


Finding & Creating Joy in Work: Learner Success Stories



Reading a Unit Motto Every Day

Learner: Diane Lopez, Clinical Nursing Director

Organization: Cardiac Intensive Care Unit, Michigan Medicine, Ann Arbor, Michigan, United States

Joy in Work project:

Improve performance on key employee engagement metric: "I would recommend my work unit as a good place to work."

What we accomplished:

Diane's team created a unit motto that they read together every morning and introduced lunches with rotating topics to bring colleagues together to exchange ideas.

These tests of change have improved Diane's team's internal communication and collaboration. As an example, staff are more willing to recommend and implement new ideas (e.g. post-code debriefs) within their daily work.

Advice for Others:
"This is a multi-disciplinary journey, and everyone owns a piece. It should be collaborative."

Unit motto

We are here to:

- Help, heal, and protect people
- Be the best at what we do
- Support each other with positive attitudes
- Learn and grow



Measuring What Matters to Staff

Learner: Eve Escalante, Manager of Social Work Services

Organization: Rush University Medical Center, Chicago, Illinois, United States

Joy in Work project:

Eve's team initially encouraged both clinical and administrative staff and supervisors to have "What matters to you?" conversations.

Since then, they have expanded the project by identifying new opportunities to improve staff engagement.

What we accomplished:

Eve's team tracks the frequency of "What matters to you?" conversations and measures internal employee engagement through surveys.

Advice for Others:

1. Allow goals to transform over time.
2. For leaders, take personal accountability for your own joy and wellness to serve as an example.



Solving Problems in the Emergency Department

Learner: Manuela Veiga Dias

Organization: Hospital Municipal Dr. Clementino Moura, Socorrão II, São Luís, Brazil

Joy in Work project:

Increase the percent of emergency department employees who highly recommend the organization in the Employee Net Promoter Score (eNPS) from 56% to 71% by April 2020.

What we accomplished:

Manuela's team improved all of its monthly process measures, including:

- The number of “conversation moments”
- Percent of huddles scheduled and performed
- Percent of process and structural problems solved

Advice for Others:
“Share power and develop autonomy in your employees. The best possible work environment needs to be built *with* them and *for* them, so listen and consider everything that is said.”



A Driver Diagram for Joy

Learner: Mike Powers, Pulmonologist

Organization: Oregon

Health and Science

University, Portland, Oregon,

United States

Joy in Work project:

We will increase implementation of interdisciplinary systems approach to joy in work with measurable outcomes from informal to established practice/protocol by September 2018.

What we accomplished:

Mike and his team have tested gratitude sharing at the beginning of weekly team meetings. The team has also seen improved clinic flow as a result of communication improvement ideas.

Joy in Work at Doernbecher Cystic Fibrosis Center – Key Driver Diagram

