

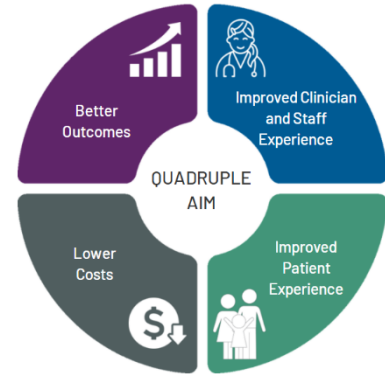


Job Aid: Joy in Work

Joy in work is one of three categories of common goals practices have for improvement. Joy in work is central to good patient care and in recognition of this, the national triple aim has been expanded to the quadruple aim to incorporate joy in work.

Factors that contribute to joy in work

- Manageable workloads
- Being able to perform work tasks effectively
- Appropriate self-direction and self-autonomy
- Feelings of connection to others and the mission



Red flags to look for that suggest joy in work may be an issue for a practice

- High rates of turnover, sick leave, or other absences from work
- Difficulty getting participation in quality improvement (QI) or other collaborative activities
- Low ratings of patient satisfaction
- Practice members complaining openly about patients, colleagues, leadership, or unfairness
- Practice members being combative and aggressive
- Low clinician or staff ratings on satisfaction or wellness surveys

Increase leadership's knowledge about the foundational role joy at work plays in QI

- Incorporate information about the role of joy at work into presentations related to other QI work you are doing with practice members
- Provide them with resources from respected sources that underscore the importance of joy at work to the quality of care
- Arrange a visit between practice leadership and the director of your facilitation program
- Observe and wonder out loud about the importance of and methods for improving joy in work



Using QI methods to increase joy in work

Step 1. Gather data

- Review existing data (e.g., employee satisfaction surveys, staff and clinician turn-over rates, and sick days taken)
- Consider using short clinician and staff satisfaction surveys to assess joy in work such as:
 - AMA's Zero Burnout Program survey (10 items)
 - Clinical Microsystems Assessment Tool

Step 2. Analyze root causes and identify opportunities for improvement

- Use interviews, 5 Whys, fishbone diagrams, and brainstorming to identify opportunities to improve joy in work

Step 3. Use the Model for Improvement to set improvement aims, define measures of success, and generate change strategies to test and scale

- Set improvement aims, measurement criteria, and use Plan Do Study Act cycles to evaluate the impact of improvements on joy in work

Some useful strategies to increase joy in work

Strategies to lessen workloads

- **Customize or optimize electronic health record (EHR) workflows**
 - Make use of EHR more efficient by finding the “EHR Whisperer” at the practice or learning efficient workflows for user groups
- **Improve inbox management**
 - Categorize bottle necks
 - Conduct an Internet search for possible changes to try
 - Discuss how messages could be routed to different team members
 - Identify information technology resources to restructure the messaging system
 - Use resources like AMA's First Steps module on inbox management to help practice implement new strategies like "pooled" message boxes and extending "share the care" concepts to inbox management. See [Additional Resources](#) section for link.

Strategies to build competence and share responsibilities

- **Build competence with additional training and other educational resources**



Primary Care Practice Facilitator Training Series



- **Enhance care team functioning**
 - Establish clear roles for each team member
 - Plan for care using daily huddles
 - Teach conflict resolution skills
 - Teach efficient communication methods like DESC from TeamSTEPPS®

See [Additional Resources](#) section for links to tools that you can use with a practice.

Strategies to increase to increase control over work

- Be inclusive on QI and other teams - include representatives of everyone involved in the work of the process
- Model the behavior you want leadership to adopt by seeking input and ideas from all members of care teams and office staff
- Introduce practice leaders to tools and trainings that help them incorporate participatory leadership methods into their approach

See the [Additional Resources](#) section for tools to assist with each of these items.

Strategies to increase feelings of connection and appreciation

- Conduct innovations exchanges
- Plan lunch or dinner celebrations
- Create special interest groups (e.g., art or book club)
- Hold brown bag lunches or teas