

Meaning and Joy in the Workplace: The Nurses' Voice

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Plan for our conversation

- Introduction
- Table talk 124ALL
- IHI work to date
- My work
- Take aways ...how do we make it happen
- Conclusion

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Meaning and joy

- IHI Triple Aim (2006/7) (J. Whittington & T. Nolan)
 - Individual experience of care
 - Health of population
 - Decrease per capita cost
- Quadruple aim or Context (special sauce)
 - Sense of daily importance of the work
 - Sense of accomplishment and meaning in their contributions

Lucian Leape Institute

- Joy as “the emotion of pleasure, feeling of success, and satisfaction as a result of meaningful action.” (p2)
- Meaning relates to the perceived “importance of an action,” (p2)
- A sense of purpose, value, or making a difference through
- Workplace factors such as leadership, empowerment, and the opportunity for meaningful work have been linked to nurse engagement and satisfaction.

1 2 4 ALL (liberatingstructures.org)

At your seats...for 1 minute...in silence

What brings you joy
and meaning in
your work?

1 2 4 ALL

Discuss with person
to your left what you
thought...

1 2 4 ALL

Share the thoughts
with your table and
write the thoughts
down to share

1 2 4 ALL

Each table share with
audience their
collective view of what
brings meaning and joy
to them

IHI Work to Date

- Triple aim is what society expects (external)
- Quadruple aim/special sauce
 - Joy and meaning for the workforce
 - Is what we MUST HAVE to make triple aim possible (internal)

Nine components joy & meaning

- Physical & psychological safety
- Meaning & purpose
- Choice & autonomy
- Recognition and rewards
- Participative management
- Camaraderie & teamwork
- Daily improvement
- Wellness & resiliency
- Real time measurement

Physical and psychological safety

- Physical safety
 - Musculoskeletal
 - Blood born
 - Violence
 - Parking
- Secure and capable of change
 - Human errors & reporting without punishment
 - Positive responses
 - Diversity of view
 - Equity

Meaning and purpose

- Collective work and action
- Connected to mission
- Making a difference
- Leading by example



Choice and autonomy

- Shared governance and participation
- Flexibility and choice
- Information to make informed decisions
- Empowered to act



Decisions at point of
care

Recognition and rewards

- Parties and social events 
- Posters and plaques 
- Newsletters and photographs 
- Individualized !

Participative management

- Listen, understand and involve
- Engage and inform

Genuine & authentic
Opinion sought
Voices heard

Camaraderie and team work

- Social cohesion
- Shared understandings
- Trust
- Transparent communication

Expertise
Balance of power
Know one's work

Daily improvement

- Huddles and action
- Education
- CQI

Wellness and resilience

- Personal resilience
- Stress management
- Gratitude
- Physical places of respite
- Practices of support



Caring for the caregiver

Real time measurement

- Know when need to know



IHI: Joy & meaning plan
(2018)

Our work

- Research team
 - Lee Galuska
 - Judi Hahn
 - Hayley Dunnack
 - Tracey Arnold
 - Greg Crow in memoriam

Narrative analysis: Experiences with joy and meaning (2018)

- Storycorps
- 27 nurses
 - Fulfilling purpose-"I am a nurse"
 - Meaningful connections
 - Impact-the wow factor
 - The practice environment
 - teams work
 - leaders model the way
 - opportunities to learn and grow.

I am NURSE

- “. . . the joy has been embedded in the congruence between nursing and what I so wanted to be as a person”
- “It was always related to caring and helping, and really finding meaning through helping.”
- “I first went into Nursing for the science and . . . found that after 37 years . . . it’s not the science that brings me joy, but the intimate experiences.”

Meaningful connection

- It's about this magical, spiritual connection that you have with another person; this existential feeling that you gain when it's the middle of the night, you're alone, a patient is in distress and you connect with that person. For just a moment, you are that connection, you are the person that comforts them, and there's nothing else in this world that can match that feeling . . . and that's really the heart and soul of nursing.

Impact...*WOW* factor

- “they come back to visit you and it’s like “Wow! I actually had a small part in making this happen.”
- “The pride and the joy on that student’s face was definitely a moment of joy for me. So I thought, Wow! There are a lot of people who influenced my life as mentors, so that’s the role I’m enjoying playing now with fellow nurses.”

The practice environment: Team works

“The reason why you’re so close is because it’s so hard . . . kind of a band of brothers thing that you get . . . when you really rely on each other, it’s a good feeling. It makes what you do more meaningful.”

The practice environment: Leaders model the way

“People’s achievements are so celebrated here . . .
The work you put in is valued. I think that’s all any
of us ask for is to be valued”

“they have my back”

The practice environment: Opportunities for growth

“continue to grow, and develop, and learn, and become over the course of our careers . . . there’s no limit on the opportunities or choices we can make in this profession and still be a member . . .”

Meaning & Joy: The managers' view (2019)

12 Nurse leaders

- To mentor and be mentored
- To focus on the patient
- To create and cultivate environments
- To be optimistic
- To be empowered by leaders

To mentor and be mentored

“I think what’s been meaningful in my practice is the opportunity to mentor other nurses that are young in their career and to be able to help guide their career, whether they stay in the hospital or they go out to industry, whatever it is that they want to do. I’ve had people that as a preceptor I’ve been able to have them advance in their career. They’ve even gone to other states and still call me and still ask for advice or send some of their colleagues to me, and things of that nature.”

To focus on the patient

“But making a difference in people’s lives, whether it be our staff, our patients or anything like that. As a leader sometimes you have more flexibility to be able to go when somebody is hurting to sit with them and talk to them and let them cry, or even when they’re mad let them express their madness to you and then help resolve some of that.”

“I see a need here. I’m willing to go out on a limb to take care of this need when it comes to patient care.”

To create and cultivate environments

- “We can put our schedules away and do what’s important, which is making sure people feel that compassion; that we care.”
- “I had a “Come To Jesus” meeting with them and said “I’m here to help you grow, but these are the things that we need to do for our patients and you all need to be the leaders and you have to give me the benefit of the doubt that I am not going to do things to you that are intentionally trying to harm you. We have to work together as a team.”

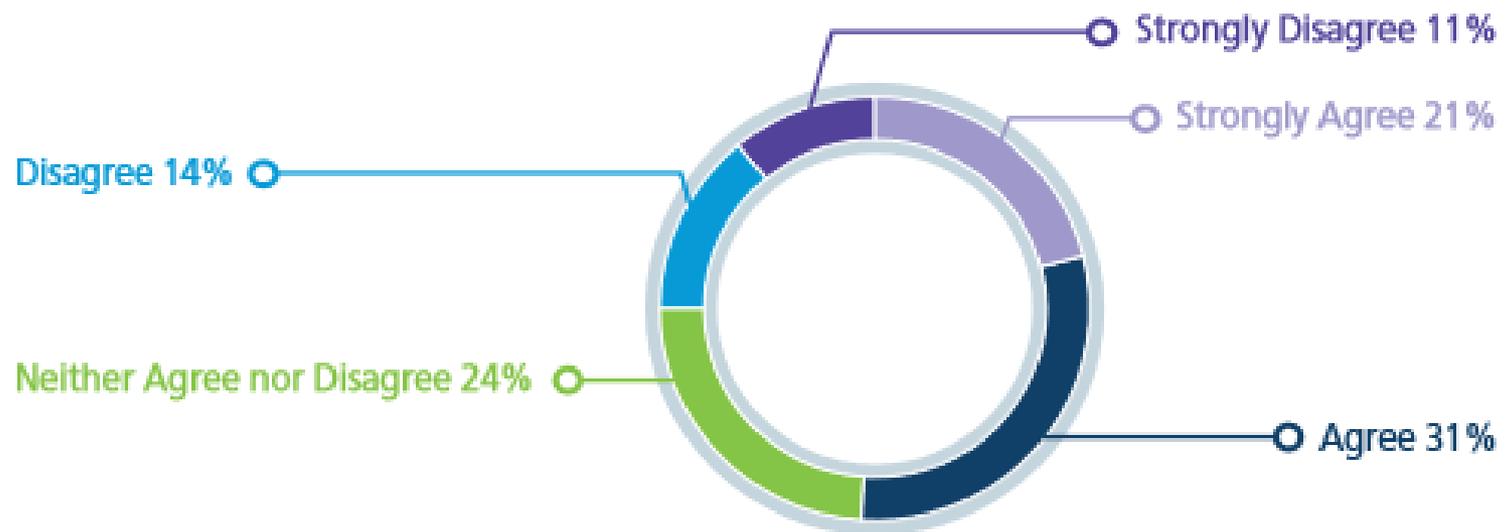
“She came back to me and said “This has really empowered me. It has helped me to believe in myself.” To me as a leader, that’s meaningful. It helps me find meaning in my work. I just really love developing people, helping people grow, creating an environment that people want to work. Recently my unit was in tier one in the Employee Engagement Summit. To me as a leader I felt like I found meaning in my work because for our staff members to feel that way it really shows that they enjoy their work environment, and that’s what I want to continue to create an environment where people truly enjoy being in.”



“That our definition of us is that we provide not only exceptional care, but in a really happy and healthy work environment where people can talk to each other and have frank conversations without fear of reciprocity or diminishing relationships.”



Indicate your level of agreement with this statement:
My leader cares about me as a person.



To be optimistic

“Positivity is my #1 strength. My mother always used to say “You can get more flies with honey than you do with vinegar.” It’s probably my childhood mentality, as you can see from my mouse that’s seductively or secretly hidden everywhere, but I truly believe in a lot of the magic that Walt Disney did...”

“and I was struggling with some really hard feedback that was given to me. He reached over and he touched my leg and he says “Honey, this is a gift.” I looked at him and frankly said, “What the f--- are you talking about ‘This is a gift’?” He says, “No. I need you to reframe your thought process with this. Anytime somebody has the strength to provide you with feedback, that feedback is a gift and you can use this gift to produce a better you in the end, or do things in a different way because right now you’re beating yourself up over different things.”

To be empowered by leaders

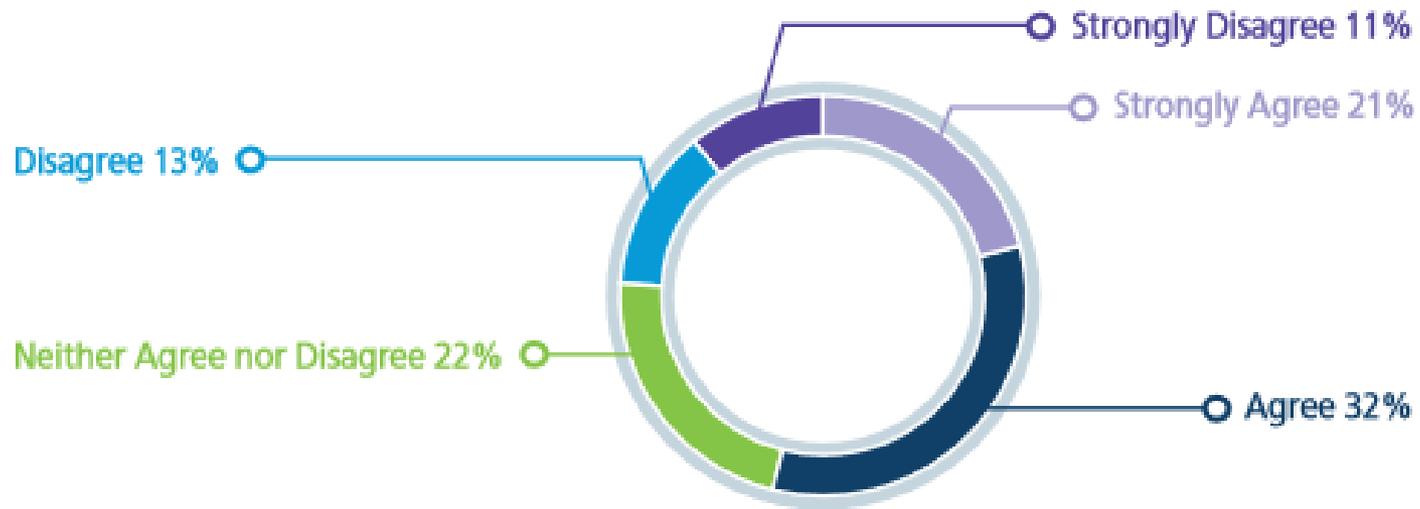
“I realized that I was blending a family and went through the same thing that a blended family goes through with my ICU nurses being frustrated and feeling like they weren’t part of the team anymore and I was spending all my time with PICU. As a leader I can look back on it and see all of the mistakes that I made and I think I did a lot of growing in that role.”

“

“From my own personal perspective the way that I had viewed nursing leadership in the beginning was that it was my job to answer all the questions and fix all the problems. Now I have a completely different focus on that so now what I learned through that and what I continue to learn and grow is the importance of empowering and engaging the people that you’re working with to identify what the real problems are.”



When asked to respond to the statement: My leader is someone that I trust.





Are you considering a move into a leadership position?



2019 Mixed methods

- Validate modification of “Meaning and joy in work questionnaire”
- What is the relationship between joy & meaning and NDNQI measured outcomes, specifically falls with injuries, CLABSI, CAUTI and pressure ulcers?
- Conduct a path analysis of what leads to meaning and joy.
- What is the experience of nurses with joy and meaning?

Action...how do we create the special sauce....

1 2 4 ALL (liberatingstructures.org)

At your seats...for 1 minute...in silence

What will you do to
address meaning &
joy?

1 2 4 ALL

Discuss with person
to your left what you
thought...

1 2 4 ALL

Share the thoughts
with your table and
write the thoughts
down to share

1 2 4 ALL

Each table share with
audience their
collective view of what
they will do to create
meaning and joy

Conclusions about meaning and joy...the special sauce

- Meaningful work
- Human connection/altruism
- Seeing impact/making a difference
- Appreciation
- Positive emotions
- Engagement (participation)
- Relationships
- Meaning on sleeve
- Excellence in patient care or purpose

Resources

- AMNHealthcare.com 2017 SURVEY OF REGISTERED NURSES
<file:///C:/Users/ecp02002/Desktop/AMN%20Healthcare%202017%20RN%20Survey%20-%20Full%20Report.pdf>
- Galuska, Hahn, Polifroni & Crow (2018) A narrative analysis of nurses' experiences with meaning and joy in nursing practice. *Nursing Administration Quarterly* 42(2):154-163.
- Hill, K. (2019). Emerging issues in nursing leadership research: An editor's perspective. Presented at AONL September 27, 2019.
- Kovner et al (2016) Estimating and preventing hospital internal turnover of newly licensed nurses: A panel survey. *International Journal of Nursing Studies* 60, 251-262.
- Lucian Leape Institute. Through the Eyes of the Workforce: Creating Joy, Meaning, and Safer Health Care. Boston, MA: National Patient Safety Foundation; 2013.
(<http://www.ihl.org/resources/Pages/Publications/Through-the-Eyes-of-the-Workforce-Creating-Joy-Meaning-and-Safer-Health-Care.aspx>)
- Perlo J, Balik B, Swensen S, Kabcenell A, Landsman J, Feeley D. *IHI Framework for Improving Joy in Work*. IHI White Paper. Cambridge, Massachusetts: Institute for Healthcare Improvement; 2017. (Available at ihi.org)

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