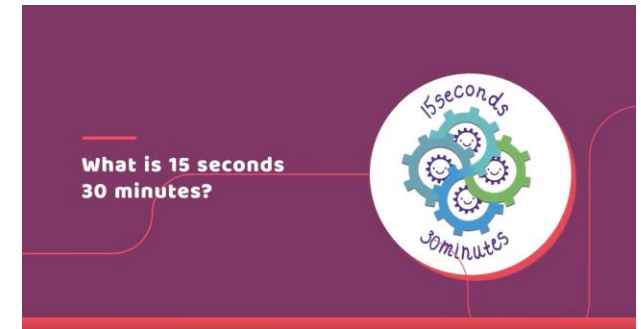


The 15s30m website is full of resources you can use. View the website by clicking [here](#).

There is even free downloadable resources available for you to run a 15s30m workshop within your own organisation. [Click here to view](#).



The 15s30m have also developed some great short film clips, including, but not limited to the two outlined below.



[Click here to view](#)



[Click here to view](#)

Method: Four Steps to Joy in Work (developed by Julia Wood)

This method is based on the learning from the previous two approaches. It is made up of four steps.

1.



Identify the things you enjoy doing in your daily work.

Make a commitment to do more of them.

Examples could be leaving work on time or having a lunch break.

2.



Identify the things that frustrate, irritate and annoy you.

Make a commitment to look at ways to reduce these.

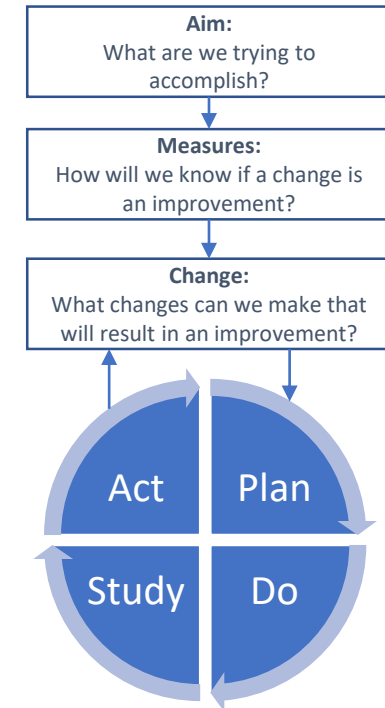
3.



Recognise you cannot solve everything on your own.

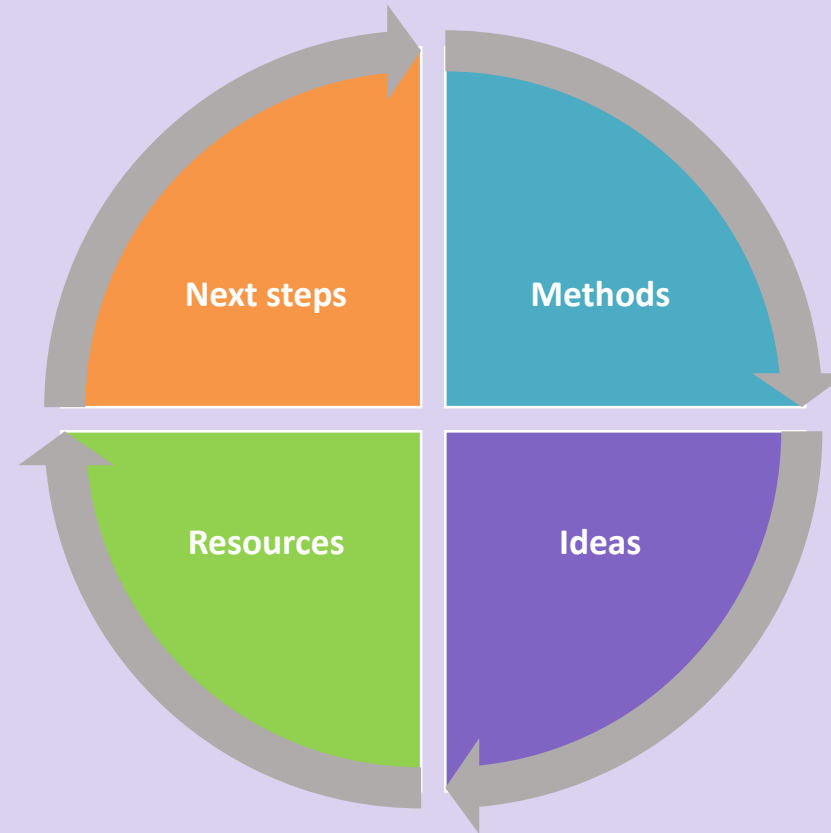
Make a commitment to work with others when tackling challenging/large problems to increase your power of influence.

4.



Use quality improvement methodologies, including the Model for Improvement, to support implementing and sustaining positive change.

IDEAS



Using the IHI Framework, this section outlines ideas which have been shared by participants from:

- Q SIG Improving Joy in Work (group space and during individual and group calls)
- Joy in Work event (March 2019)
- [NESCHA](#) Event (May 2019)
- Q is for Quality Event (June 2019)

Please note:

This section covers ideas for everyone regardless of job role or place of work. However, some ideas are more applicable to those working in senior positions or in team leader roles.

What we've heard:

Physical and psychological safety

- **All:**
 - Be responsive to feedback
- **Senior position/team leader role:**
 - Give staff flexibility where possible regarding working hours
 - Demonstrate trust through delegation (delegate, not dump)
 - Reduce blame culture
 - Cultivate a culture of joy not fear
 - Create a culture where people can speak up:
 - No titles
 - Technology enabled
 - First names
 - Empower the team to develop solutions and direction
 - Involve the team in decision making
 - Listen and take actions to address issues

What we've heard:

Meaning and Purpose

- **All:**
 - Appropriate training
 - Continuing professional development
 - Regular and meaningful feedback (either to staff or your peers)
 - Recognising what difference you make to patient care
 - Confidence to challenge
 - Valuing and appreciating others
- **Senior position/team leader role:**
 - Setting of clear objectives
 - Shared understanding of mission, goals and operational policy
 - Clear job descriptions

What we've heard :

Choice and autonomy

- **All:**
 - Have processes in place to capture ideas (anyone can do this!)
- **Senior position/team leader role:**
 - Flexibility regarding working hours
 - Where appropriate, flexibility about when and how tasks are carried out
 - Ensure staff have the skills to improve daily work (quality improvement methodologies)
 - Involve staff in decision making
 - Empower staff to make improvements
 - Provide freedom and trust for staff to make choices within guidelines

What we've heard :

Recognition and rewards

- **All:**
 - It doesn't always have to be leaders or managers to set up ways of providing recognition and rewards
 - Celebrate quality and quality of direct patient care
 - Recognise and acknowledge good practice in your team members
 - Don't take celebrating 'normal' work for granted
 - Give credit for work others have done well
 - Say thank you
 - Staff 'thank you' raffle – give away small prizes and gifts
 - Recognising the small as well as the large efforts staff make
 - Set up a positivity board where staff can share and recognise good work
 - Make time to celebrate
 - Star awards (and nominate people for awards)
 - Have cake!
- **Senior position/team leader role:**
 - Publish compliments from service users on the internet
 - Regular newsletters to celebrate good work

What we've heard :

Participative management

- **All:**
 - Responsibility to communicate using effective agreed methods – everyone should do this
 - Listen, understand and involve colleagues in decision making (large and small)
 - Engage before acting – involve others right from the start
 - Keep people informed: communicate messages, context and landscape at different levels in a meaningful way
 - Collaborate
 - Know the strengths of the team members and know who the introverts and extraverts are
 - Create space to hear and listen – act on any issues
 - Be flexible
 - Hold regular team meetings/daily huddles
 - Share knowledge
- **Senior position/team leader role:**
 - Embed a joy in work culture in the workplace and encourage participation
 - Use QI tools to create shared purpose and objectives – shared objectives = shared responsibility
 - Consensus building
 - Have an open agenda – authentic leadership

What we've heard :

Comaraderie and teamwork

- **All:**
 - Build trust
 - Take an interest in others
 - Consider communication medium relevant to situation. Clear communication reduces barriers
 - Focus on work but have regular time out during the day to talk about matters non work related
 - Go out socially
 - Be kind
 - Do as you would be done by
 - Take responsibility
 - Rest, hydrate and refuel – own wellness
 - Job swaps to understand other roles
 - Respect that we all have something different to bring
 - We all have good and bad days
- **Senior position/team leader role:**
 - Give permission (explicit)
 - Collapsed structure/equal value
 - MBTI for teams to help understanding – understand team dynamics (strengths/'bugs')
 - Regular meetings as a 'norm' – protected time/team meetings off site
 - Encourage staff to be at ease and listen to each other
 - Provide time to connect

What we've heard :

Daily improvement

- **All:**
 - We should all be responsible for daily improvement
 - Bring ideas back from events and training
 - Whole team approach
 - Support the whole package – patients and families
 - Accept that making suggestions does not mean criticism
 - Use apps/metrics to understand improvement
 - Everyone agree to take responsibility
 - Daily debrief/team huddles
 - Encourage a culture of daily improvement
 - Celebrate success
 - Say thank you
 - Develop trust
 - Be non-judgemental
 - Provide feedback
 - Listen to ideas positively
- **Senior position/team leader role:**
 - Trained facilitators for timely debrief
 - Appreciate a fluid workforce
 - Create the right mood
 - Enable staff to work with other similar groups to see how they do things
 - Create mechanisms/forums to listen and create an open culture

What we've heard :

Wellness and resilience

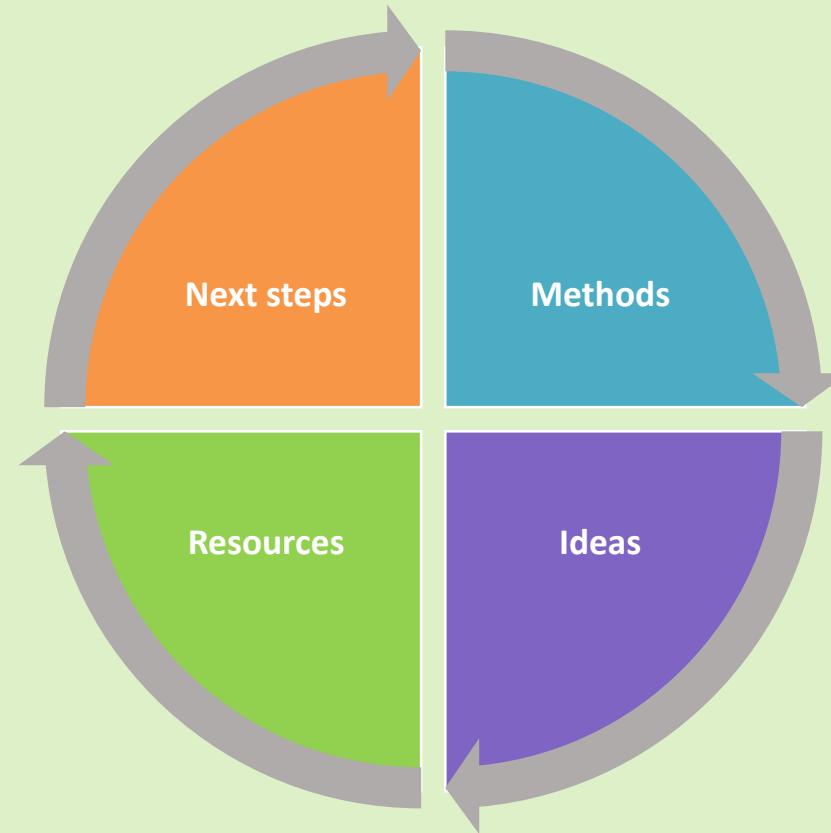
- **All:**
 - Look after yourself – personal responsibility
 - Self awareness
 - Physical wellbeing
 - Mindfulness
 - Yoga
 - Value sleep
 - Create a work/life balance
 - Ownership of own emotional intelligence
 - Mention concerns early – don't store it up
 - Rest, hydrate and refuel
 - Be role models
 - Listen to colleagues
 - Value self and others
 - Be kind to yourself
 - Be kind to others – polite, respectful and supporting, thank staff, look out for each other
 - Start with a smile and finish on time
- **Senior position/team leader role:**
 - Know your teams
 - Have wellbeing conversations
 - Increase mental health awareness
 - Be human
 - Make time to listen
 - Be flexible
 - Lead by example
 - Be approachable
 - Ensure cover is available at busy times
 - Ensure breaks happen
 - Think about how and when to communicate messages
 - Question barriers to caring for staff
 - Develop emotional intelligence in self and in teams
 - Availability of healthy snacks
 - Resilience training
 - Understand the fluid nature of resilience

What we've heard :

Real time measurement

- **All**
 - Take ownership for measurement
 - Listen
 - Tell the truth
 - Staff news bulletin – feedback
 - Ask for feedback/contribute to regular feedback
 - Transparency
- **Senior position/team leader role:**
 - Jar of marbles for staff to share how their day has been (green marble = good day, red marble = bad day)
 - Use of apps (e.g. [Fab-O-Meter](#)/[ImproveWell](#)/[NESCHA Engagement Tool](#))
 - Use metrics already available for long term measures (e.g. sickness rates/recruitment/retention/errors)
 - You said/we did/together we will boards
 - Create an open and transparent forum to share experiences and stories
 - Clinical supervision

RESOURCES



This section does not attempt to be a definitive list of resources but hopefully you will find those included beneficial

Rolling your eyes at the idea of joy in work? I was too until...

Blog post on Sign up to safety website. Published 25/07/19

Author: Cat

<https://www.signuptosafety.org.uk/rolling-your-eyes-at-the-idea-of-joy-in-work/>

Create Psychological Safety to Support Improvement

Blog post on IHI website. Published 16/07/19

Author: Julianna Spranger

<http://www.ihl.org/communities/blogs/create-psychological-safety-to-support-improvement-blog>

The fearless organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth

Book. Published 28/12/19

Author: Amy C. Edmondson

'What matters to you' day – starting conversations that can transform care

The Point of Care Foundation. Published 05/06/18

Authors: Bev Fitzsimons and Joanna Goodrich

<https://www.pointofcarefoundation.org.uk/blog/what-matters-to-you-day-starting-conversations-that-can-transform-care/>

Finding and creating joy in work: what matters to me?

Blog post on Q website. Published 23/11/18

Author: Sophie Bulmer

<https://q.health.org.uk/blog-post/finding-and-creating-joy-in-work-what-matters-to-me/>

Workforce stress and the supportive organisation – a framework for improvement through reflection, curiosity and change

NHS Improvement

https://improvement.nhs.uk/resources/workforce-stress-and-supportive-organisation-improvement-framework/?utm_campaign=2431259_Improvement%20newsletter%20July%202019&utm_medium=email&utm_source=Monitor&utm_orgtype=AHSN&dm_i=2J9J,1G3YZ,7RHL5Z,4TWJ0,1

Preventing Busyness from Becoming Burnout

HBR. Published 15/04/19

Author: Brigid Schulte

<https://hbr.org/2019/04/preventing-busyness-from-becoming-burnout>

NHS Health and Wellbeing Framework

NHS Employers. Published 01/01/19

<https://www.nhsemployers.org/retention-and-staff-experience/health-and-wellbeing/the-way-to-health-and-wellbeing/health-and-wellbeing-framework>

The Assumptions Employees Make When They Don't Get Feedback

HBR. Published 24/06/19

Author: Deborah Grayson Riegel

<https://hbr.org/2019/06/the-assumptions-employees-make-when-they-dont-get-feedback>

Research: When Managers Are Overworked, They Treat Employees Less Fairly

HBR. Published 04/06/18

Authors: Elad N. Sherf, Ravi S. Gajendran and Vijaya Venkataramani

<https://hbr.org/2018/06/research-when-managers-are-overworked-they-treat-employees-less-fairly>

Patient safety by caring for the people that care

Published 26/06/18

Author: Suzette Woodward

<https://suzettewoodward.org/2018/06/26/joy-and-happiness/>

The Value of a Well-Written Thank-You Note

Forbes. Published 07/08/18

Author: Jill Griffin

<https://www.forbes.com/sites/jillgriffin/2018/08/07/the-value-of-a-well-written-thank-you-note/#56d223d86500>

How to Cultivate Gratitude, Compassion, and Pride in your Team

HBR. Published 20/02/18

Author: David DeSteno

<https://hbr.org/2018/02/how-to-cultivate-gratitude-compassion-and-pride-on-your-team>

PATH Happy at Work

The Academy of Fabulous Stuff

<https://fabnhsstuff.net/fab-stuff/happy-at-work>

Also, if you are a [Q member](#) and have joined the Improving Joy in Work SIG, you can view the following resources:

Joy in Work Overview

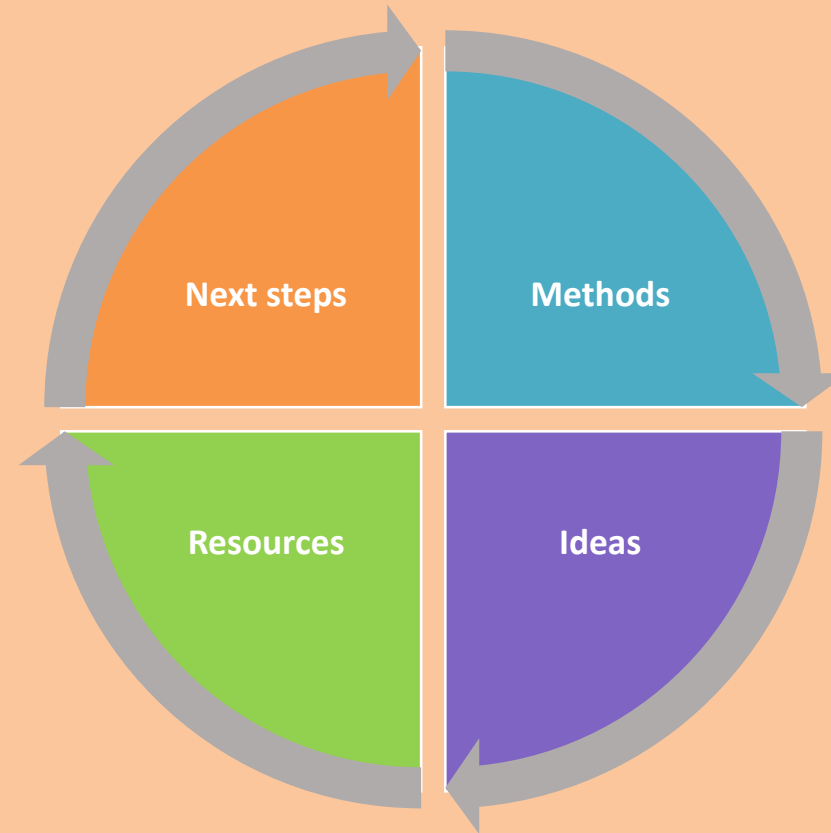
Slides from virtual meeting 04.06.18

<https://q.health.org.uk/document/slides-from-virtual-meeting-04-06-18-2/>

Presentation slides from the Joy in Work Event held on 28.03.19

<https://q.health.org.uk/document/joy-in-work-event-28-03-19/>

NEXT STEPS



This section provides an overview as to how this Toolkit could be developed further

Next steps

In many ways this Toolkit is just the start of what could be achieved by developing a 'go to' resource for Joy in Work. There is considerable scope to do this, but we do need your help.

Methods

It would be great to test out the methods included in this Toolkit further and share this learning.

If you have implemented Joy in Work, or are in the process of this, please share your experiences so they can be included in this Toolkit.

Ideas

There are some fantastic ideas included in this Toolkit, but there is always room for more! If you have any to share please do contact us.

Resources

We know that there are many other resources out there. If you come across any which you feel should be included in this Toolkit we would very much like to hear from you.

Other info

We have submitted a proposal as part of the Q Exchange, titled 'Increasing Joy in Work'. We will find out in September if we have been shortlisted, and in November if the proposal has been successful.

Please do have a look at the proposal and let us know what you think.

<https://q.health.org.uk/idea/2019/increasing-joy-in-work/>

Part of this proposal is to develop this Toolkit further, pulling in the learning and case studies from the Collaborative approach outlined in the proposal, and from any other information shared with us.

**Contact us
(for anything from advice through to adding information to this Toolkit)**

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We would love to hear from you.

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