

Joy in Practice

Ensuring all staff find meaning and fulfillment in their work while removing impediments to joy and preventing burnout.

Key Changes

- **Survey** staff about what brings them satisfaction in their work.
- **Identify** unique impediments to joy in practice.
- **Commit** to a systems approach to making joy in work a shared responsibility at all levels of the organization, including executive leadership, managers and core leaders, and individuals.
- **Use** improvement science to test approaches to improving joy in work in the organization.

Examples

- Develop or attend mindfulness and resiliency training for all members of the practice.
- Solicit patient feedback right away, during the visit (“How was your time here today?” “What can I do right now to make your experience even better?” “Do you have any feedback I can share with the team?”)
- Include non-clinical items in huddles or team meetings (e.g. art, literature, meaningful quotes, personal stories, positive patient feedback).
- Shift towards a learner-centered model of discipline, focusing more on self-reflection and restorative justice.
- Vocalize love and compassion for staff and patients (“I appreciate you.” “I’m grateful I get to work with you.” “I trust you.”)
- Create clinician “float pools” for life events, or utilize locum tenens.
- Ensure metrics for success include continuously measured staff satisfaction and wellbeing.
- Develop schedules with flexibility and clinician control.
- Use a team-based care approach to offload providers and allow other staff to work at the top of their license.
- Make a quiet, private space where employees can reflect without interruption.
- Develop a wellness committee and infrastructure.
- Ensure feedback is rapid, clear, and actionable after asking permission (“Can I give you some feedback?”)
- Actively combat isms (racism, sexism, ageism, heterosexism, etc.) by openly confronting comments, jokes, or actions that offend and oppress.
- Create a patient & family advisory council with a standing agenda item: “Name one thing that’s working well at our clinic.”
- Recognize daily work, reward “over-the-top” work.
- Increase correspondence with your EMR vendor and ask for what you need.
- Consider in-visit scribing by nurses or MAs.
- Ensure a nurse or MA screens all messages first, filtering out normal lab results, prescription renewals, or requests falling under a standing order protocol.
- Use systematic workflow planning, incl. identification and elimination of waste through value stream mapping and standardization.

Search IHI.org and STEPSforward.org for more resources