

Joy in Work...



...Seriously!

The background is a stylized comic book illustration. It features a close-up of a woman's face with large, expressive eyes and dark hair. The style uses bold black outlines and a halftone dot pattern. A large, semi-transparent exclamation mark is positioned on the right side of the image. A semi-transparent blue rectangular box is overlaid on the image, containing three paragraphs of text.

Intellectual, behavioural and emotional commitment to meaningful and satisfying work.

The feeling of success and fulfilment that results from meaningful work... without this the workforce cannot perform to its potential.

Joy and meaning are generative and allow the best to be contributed by each individual, and the teams they comprise, towards their work.

Dr. Deming's 14 Points for leaders to create a QI Culture

Create constancy of purpose

Replace management with leadership

Eliminate inspection. Focus on quality

Improve quality of supplies

Focus on continuous improvement

Institute training on the job

Supervision should be to help people

DRIVE OUT FEAR

Break down barriers and silos. Work as a team

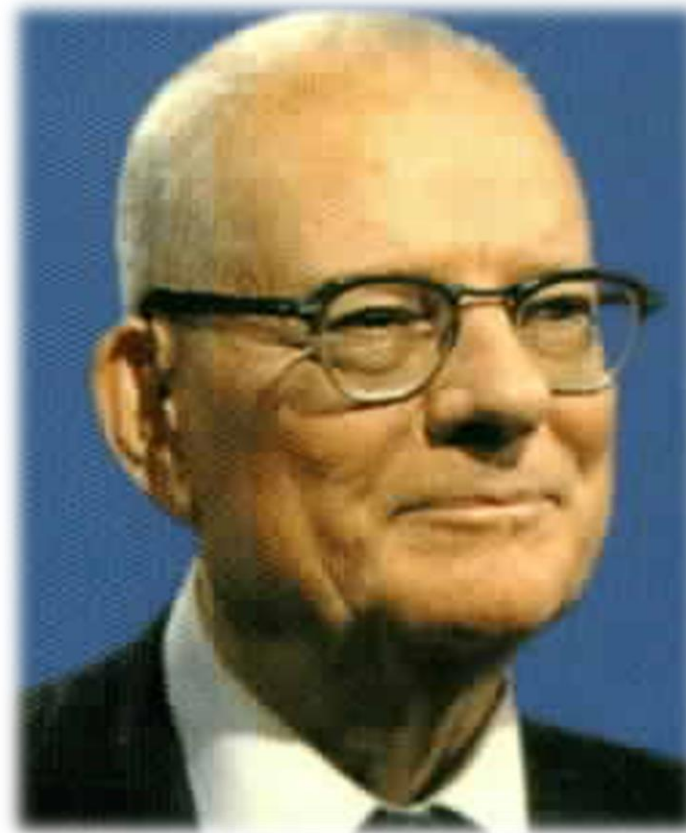
Eliminate slogans. Fix the system

Eliminate quotas. Substitute leadership

Create joy in work

Institute vigorous programme of education and self-improvement

Transformation is everybody's job



Taken from *The New Economics*,
W Edwards Deming, page 125
(Slide by David Beare)

Life
Begins

Forced distribution of grades
in school

Merit, judgement, slotting people,
competition between people

Incentive Pay,
Pay for Performance

Destruction

Numerical Goals
without method

Explanation of variances,
blame

Sub optimisation by
person, group, division etc

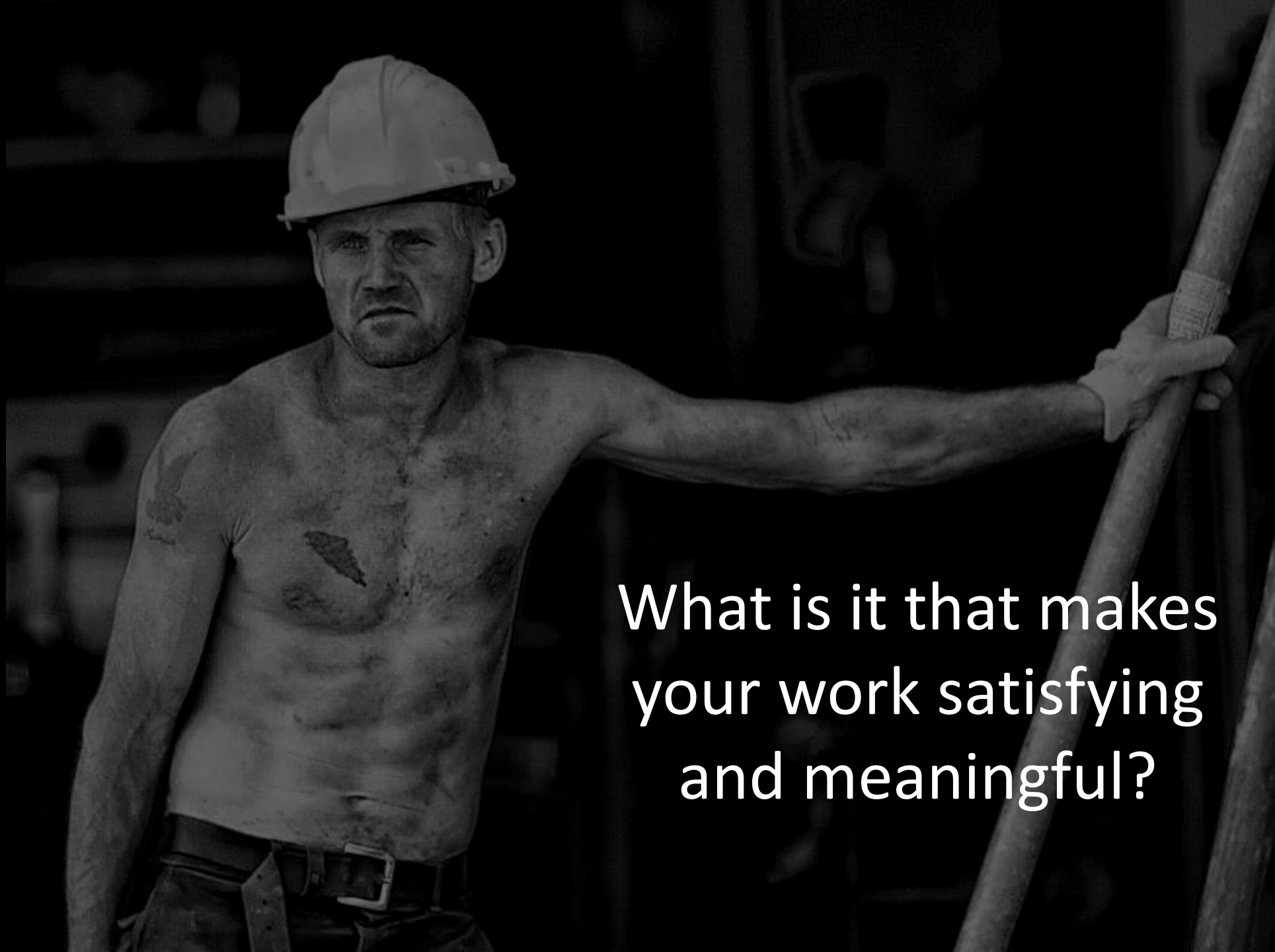
Life
Ends

Nourishment

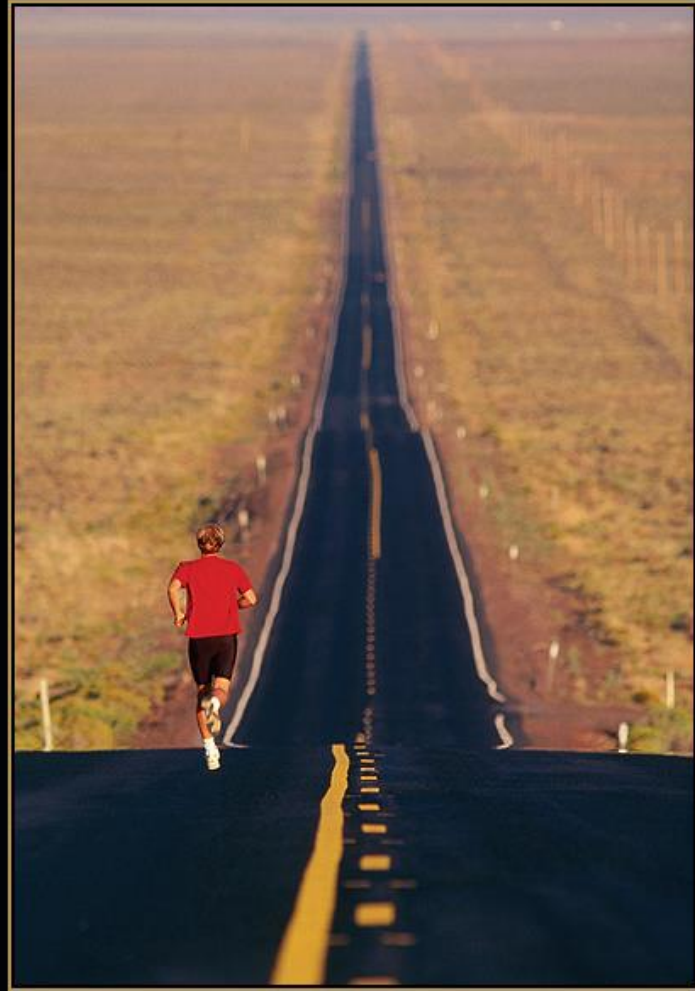
Joy of working, learning, intrinsic
motivation, self esteem, dignity, co-
operation, successful
organisations

Humiliation, fear, self defence, competition,
win-lose, crushed joy, enjoyment of work,
extrinsic motivation, lack of self-esteem,
dignity





What is it that makes
your work satisfying
and meaningful?



QUALITY

THE RACE FOR QUALITY HAS NO FINISH LINE-
SO TECHNICALLY, IT'S MORE LIKE A DEATH MARCH.

50

Views

6

CrossRef citations

0

Altmetric

Research article

Care for the caregiver: benefits of expressive writing for nurses in the United States

Janel D. Sexton, James W. Pennebaker, Christine G. Holzmueller, Albert W. Wu, Sean M. Berenholtz, Sandra M. Swoboda, ...[Show all](#)

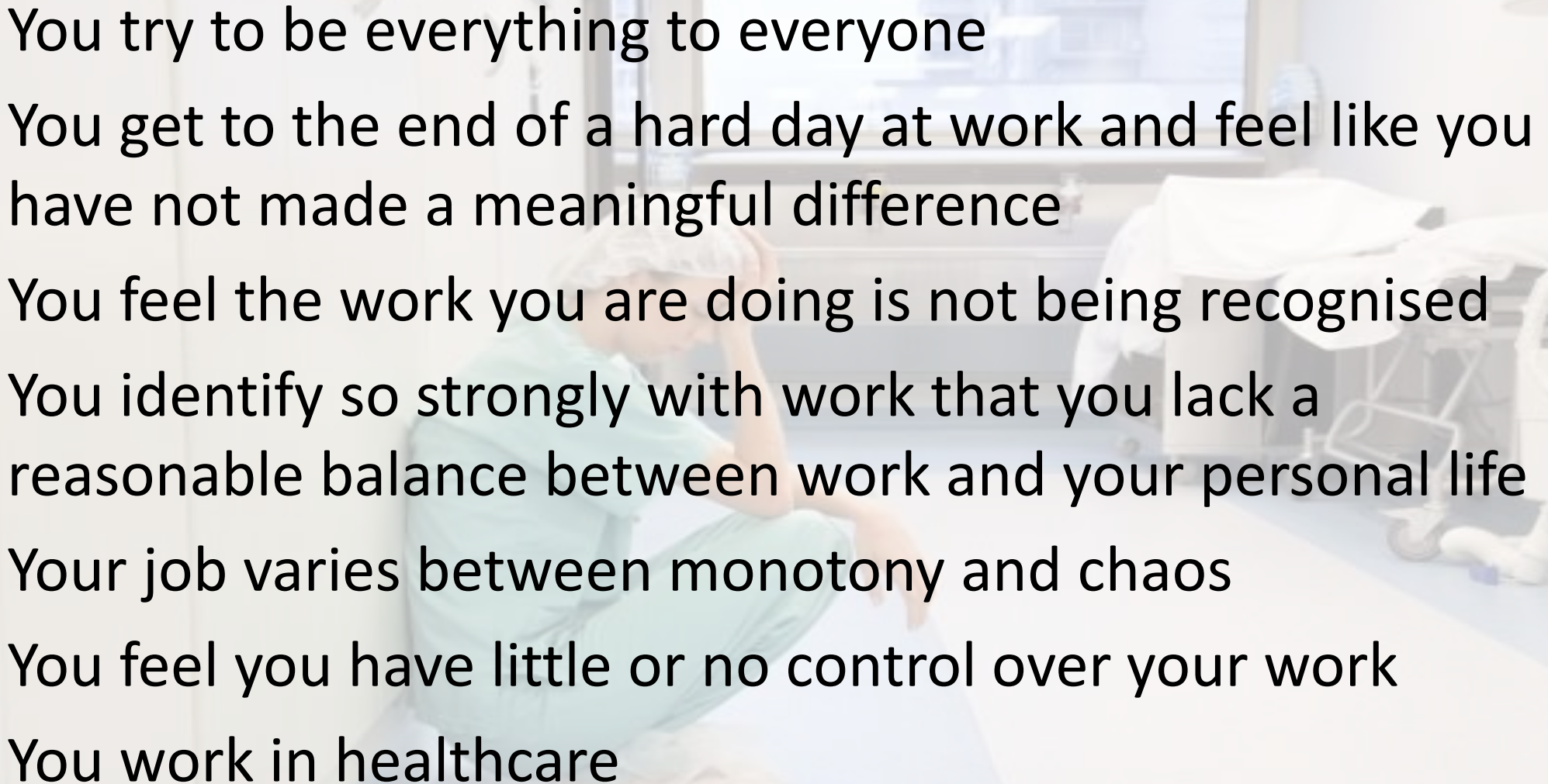
Pages 307-312 | Published online: 19 Jul 2013

50% were emotionally exhausted (burned-out)

65% had difficulty sleeping

25% showed signs of clinical depression

Are you at risk of burnout?

1. You try to be everything to everyone
 2. You get to the end of a hard day at work and feel like you have not made a meaningful difference
 3. You feel the work you are doing is not being recognised
 4. You identify so strongly with work that you lack a reasonable balance between work and your personal life
 5. Your job varies between monotony and chaos
 6. You feel you have little or no control over your work
 7. You work in healthcare
- 
- A healthcare professional, possibly a nurse or doctor, is sitting on the floor in a clinical setting, looking distressed. They are wearing light blue scrubs and have their head buried in their hands. The background shows a hospital room with medical equipment and a window.

How we take care of our patients

How we take care of each other

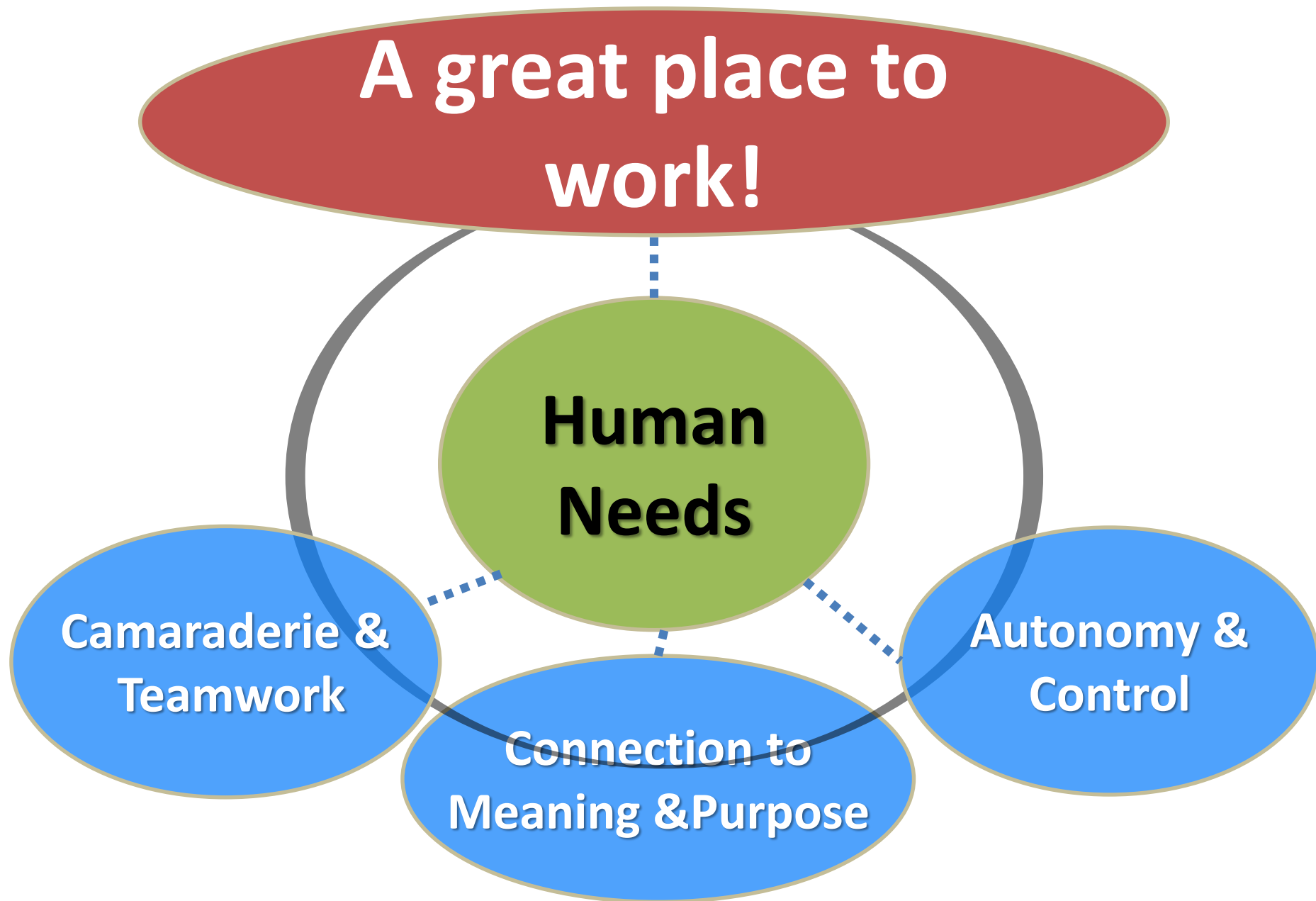
How we take care of ourselves



Critical Components for Ensuring a Joyful, Engaged Workforce

Interlocking responsibilities at all levels



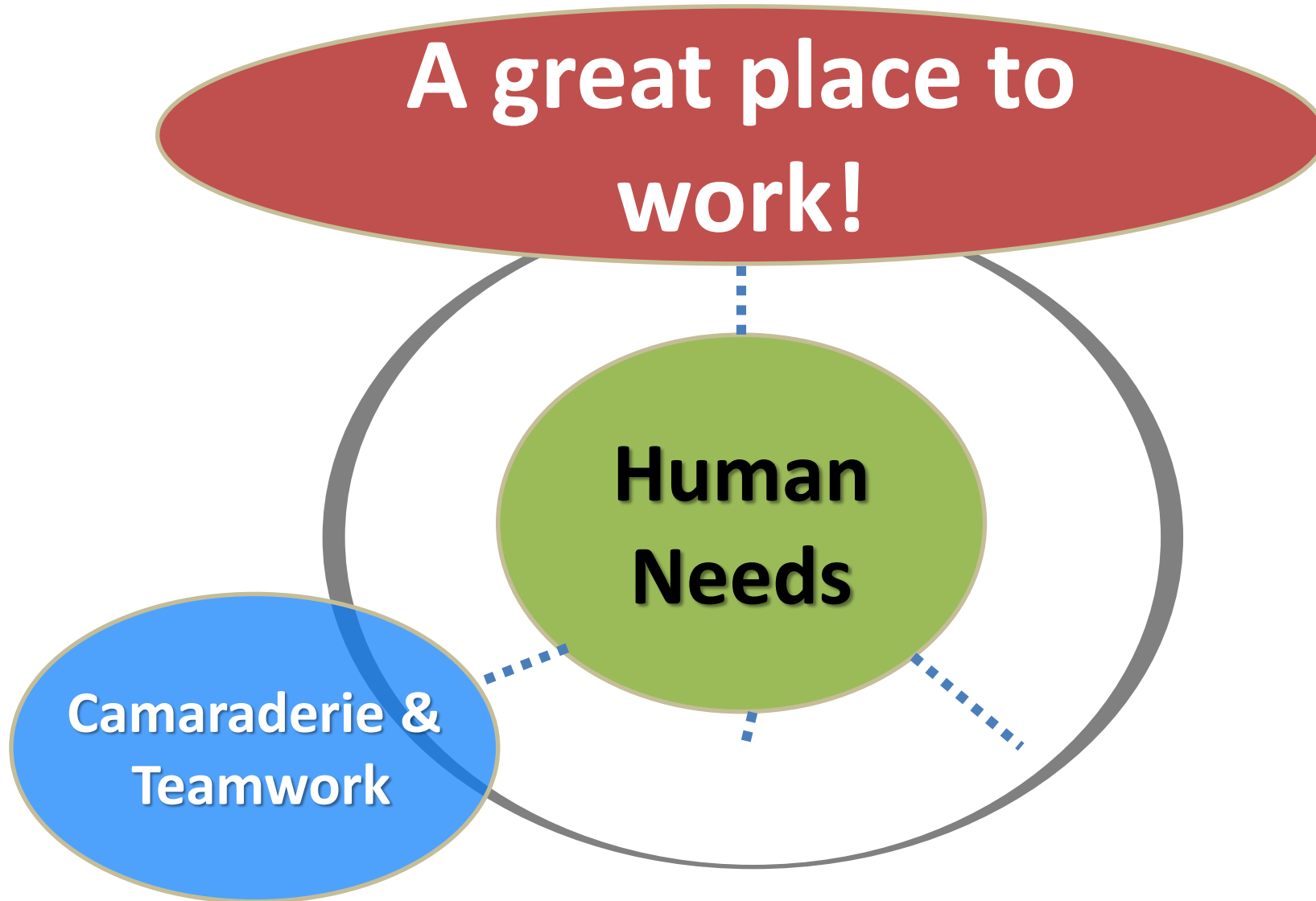


Swensen, Kabaceneil, Shanafelt. J Healthcare Management.61:2;105-127 2016
Maslach, Leiter. World Psychiatry. 2016;15(2):103-111. (Vigor, Dedication + Absorption)

**A great place to
work!**

**Human
Needs**

**Camaraderie &
Teamwork**



Systems thinking and incivility in nursing practice: an integrative review.

SSIC

Ripstein JM, Stalter AM, Winegardner S, Wiggs C, Jauch A. Nurs

The Impact of Rudeness on Team Performance: A Randomized Controlled Trial

Arieh Riskin, MD, MHA^{1,2}, Amir Erez, PhD³, Trevor A. Foulk, BBA⁴, Amir Kugelman, ML⁵, Kinneret S. Riskin⁶, Peter A. Bamberger, PhD⁷

Topics ▾

Cite ▾

Professional behavior among clinicians adversely affects patient safety. This literature review sought to apply a systems thinking approach to nursing. The included studies demonstrated that incivility, increase risk of adverse events, and worse patient outcomes. Incivility is a major barrier to patient safety and well as consequences including low self-esteem and decreased team performance. It is important to note that high stress environments can foster incivility. Systems thinking-based competency in civility in order to improve patient safety. This perspective discussed how to identify and manage problems.

OBJECTIVES: Intergroup conflict often results from performance deficiencies among team members. Team-targeted rudeness may underlie such performance deficiencies. Team members exposed to rude behavior being less helpful and cooperative. Our objective was to examine the impact of rudeness on the performance of medical teams.

Forty-four NICU teams participated in a training simulation involving a preterm infant whose condition acutely deteriorated due to necrotizing enterocolitis. Participants were observed by a foreign expert on team reflexivity in medicine would observe them. Teams were randomly assigned to either exposure to rudeness (in which the expert's comments included highly rude statements completely unrelated to the teams' performance) or control (in which the expert's comments were neutral). The videotaped simulation sessions were evaluated by 3 independent raters (blind to team exposure) who used structured questionnaires to assess team performance, information-sharing, and help-seeking.

Diagnostic and procedural performance scores were lower for members of the rudeness condition than to members of the control teams (2.6 vs 3.2 [$P = .005$], respectively). Rudeness alone explained nearly 12% of the variance in team performance. A model specifying information-sharing and help-seeking as mediators linking rudeness to team performance explained an even greater proportion of the variance in diagnostic and procedural performance ($R^2 = 52.3$ and 42.7 , respectively). Rudeness had adverse consequences on the diagnostic and procedural performance of team members. Information-sharing mediated the adverse effect of rudeness on diagnostic performance, and help-seeking mediated the effect of rudeness on procedural performance.

PubMed citation >



Newcastle University. *Anthrozoos*, Berg Publishing, November 27, 2008

Medicus 2012: 78% of hiring executives desired team-oriented physicians; 58% vast majority unfit

THE SAFE SURGERY SAVES LIVES STUDY GROUP N ENGL J MED 2009; 360:491-499



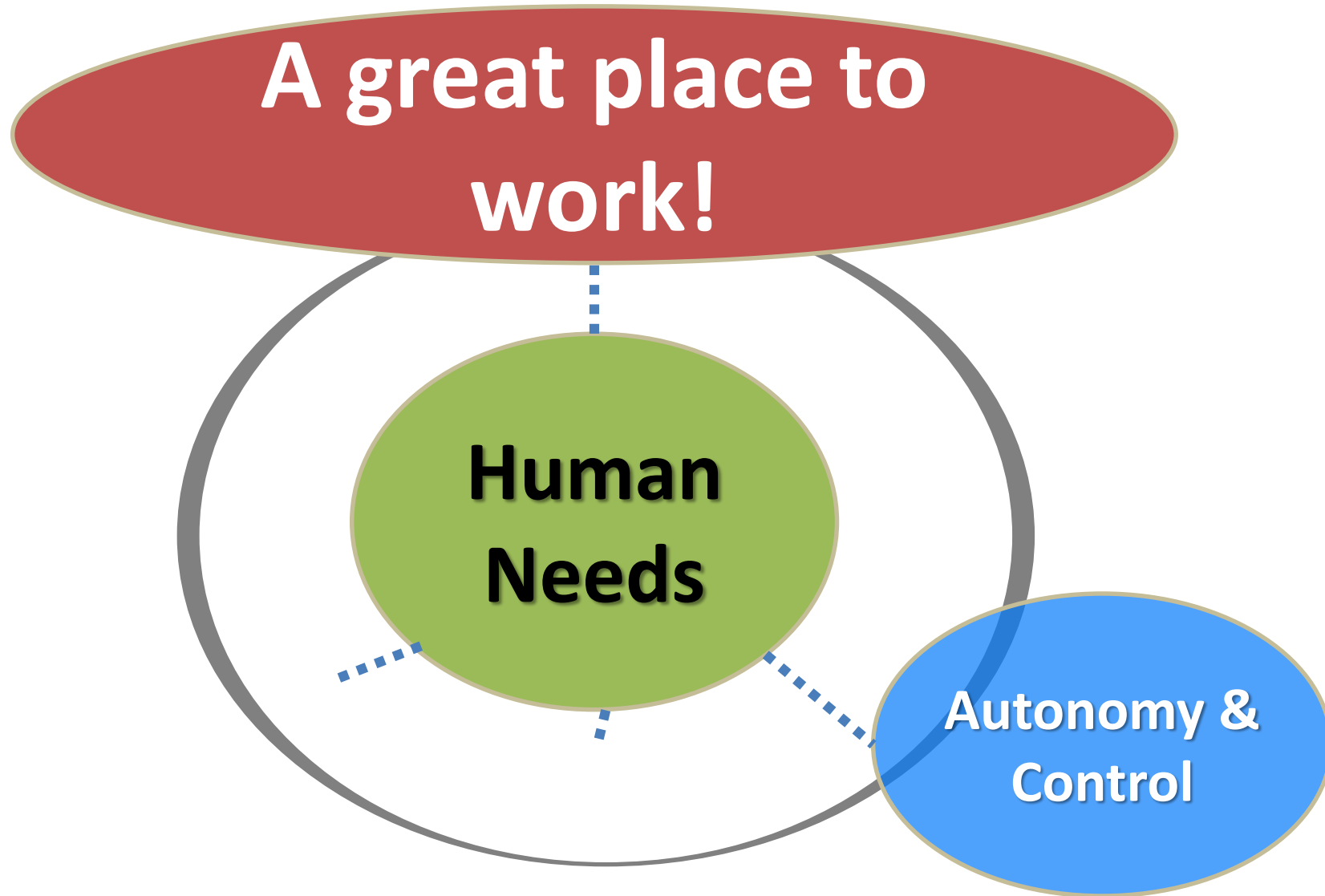
Burnout
Wellbeing
Satisfaction
Productivity
Engagement
Patient Outcomes
Team effectiveness

O'Boyle, E. H., Jr., R. H. Humphrey, et al. (2011). The relation between emotional intelligence and job performance: A meta-analysis. *Journal of Organizational Behavior*, 32(5), 788-818.

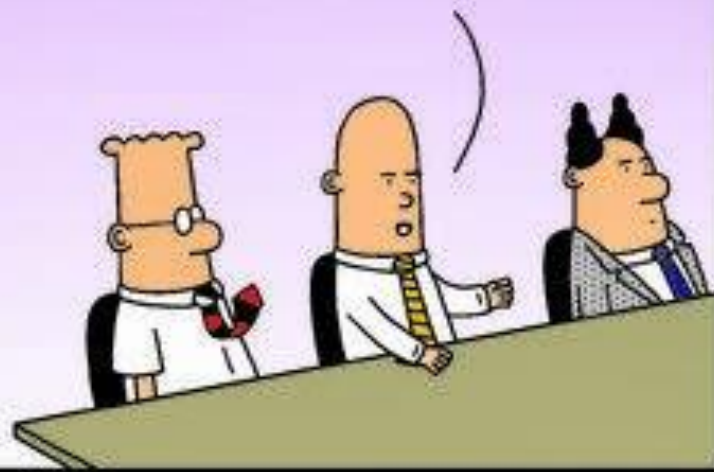
**A great place to
work!**

**Human
Needs**

**Autonomy &
Control**

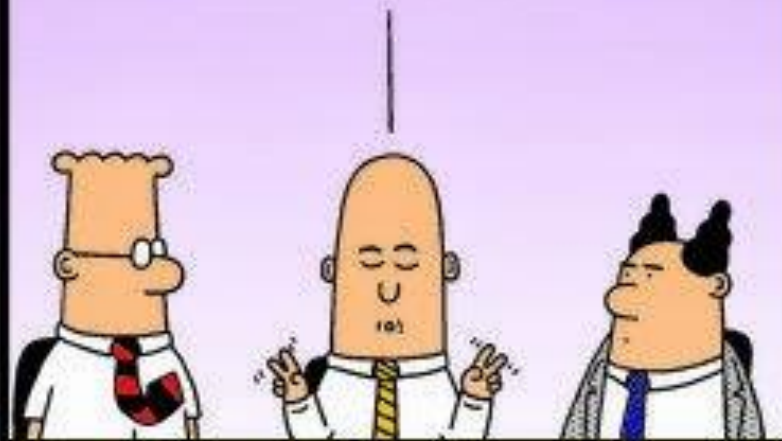


BEFORE I MAKE MY
DECISION, I'D LIKE
TO ASK FOR YOUR
OPINIONS.



Dilbert.com DilbertCartoonist@gmail.com

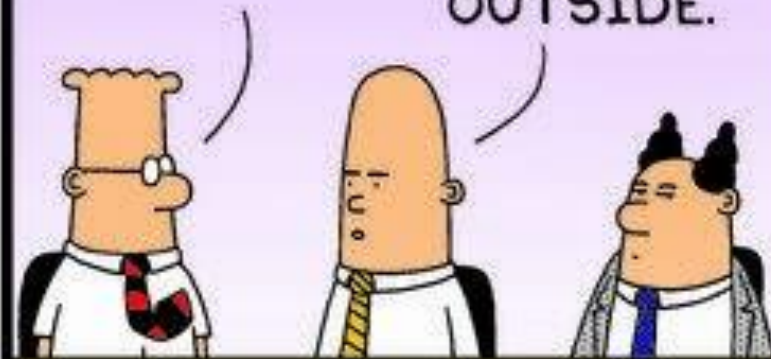
IT'S SUPPOSED
TO MAKE YOU
FEEL "ENGAGED."



12-19-12 ©2012 Scott Adams, Inc. /Dist. by Universal Uclick

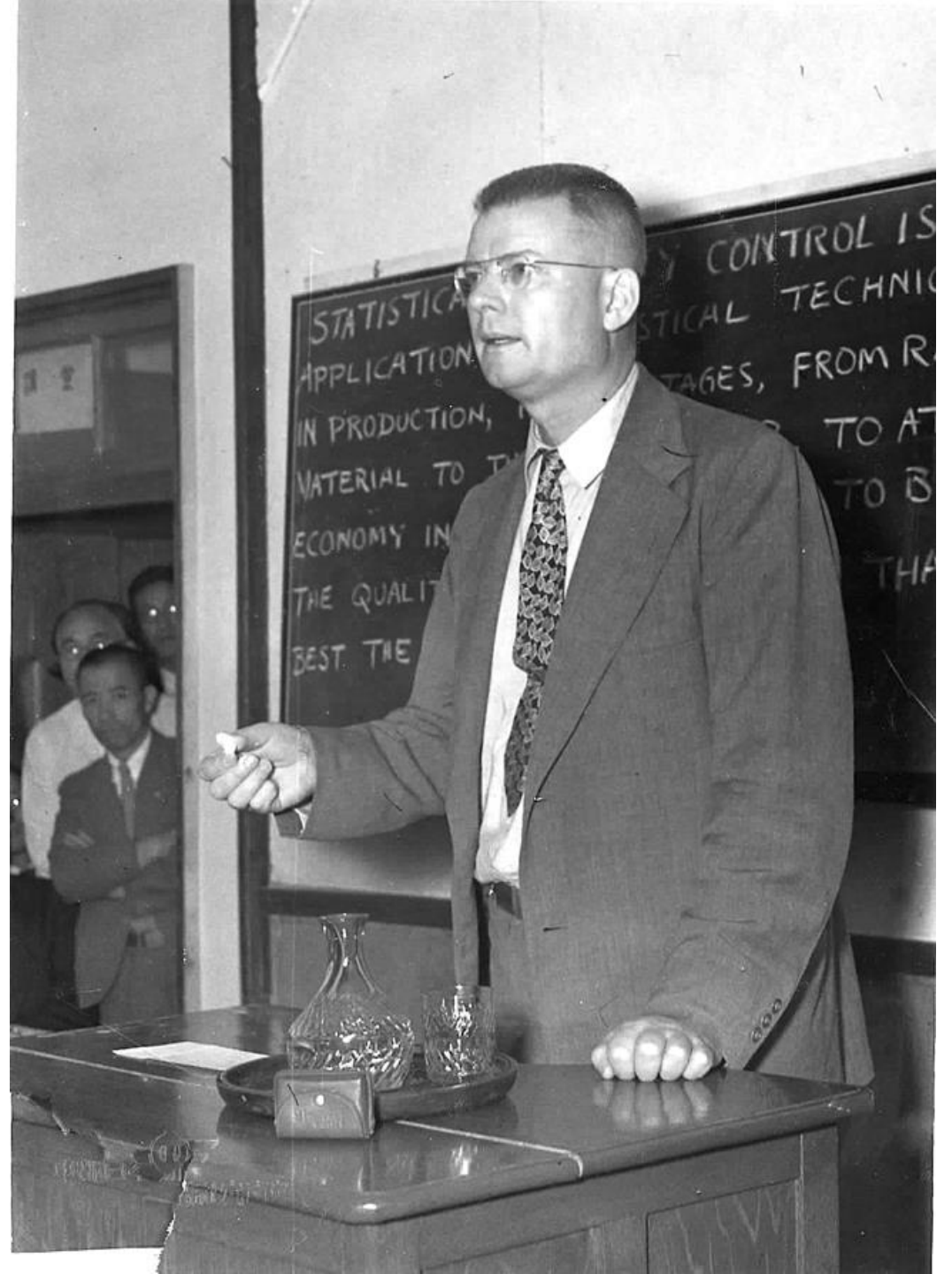
AND YOU
ACTUALLY
PLAN TO
LISTEN
TO US?

I'M HOPING
IT WILL
LOOK THAT
WAY ON THE
OUTSIDE.



“The greatest waste... is failure to use the abilities of people... to learn about their **frustrations and about the **contributions** they are eager to make.”**

W. Edwards Deming
Out of the Crisis p57



How attentive & attuned are we?

Outcomes

↑ Patient experience
↑ Performance
↓ Burnout

4. Use improvement science to test approaches to improving joy

3. Shared responsibility at all levels & commitment to addressing issues raised

2. Identify unique impediments to *Joy in Work* in the local context

1. Ask staff “what matters to you?”



**A great place to
work!**

**Human
Needs**

**Connection to
Meaning & Purpose**



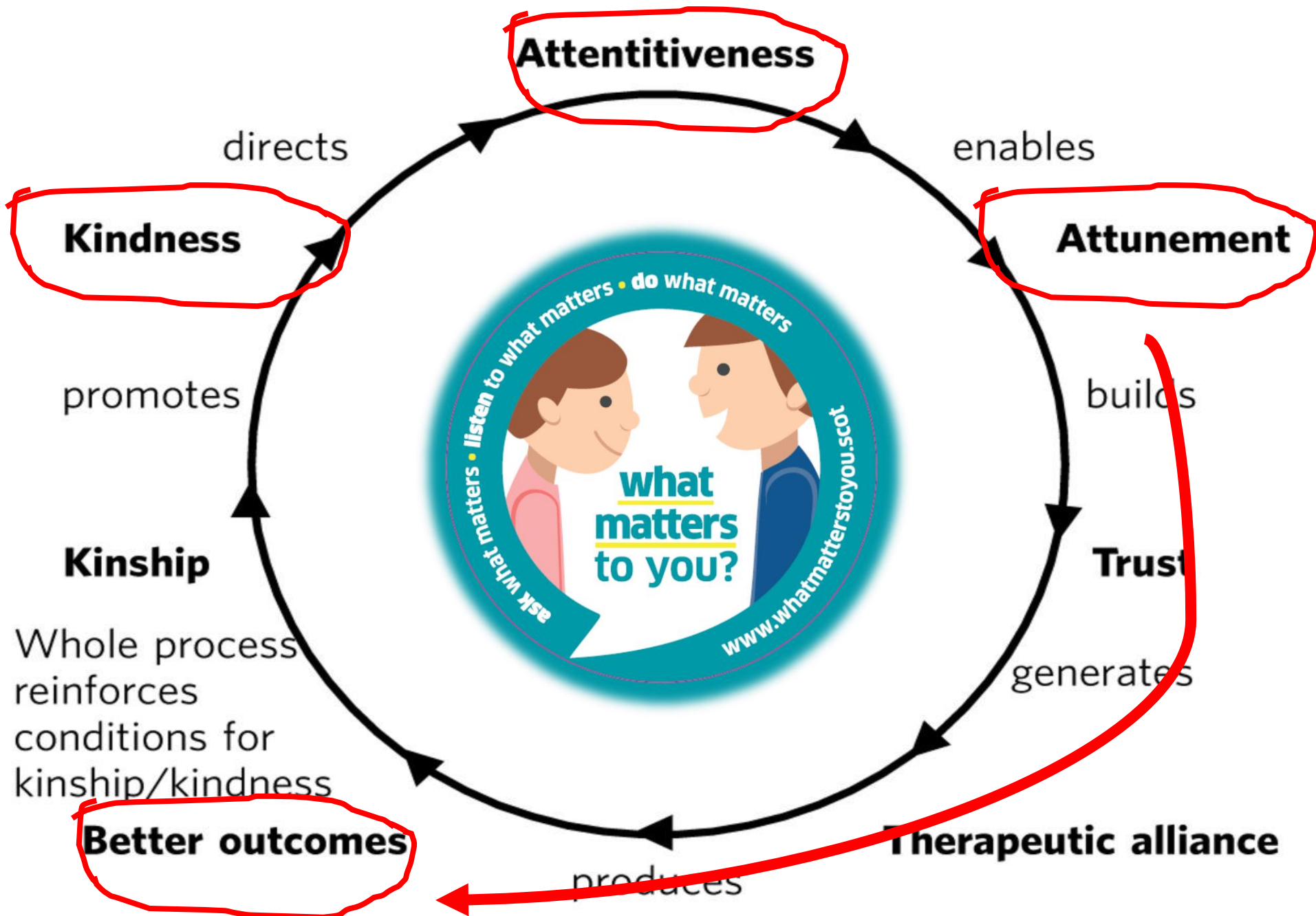


NHS

**NURSING ALLOWS
ME TO MAKE A
DIFFERENCE TO
PEOPLE'S LIVES**

**CHERIE
MENTAL HEALTH NURSE**

#knowaboutnursing



Intelligent Kindness: reforming the culture of healthcare (Ballat and Campling 2011)



There can be no joy in
living without joy in work

Thomas Aquinas 1225 -1274