

Creating Team Joy and Wellbeing

A GUIDE FOR LEADERS



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We acknowledge and honor the traditional, ancestral, and unceded territories of the Dākelh Dené, Ktunaxa, Nlaka'pamux, Secwépemc, St'át'imc, Syilx, and T̓silhqot'in Nations. We are grateful for the opportunity to live, learn, collaborate, and work together on these lands.

Creating Team Joy and Wellbeing: A Guide for Leaders
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Getting Started

SECTION 1

Start Your Journey Towards Team Well-Being

Do you dream of leading a cohesive, caring, and dynamic team? A place where you eagerly anticipate showing up, supported by your colleagues and senior leadership?

Welcome to your roadmap – a joyful workplace that not only fulfills you but fosters compassion and support for yourself and your team.

The well-being of both you and your team is key. A joyful, supported team not only delivers better patient care but also experiences fewer sick days and cultivates a culture of mutual care.

This guide centers around the [Team Well-Being Matrix \(pg6\)](#), a tool for all team members to track and enhance workforce joy and well-being.

UNDERSTANDING JOY: Joy isn't about constant happiness; it's an emotion that ebbs and flows. It also involves making space for, acknowledging, and validating real suffering. For some teams, the concept of joy may seem out of reach – the journey will be about uncovering joy they didn't know was possible. Other teams may be looking to return to joy that has become elusive.

WHY TEAM WELL-BEING MATTERS: Well-being isn't just individual; it's collective. It affects team dynamics, patient care, and organizational success. This guide explores the importance of well-being within teams.

CULTURAL SHIFT TOWARDS JOY: Infusing joy and well-being into your team is more than a task; it's a cultural movement. Small, intentional changes can create a workplace where joy and well-being thrive.

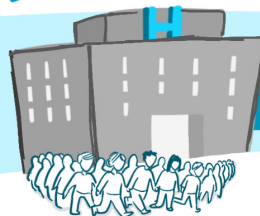


Consider this journey a trek or expedition towards a happier, healthier team

JOY in Work

IS POSSIBLE for YOU and YOUR TEAMS!

WHY IT'S IMPORTANT



Staff are Leaving

COMPASSION
FATIGUE &
BURNOUT
is exhausting!



DISCOVER
JOY
and how to
FOSTER IT



IHI Institute for Healthcare Improvement

Measurement Tools

System Level

✓ Pick 2 or 3 and measure often

Local Level

✓ Staff choose what's important

WHAT'S NEXT

Check out the Joy in Work IHI white paper

Contact a Joy in Work mentor

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<https://www.ihl.org/resources/Pages/IHIWhitePapers/Framework-Improving-Joy-in-Work.aspx>

Gear up for an Adventure

Ready to embark on the journey towards discovering joy and well-being in the workplace? Inspired by the [Institute for Health Improvement \(IHI\) White Paper](#) on Improving Joy in Work, let's get started with some thoughtful preparations.

Start with What Matters

Start by asking your team, “what matters to you?” This simple yet powerful question can spark meaningful conversations and re-shape communication dynamics, fostering a culture of empathy and understanding.

Embrace Inclusivity

Joy in Work isn't just for clinical teams: it applies universally across all healthcare teams, whether they're clinical or corporate. Include everyone – administration, nursing, and physicians – in this journey. Each workplace has unique needs, so tailor your strategies for maximum impact.

Acknowledge the Complexities

Improving workforce joy and well-being isn't always straightforward. Be prepared to shift perspectives from addressing [compassion fatigue](#) and [burnout](#) to promoting overall wellness. Stay mindful of potential pitfalls like [moral injury](#) and [toxic positivity](#), ensuring your approach is genuine and sensitive to individual needs.

Stay Flexible

Allow this journey to be fluid and dynamic, rearrange priorities and approaches as needed. While challenging, this work can be rewarding, driving meaningful transformation within your workplace culture

Team Well-Being in Quality Improvement Initiatives

The heart of any Joy in Work initiative is the well-being of every team member. The Team Well-Being Matrix is built on this core principle, ensuring that everyone feels valued and heard.

Listen and Engage

Effective team joy and wellbeing initiatives are connected to quality improvement efforts, fostering an environment where innovation thrives. Listen to your team's concerns and understand what they want to improve in the workplace. Engage them in small tests of change to provide tangible measures of impact, building trust and excitement.

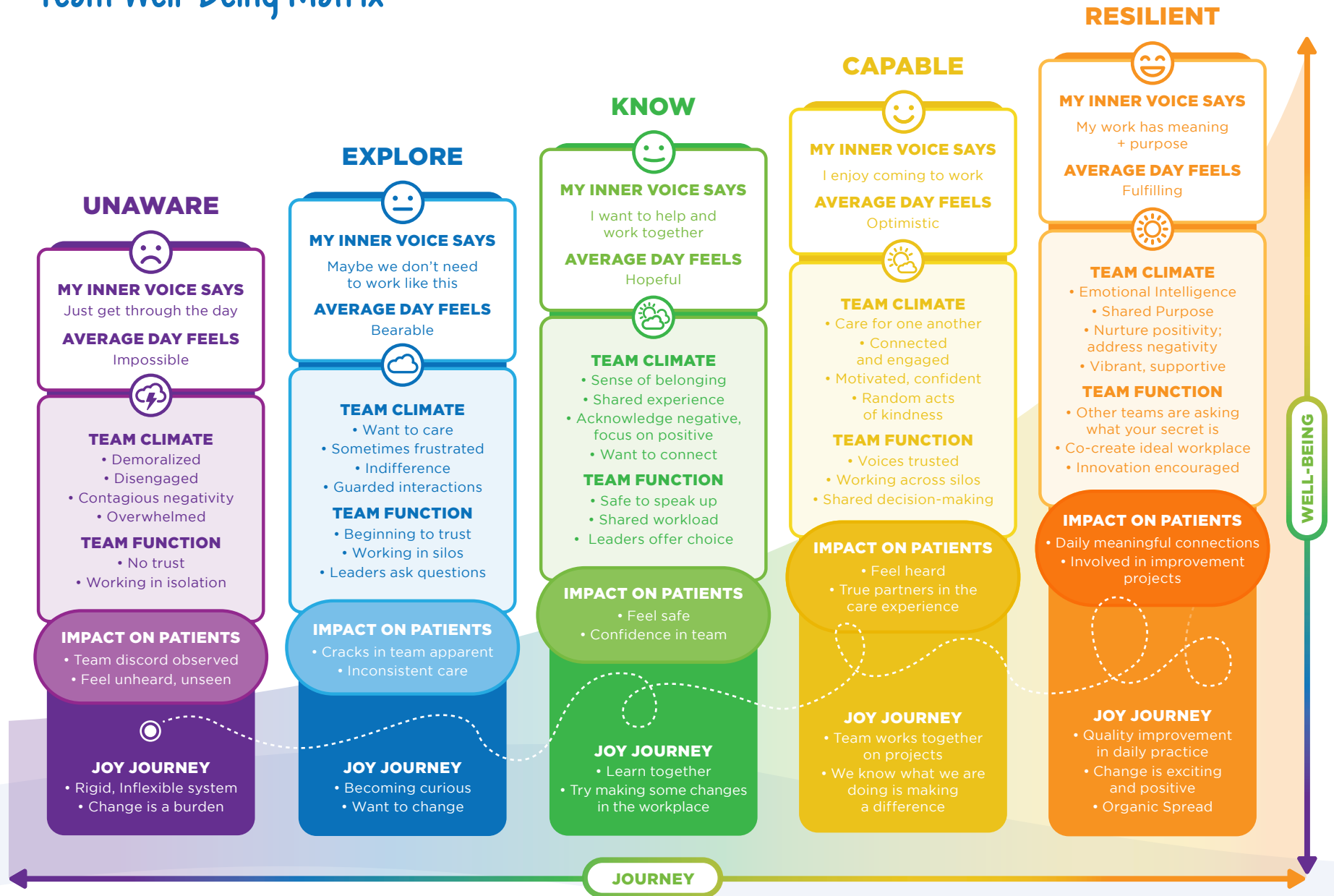
Continuous Improvement

Recognize that quality improvement efforts are powered by the collective contributions of the team. Encourage team members to develop skills to effectively lead and participate in quality improvement projects, fostering a culture of continuous improvement. Keep in mind measurement is not the primary goal; improvement is the goal.

Navigating the Path to Team Well-Being

Welcome to the Team Well-Being Matrix, a novel and easy-to-use tool designed to boost team engagement and well-being across various workplace settings. Shaped by the experiences and feedback from teams who have tried it, this matrix is both a guide for engagement and a yardstick for measurement.

Team Well-Being Matrix



CREATED BY JESSICA BARKER AND DR MARIANNE MORGAN

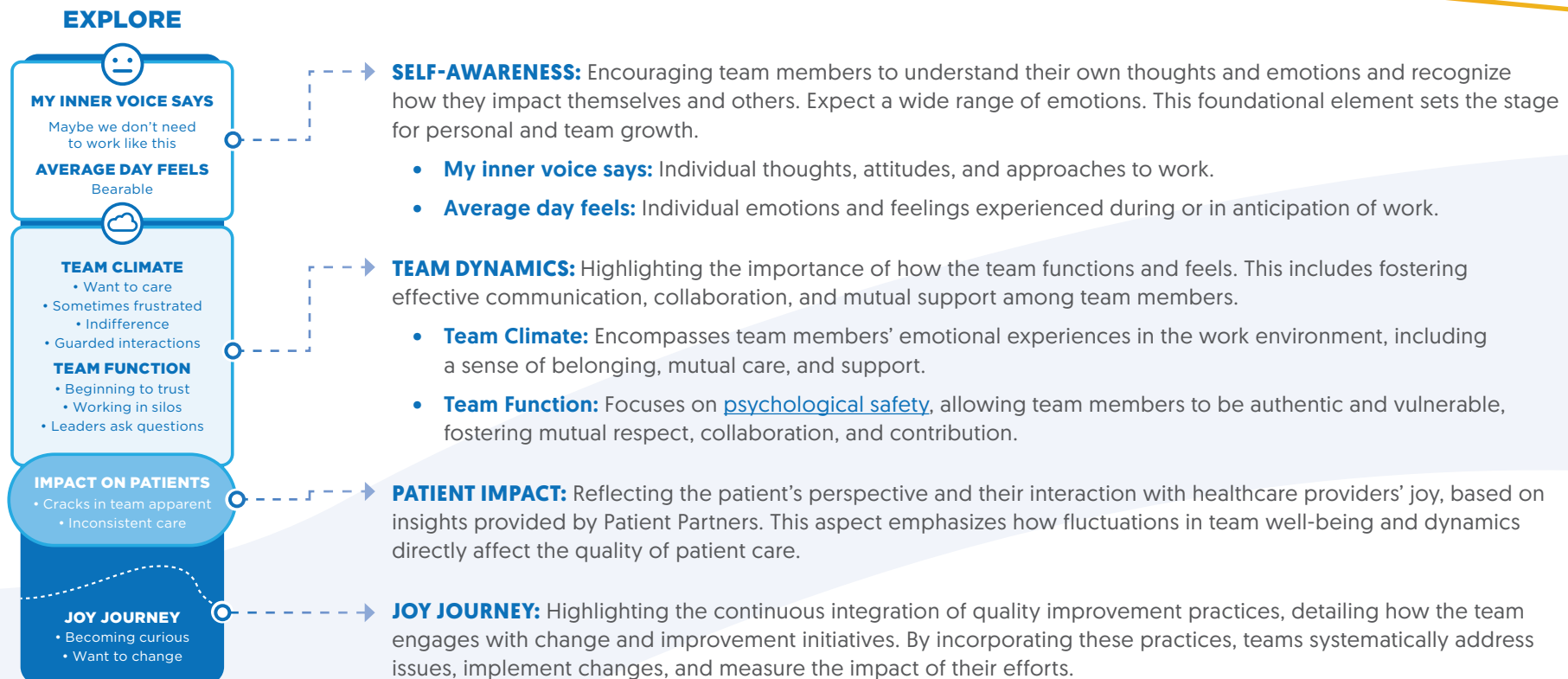
Understanding the Team Well-Being Matrix

The 5 Pillars

The matrix is like a visual roadmap of your team's evolution toward joy and well-being. Each pillar represents a milestone where you can implement specific strategies or change ideas to supercharge your team dynamics and work environment. As these changes take hold, your team may feel more empowered and cohesive, ready to tackle challenges and seize opportunities for growth with confidence and enthusiasm.

Signposts

Within each pillar, there are signposts to guide the journey. These signposts are like key markers and milestones, giving clarity and direction as your team navigates through each stage. They help team members understand what to focus on, what goals to aim for, and how to measure their progress. Here are the signposts you'll encounter:



Questions you and your team might ask yourselves when using this matrix

Where am I?

Where are we?

What can we do right now?

What can we do together?

What do we need help with?

How do we know when we are ready to move to another pillar?

Embark on the Journey

SECTION 2

Empowering a Joyful and Healthy Workforce

Building a joyful and healthy team involves navigating through interconnected factors with creativity and flexibility.

Instead of rigid guidelines, empower yourself and your team with the adaptable Team Well-Being Matrix. In our fast-paced healthcare environments, prioritizing team well-being can seem daunting, but we encourage you to embrace boldness, bravery, and vulnerability on this transformative path.

Diversity and Equity

Fostering diversity and equity is essential to the sense of belonging that serves as a foundation to a joyful workforce. Valuing and authentically integrating diverse perspectives are important components. Inclusive environments that respect each person's identity are necessary for the journey towards team well-being.

Systemic Racism

Addressing systemic racism in the healthcare system is crucial. Ensuring cultural safety for both patients and team members will not only improve the work environment but also enhance patient care. This involves actively identifying and addressing biases, advocating for inclusive practices, and supporting ongoing education in cultural humility.



Preparing for the Team's Adventure: Your Packing List

Imagine this as your packing list for the team's journey – some items are more essential, others are optional, depending on your team's needs and goals. You have the autonomy to determine the duration and scope of this adventure.

Fundamentals

1. **TAKE A MOMENT:** To reflect on where you and your team currently stand on the Team Well-Being Matrix.
2. **ASSESS YOUR LEADERSHIP STYLE:** Consider available courses to better understand your leadership approach.
3. **PRIORITIZE SELF-CARE:** Ensure you have strategies in place to maintain your well-being.
4. **ESTABLISH OR STRENGTHEN YOUR LEADERSHIP TEAM:** Form a diverse team to encourage the exchange of ideas and perspectives.
5. **FAMILIARIZE WITH KEY CONCEPTS:** Learn about [moral injury](#), [psychological safety](#) and [co-creation](#), and how they impact your team.
6. **READ THE [IHI WHITE PAPER ON IMPROVING JOY IN WORK](#):** Gain insights from this resource to enhance workplace satisfaction.
7. **ENROLL IN A QUALITY IMPROVEMENT COURSE:** Consider courses to bolster your QI skills.
8. **CULTIVATE:** A supportive environment with your senior leadership team.

Bonus

1. **DISCOVER POSITIVE WELLNESS APPROACHES:**
Explore concepts like [Safety 2](#) and [Learning from Excellence](#) to promote well-being in your workplace.
2. **ADDRESS PROJECT ETHICS:**
Engage your quality improvement team in discussions about ethical considerations related to data collection for projects.

Choose Your Own Adventure

Trust your preparations and take action – hit the trail, hop in the car, and go!

Your itinerary isn't set in stone; your team has the ability to shape it as you go.

The Team Well-Being Matrix isn't a rigid tool handed down from above. It's a spark for lively conversations among your team members. Use it to ignite interest and discussion, empowering your team to decide where to focus your efforts within the matrix.

Who?

Healthy, joyful teams start from within. Move away from top-down approaches and empower teams to plan and lead Plan Do Study Act (PDSA) cycles. Team members should lead the way, and every team is unique. Engagement can happen at different levels – whether it's the whole team, smaller groups, or involving individuals like patient partners.

What?

Encourage the team to identify and tackle obstacles, kick off improvement ideas, and experiment with PDSA cycles. Implement simple change ideas and remember, the conversations themselves are part of the PDSA cycles.

Celebrate both successes and failures, keeping the team informed with regular data updates. Innovate in communication – step away from emails and embrace [co-creation](#) and co-design.

When?

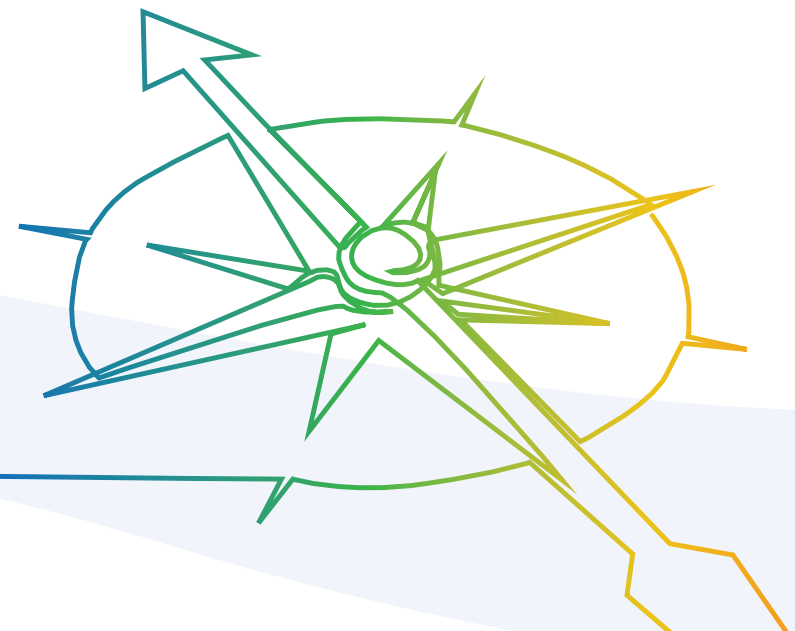
Assess the team's readiness for engagement. It's okay if not everyone jumps in right away; prioritize early adopters and welcome others over time. Look for [super connectors](#) who can bridge gaps within the team. Check the pulse on [psychological safety](#) and team culture to tailor your approach accordingly.

Where?

While face-to-face engagement is ideal, virtual teams can also thrive. If attendance at meetings is low, show leadership by meeting the team where they are. For shift workers, this might mean showing up at 11pm with pizza.

How?

Think outside the box! Encourage teams to bend the rules and try unconventional engagement methods. Consider voting systems, interactive team meetings, or adapting the matrix language to suit your team's vibe. Pay attention to team members who are suffering and find ways to support. Embrace creativity and flexibility – it's the key to engaging and empowering your team.



Unaware

Team Vibe

It feels like everyone would rather stay put; the idea of starting any adventure together is just exhausting. The team is stuck in a rut, dealing with issues like miscommunication, high stress, low trust, and constant conflicts that need to be sorted out.

Coaching Tips

- **SMALL STEPS, BIG CHANGES:** Getting started might feel daunting, but small changes can make a big difference. It's normal to feel overwhelmed, so take it one step at a time.
- **LEAD THE WAY:** Initiatives often start with leadership. Your team might not have much experience in driving improvements, so find easy ways to amplify everyone's voices and build trust. Engage those who are eager to spark change.
- **STAY CURIOUS AND KEEP IT REAL:** As a leader, be curious and eager to learn. Approach situations with a willingness to understand and adapt, acknowledging that there will always be room for improvement and growth.
- **PRIORITIZE WELL-BEING:** Focus on the psychological well-being and morale of both individuals and the team. Seek out individuals who would benefit from support. Show humility, foster trust, and practice active listening.
- **FIND YOUR SIDEKICK:** Do you have a support system in place? Having a companion or forming a small team can be incredibly beneficial. This journey is tough, so mutual support and encouragement are essential.

QUESTION: What are the strengths and skills in the team?

Change Ideas

TEAM BUILDING ACTIVITIES: Spark camaraderie and understanding among team members with these low risk, fun activities.

- **“Find Your Pair”:** Tape a word on each person's back. Participants ask yes or no questions to discover their word and find their match (e.g., Peanut Butter and Jelly).
- **“Profile Bingo”:** Create bingo squares with traits or experiences (e.g., cat owner, hot air balloon ride) and see who can get a full row first!

SUNSHINE BOX: Brighten a team member's day during challenging times (e.g., illness, loss). Each member contributes something yellow to fill a container, which is then gifted to the team member in need.

“WHAT ARE THE PEBBLES IN YOUR SHOE?”: Refer to the [IHI White Paper](#). During team meetings, discuss small, fixable issues (pebbles) versus larger, external challenges (boulders). Encourage individuals or groups to share their concerns, building trust and demonstrating attentive leadership.

QUALITY IMPROVEMENT: Start with the basics. Introduce the Plan Do Study Act (PDSA) cycle through resources like the [IHI video “Whiteboard The PDSA Cycle Part 1”](#).

Explore

Team Vibe

This team is showing interest in exploring the map and considering an adventure. They're starting to put ideas into action to boost dynamics and elevate the work environment. Leadership is improving communication, building trust, and encouraging collaboration.

Coaching Tips

- **GET TO KNOW YOUR TEAM:** Spend quality time with team members, even during off-hours or night shifts. This builds rapport but also helps you understand the team dynamics and individual concerns better.
- **BUILD COMFORT AND TRUST:** As you invest time and effort, your team will gradually become more comfortable and trusting. Be prepared for emotions to surface and handle these with empathy and patience, demonstrating that you value and respect everyone's feelings and perspectives.
- **INVOLVE INTERESTED TEAM MEMBERS:** Encourage team members who show a natural interest in driving change to get involved. Their enthusiasm and willingness can inspire others and contribute significantly to the team's progress.
- **TURN TALKS INTO ACTION:** Start by tackling minor issues, or 'pebbles' and take actionable steps to resolve them. Celebrate small wins to build momentum and foster a sense of accomplishment within the team.
- **COLLABORATE, DON'T DICTATE:** While your intentions might be good, imposing plans without team input can lead to resistance. Keep checking in with your team to ensure you are on the same page. Encourage feedback and be willing to adjust plans based on their insights and concerns.

QUESTION: What is in the span of our control?

Change Ideas

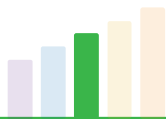
GOING HOME CHECKLIST: Encourage staff to celebrate successes and mentally leave work behind when they depart for the day. [Link to infographic provided]

WHAT MATTERS TO YOU: Refer to the IHI White Paper for guidance. Engage team members in discussions about what holds significance to them during their workday.

GOOD DAY/BAD DAY: Implement a system with two labeled jars – “Good Day” and “Bad Day” – accompanied by a dish of marbles. Team members indicate their daily experiences by dropping marbles into the jars. Track the results and display them for everyone to see.

EMPATHY GRID/MAP: Use a collaborative tool to visualize and share team experiences and perspectives. Ask, “What are your thoughts, feelings and actions as a member of this team?” This exercise fosters empathy and genuine listening. Track changes and ensure clarity on next steps to instill hope for improvement.

TROJAN MICE: Encourage numerous individuals across the system to test small, focused changes to address complex issues. This approach is often more effective than large-scale pilot projects, involving discreet, ongoing changes introduced gradually.



Know

Team Vibe

The team is ready to embark on a journey together. Understanding collaboration, team members are feeling more valued. They seek each other's contributions and work towards building a supportive, cohesive work environment.

Coaching Tips

- **START SMALL, DREAM BIG:** When making changes, begin with small, easily understandable steps that everyone can agree upon. These minor changes should be simple enough for all team members to understand and take ownership of, yet impactful enough to create meaningful improvements over time.
- **ASK FOR HELP:** Recognize where you need assistance from others, such as senior leaders or external stakeholders. Clearly communicate these needs and seek the necessary support.
- **CELEBRATE FAILURES:** In healthcare, failures are often discouraged, but seeing them as opportunities for learning can lead to better outcomes. Implement small tests of change, learn from the failures, and use those insights to find new, improved paths.
- **STAY TRUE TO YOU:** Being genuine in your leadership style builds trust and respect among team members and build support for your collective vision.
- **BUILD NETWORKS:** Focus on the networks where ideas, attitudes, and connections form.

QUESTION: Who are your super connectors?

Change Ideas

KUDOS BOX: Team members write down the name of someone they appreciate and why, then pop it into the Kudos Box. Every so often, draw a name, and that person wins a prize! Alternatively, all compliments in the box can be read aloud during a huddle or staff meeting for a feel-good moment

THREE GOOD THINGS: Encourage team members to jot down three things that went well each day and their role in making them happen.

TIMELY DEBRIEFS (LEADER LED): Hold debrief sessions right after workplace incidents, led by a leader. You can use techniques like Critical Incident Stress Debriefing to make these sessions effective and supportive.

PEER-TO-PEER MENTORING: Identify team members willing to support and mentor others within the team. Peer mentorship can boost morale and foster a strong sense of community.

MINDFULNESS TRAINING: Offer mindfulness training to those interested. Look into programs to provide team members with tools to stay calm and focused.

Capable

Team Vibe

Co-create ways to reach destinations, together! This team is all about tackling challenges head-on. They function well with effective communication, trust, and strong collaborative relationships.

Coaching Tips

- **DESIGN AND CREATE TOGETHER:** Engage the team in designing and creating new initiatives. Collaboration in these stages fosters a sense of ownership and dedication among team members.
- **BUILD COMMUNITY AND TRUST:** Nurture trust and open communication within the team to foster a strong sense of community. Celebrate successes, understand their roots, and share insights to inspire others across the organization.
- **EMBRACE TRANSFORMATION:** Lead by example with a high tolerance for failure, highlighting its role in growth and learning. Encourage the team to see challenges as opportunities for change.
- **SHARED DECISION-MAKING:** Foster a culture where everyone's input is valued and decisions are made collaboratively.
- **'WANT TO' MINDSET:** Cultivate an environment where team members are motivated and inspired to contribute because they want to, not because they feel obligated
- **ENCOURAGE COLLECTIVE AGENCY:** Empower the team to act together towards common goals, leveraging their collective power and trust to achieve impactful results.

QUESTION: If you could break one rule?

Change Ideas

TEAM MEMBER LEADERSHIP: Foster a culture where team members feel empowered to lead huddles, staff meetings, or social events as trust within the team grows.

THE NINE WHYS: Use Liberating Structures like the Nine Whys method to clarify the purpose of collective work and uncover what truly matters to team members.

TEAM BOARD: Establish a visually captivating team-owned board as the central hub for activities, with frequent updates and reporting.

CIVILITY TRAINING: Promote positive and respectful communication through resources like the Civility Matters Toolkit to enhance team interactions.

15S 30M: Implement the "15 seconds, 30 minutes" principle, to save time and reduce frustration in daily processes, fostering efficiency and teamwork.

Resilient

Team Vibe

Planning new journeys with your patient partners and inviting other teams along, this team thrives in a state of joy and well-being! They shine through autonomy, shared decision-making and taking ownership of their work and environment.

Coaching Tips

- **SEEK MEANING AND PURPOSE:** Help team members find meaning and purpose in their work, boosting motivation and satisfaction.
- **DEVELOP EMOTIONAL FLEXIBILITY:** Cultivate adaptability to respond effectively to a range of emotions, both your own and those of your team members. This flexibility enhances decision-making and conflict resolution, even in challenging situations.
- **MAKE EARLY ADJUSTMENTS:** Recognize when changes are needed and be proactive in implementing them. Addressing issues early can prevent them from escalating and minimize negative impacts on the team's morale and productivity.
- **WEATHER STORMS TOGETHER:** Acknowledge that organizations, teams, and individuals are constantly evolving. Foster a supportive environment where team members can navigate change together, offering each other support and encouragement during turbulent times.
- **PRIORITIZE INNOVATION:** Teams create a culture of innovation where bold discussions and new ideas are welcomed, driving creativity and progress.

QUESTION: How can we be better, together?

Change Ideas

TEAM BUILDING ACTIVITIES: Organize activities led by team members to strengthen camaraderie and empathy.

- **Heard, Seen, Respected:** Foster deeper listening and empathy among colleagues, sharing experiences of feeling heard, |seen, or respected.

TIMELY DEBRIEFS: Interested individuals take training to conduct debriefs, shifting from leader-led to team member-led sessions.

SPREAD AND SUSTAINABILITY RESOURCE CARDS:

Utilize resource decks to support the spread and sustainability of change initiatives, gaining concrete ideas for enhancing your system.

SCHWARTZ ROUNDS: An innovative approach for healthcare providers to openly discuss the social and emotional aspects of patient care. This initiative encourages providers to share experiences, thoughts, and feelings, fostering personal connections.

SHARE YOUR JOURNEY: Showcase your team's journey through posters or conferences, facilitating knowledge exchange and community building.

- **IHI Breakthrough Series:** participate in initiatives to share learnings and collaborate with other teams.

Be Prepared for Detours

Just like any great adventure, expect some detours – this journey isn't a straight line. Roadblocks, potholes, and surprises are all part of the landscape. The key is to identify team and individual strengths –like organization, data analysis, and finding the fun – that keep the journey moving. Everybody has different skills; some are great at mapping out the path, while others excel at steering the course.

Getting Unstuck from 'What Matters to You' Conversations

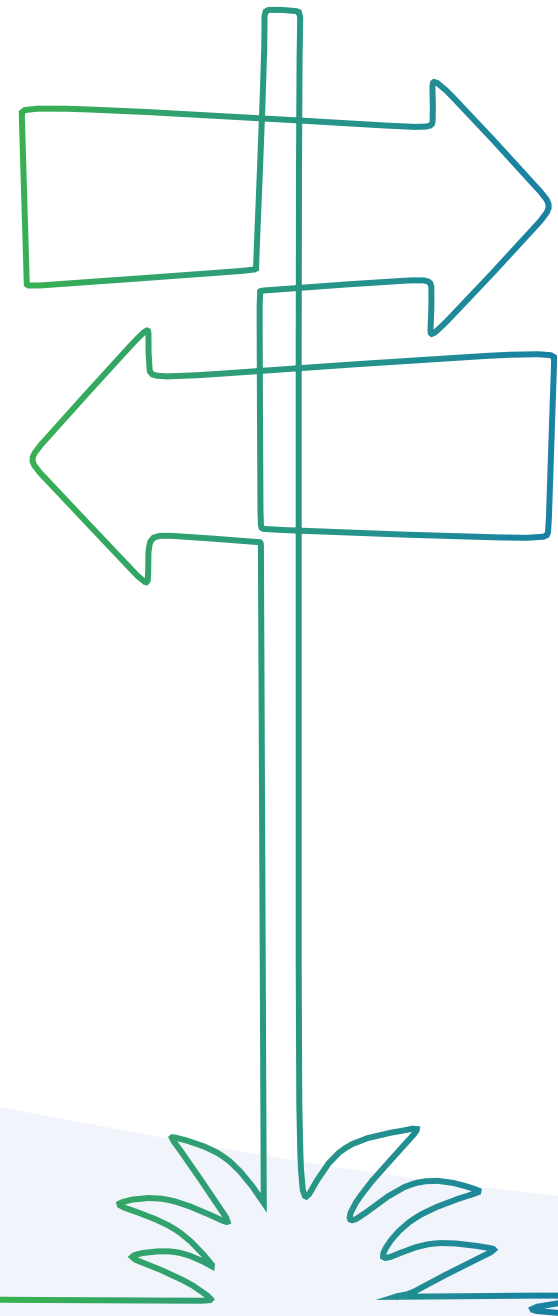
"What matters to you" conversations are valuable. Expect challenges like staffing and workload issues along the way, but embrace them with openness and curiosity – they're all part of the improvement cycle. Prepare for unexpected twists and turns, including tough questions and pushback. If you find yourself stuck trying to shift from talk to action, explore some change ideas that resonate with your team.

Strategic Mindset

Strategic planning involves addressing major obstacles – like boulders on the road – by bringing them to senior leaders and updating the core team regularly. Have candid talks about what's in and out of the team's control. To systematically boost team well-being, combine bottom-up and top-down strategies for systemic change. Building trust, finding allies, and nurturing relationships are all vital to this work.

Navigating Matrix Setbacks

Detours are opportunities for growth and learning about team dynamics. At times, your team might backtrack in the matrix or change direction due to internal or external factors. Know when to stay the course and when to seek support for a new path. Watch out for toxic positivity, which can dismiss people's experiences and hinder resilience in tough times. As a leader, demonstrate vulnerability, humility, attentive listening, and respect – respond thoughtfully to challenging questions and situations.



Tracking and Reflection

Tracking your progress is like keeping a travel log – it's essential for ensuring your journey leads to meaningful destinations. Measurement helps you gauge if your efforts are making a difference.

MEASURING JOY: Joy is complex and nonlinear. The Team Well-Being Matrix offers a simpler, more efficient measurement alternative, reducing or eliminating the need for surveys.

THREE LEVELS OF TRACKING:

- 1) **Individual:** Detailed in the [IHI's Joy in Work White Paper](#), this level focuses on personal perspectives. Using the Team Well-Being Matrix, individuals place themselves, reflect on their daily experiences, and answer “what matters to you” questions.
- 2) **Team:** As teams progress, the matrix evaluates team dynamics and promotes well-being. Teams rate themselves using the matrix, discussing their assessments to spark change ideas. Ensuring everyone's input is key since leaders may rate well-being differently from team members.
- 3) **Systems:** This level includes metrics like sick leave and patient care surveys. Collaborate with quality improvement teams for new data and ensure measures align with senior leadership priorities.

KEEP IT SIMPLE: Use clear, approachable language and practical methods like dotmocracy – where team members vote on ideas – to make measurement interactive and less burdensome.

REFLECTION: Delegate measurement responsibilities to enhance team involvement. Regularly report measures through creative mediums like infographics to foster transparency and encourage continuous improvement. Incorporate regular reflection sessions to review progress and identify areas for further growth.

The Joy Journey in Quality Improvement

Quality improvement measures fall into three categories: Process, Balancing, and Outcome Measures, where the Team Well-Being Matrix plays a pivotal role in each.

AS AN OUTCOME MEASURE: The matrix serves as a compass guiding us towards our ultimate goals of uncovering team joy and well-being. It's like setting milestones on a road trip – each achievement marking progress towards our destination.

AS A PROCESS MEASURE: Delve into the details! The matrix evaluates how specific strategies impact team well-being. Picture implementing a new workflow – it's like observing a puzzle coming together, refining how we collaborate and achieve our goals.

AS A BALANCING MEASURE: Maintain equilibrium! The matrix ensures that improvements in one area do not disrupt other crucial aspects. It's similar to juggling different tasks – keeping all elements in harmony to foster a cohesive and productive team environment.

Sustain and Spread

SECTION 3

Embracing Challenges and Building Resilience

The Team Well-Being Matrix isn't just a tool – it's your trusty guide towards a better work environment.

The experience is as vital as reaching your destination; every twist and turn shapes your team's resilience and agility. It's in refining your strategies, celebrating successes, and learning from setbacks that you grow stronger together.

Ownership and Leadership in Action

When frontline teams take charge and leaders show support, magic happens. Embrace the challenge, tackle obstacles head-on, and watch as your team evolves into a powerhouse of collaborative joy. With senior leaders backing your efforts, major hurdles become only stepping stones on your path to sustainable change. So, gather your friends, explore new frameworks, and trust your team to lead.

Cultivating Sustainable Joy and Well-Being

Sustainable change isn't about forcing it – it's about nurturing it to spread naturally. When other teams start asking for your "secret sauce," you know you're onto something big. Invite them in, share your victories, and spark a culture of teamwork and continuous improvement. Let success speak for itself and inspire others to adopt the Team Well-Being Matrix for fostering happier, healthier workplaces.

The Ripple Effect of Well-Being

Creating an environment where joy and well-being are woven into everyday practice is the ultimate goal. As your team's positivity spreads, it creates a ripple effect across the organization. By championing these practices and encouraging others to join in, you contribute to a thriving culture where everyone benefits. Together, we build a workplace where well-being isn't just a goal – it's a way of life.

Key Concepts

AGENCY

The power and ability to make choices and act on them.

BURNOUT

A response to sustained stress and anxiety related to an important life role, particularly involving supporting others, resulting in exhaustion and loss of emotional engagement with others and role fulfillment.

COLLECTIVE AGENCY

When people act together, united by a common purpose, harnessing the power and influence of the group and building mutual trust.

COMPASSION FATIGUE

The cost of caring for others or for their emotional pain, resulting from the desire to help relieve the suffering of others.

CO-CREATION

A collaborative approach where patients, caregivers, and healthcare providers work together to design and deliver health care services. This approach recognizes that patients and their caregivers have valuable insights and expertise that can contribute to improving the quality and effectiveness of healthcare services.

EMOTIONAL INTELLIGENCE

The ability to understand, use, and manage your own emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges, and defuse conflict.

INDIVIDUAL AGENCY

When people gain more power and control over their own lives.

MORAL INJURY

The challenge of simultaneously knowing what care patients need but being unable to provide it due to constraints beyond one's control.

PSYCHOLOGICAL SAFETY

The belief that one will not be punished or humiliated for speaking up with questions, concerns, ideas, or even mistakes. It promotes workers' psychological well-being and actively works to prevent harm to worker psychological health. Inclusion, where every voice matters and is respected, is foundational. Creating space where people feel courageous enough to create change is key. Psychological safety provides team members with a sense of belonging, a willingness to be fully engaged, and encouragement to contribute. It stems from the values of courage, respect, and trust.

SAFETY 1

Safety 1 aims to minimize occurrences of error and malfunction. Issues typically arise from deviations in processes, often originating from frontline operations. Consistency in performance is crucial to mitigate risks. The approach focuses on analyzing incidents to identify and rectify malfunctions, such as ensuring the correct administration of medication.

SAFETY 2

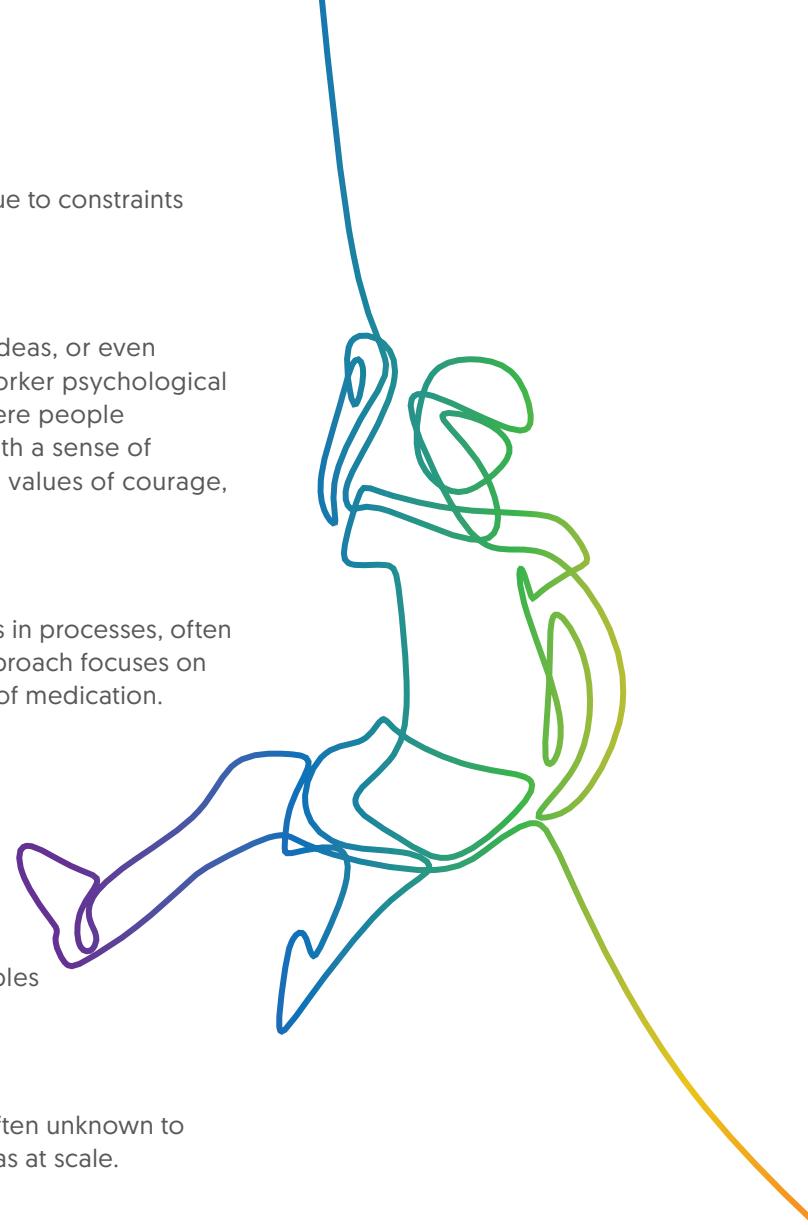
Safety 2 aims to maximize successful outcomes. Every outcome is thoroughly investigated. Frontline teams are recognized for their adaptability and resilience. Performance variability is essential for navigating diverse conditions successfully. The emphasis is on understanding daily operations to continuously enhance safety. Outcomes are viewed as emergent rather than static results. Understanding how things typically succeed aids in comprehending occasional failures. Embracing performance variability is beneficial and should be leveraged, aligning with the principles of team joy and well-being..

SUPER CONNECTORS

In typical organizations, 3% of people drive conversations with 85% of the other people. They are often unknown to formal leaders. They typically do not start change but act as the accelerants for converting new ideas at scale.

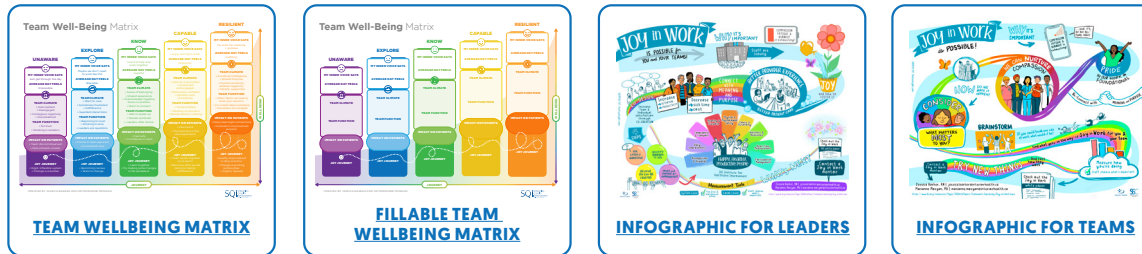
TOXIC POSITIVITY

The dismissal of negative emotions and responding to distress with false reassurances rather than empathy. Toxic positivity involves the pressure to only display positive emotions while suppressing any negative emotions, feelings, reactions, or experiences. It invalidates human experiences and can lead to trauma, isolation, and unhealthy coping mechanisms.



Resources

Downloads for use



Websites

LEARNING FROM EXCELLENCE

Discover what is thriving within our organizations at Learning from Excellence.
www.learningfromexcellence.com

GUARDING MINDS AT WORK

Access free surveys for enhancing psychological safety at Guarding Minds at Work.
www.guardingmindsatwork.ca

INSTITUTE FOR HEALTH IMPROVEMENT

Explore courses and resources on workforce joy and well-being at Institute for Health Improvement.
www.ihl.org

HELEN BEVAN

Gain insights into creating change within healthcare systems from Helen Bevan.
www.helenbevan.uk

EAST LONDON NHS FOUNDATION TRUST

Learn from this organization that embraces continuous improvement and learning.
www.qi.elft.nhs.uk/resources

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Acknowledgments

We extend our gratitude to all the dedicated leaders, team members, and experts whose insights and experiences shaped this guide. Thank you to Diane Edlund for sparking the idea of developing a matrix. Special recognition goes to our Patient Advisors, Sandy Ketler and Pam Dawson, who jumped on board to offer their perspectives. Their wisdom is woven throughout this guide.

Thank-you to the Spread Quality Improvement team for their efforts in driving this initiative forward, and to the senior leadership for their support and encouragement. We also acknowledge the inspiration drawn from the IHI Joy in Work White Paper and other pioneering frameworks that have shaped our approach.

Lastly, we are grateful to all the teams who have embraced and implemented these practices, demonstrating that together, we can discover a more joyful and resilient work environment. Your stories of success and innovation are the foundation of this guide, and your willingness to share them ensures that others can benefit from your journey.

