

# The 9 components of Joy in Work

The IHI Framework for Improving Joy in Work shows the critical components of a system for ensuring a joyful, engaged workforce. Four of the nine critical components—physical and psychological safety, meaning and purpose, choice and autonomy, and camaraderie and teamwork—are fundamental human needs that require the greatest attention.



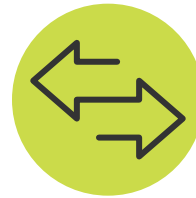
## PHYSICAL AND PSYCHOLOGICAL SAFETY

Colleagues need to feel they have adequate precautions to protect them from physical harm and be free to express feelings and speak up about unsafe conditions without retribution.



## MEANING AND PURPOSE

Daily work should be connected to what calls individuals to the health care profession. There is a line of sight for each person from daily work to the mission and goals of the organization.



## CHOICE AND AUTONOMY

People feel like they have some choice in how they execute their daily responsibilities, a voice in the way things are done in daily work, and a say in decisions on processes, changes, and improvements that affect them.



## CAMARADERIE AND TEAMWORK

Social cohesion is generated through productive teams, shared understanding, and trusting relationships. People have mutual support, a friend at work, and work toward something meaningful.



## RECOGNITION AND REWARDS

Effective leaders understand daily work, regularly provide meaningful recognition of colleagues' contributions to purpose, and celebrate outcomes. The most meaningful rewards are rarely monetary.



## PARTICIPATIVE MANAGEMENT

Joy in work entails leaders creating space to listen, understand, and involve colleagues in providing input into decisions as an essential step in co-creation and participative management.



## DAILY IMPROVEMENT

The organization uses improvement science to identify, test, and implement improvements to the system or processes. Teams and the wider organization undertake regular proactive learning from defects and successes.



## WELLNESS AND RESILIENCE

The organization demonstrates that it values health and wellness of all employees by cultivating personal resilience, stress management, feelings of gratitude, a work-life balance, and mental health.



## REAL-TIME MEASUREMENT

Measurement systems enable regular feedback about system performance to facilitate improvement. Daily, weekly, or monthly feedback is the norm to ensure effective data for ongoing improvement.

