LEAVITT
SCHOOL OF HEALTH

WESTERN GOVERNORS UNIVERSITY
WGU
wgu.edu

A Joyful Inclusive Faculty Culture
in
Competency-Based Nursing Education Academic Setting

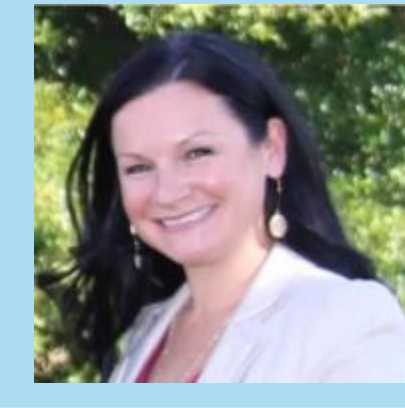## AN EXPLORATION OF JOY ON A TEAM & GLOBAL SCALE

Carole D. Liske, PhD, MSN, RN

Leavitt School of Health
Western Governors University,
Lexington Park, MD, USA

Laura Simmons, PhD, RN, CNE

Leavitt School of Health
Western Governors University,
Collierville, TN, USA

Kristen McVerry, MSN, RN-BC

Leavitt School of Health
Western Governors University,
Charlotte Hall, MD, USA

Special Recognition to Research Partners: Dr. Naomi Tutticci   and Dr. Michael Joseph S. Diño
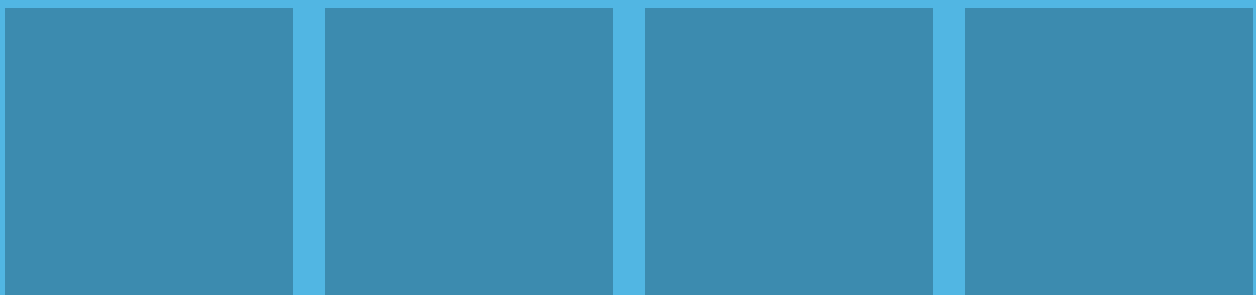
LEAVITT
SCHOOL OF HEALTH

DISCLOSURE STATEMENT

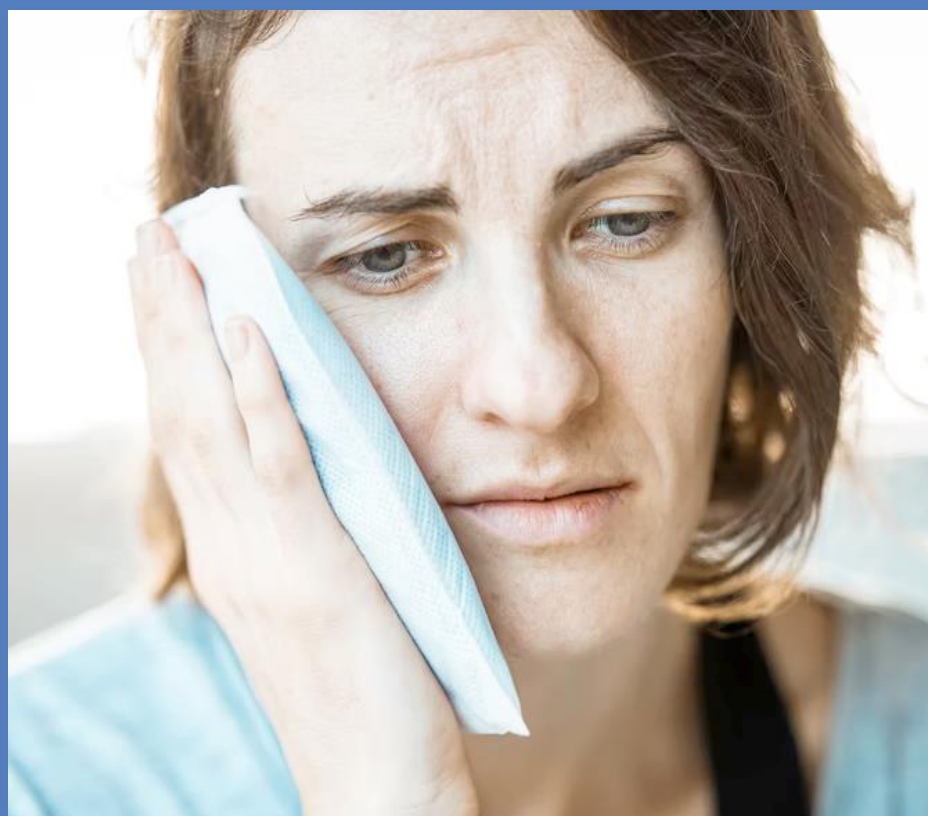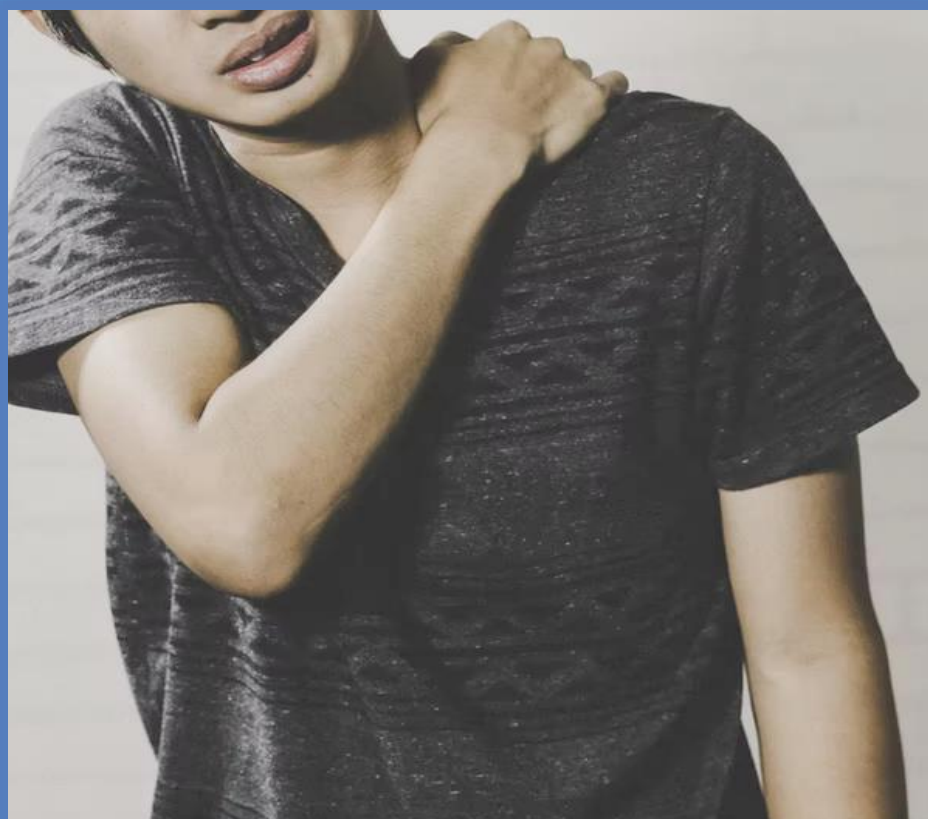Neither the planners nor presenters indicated that they have any real or perceived vested interest that relate to this presentation.
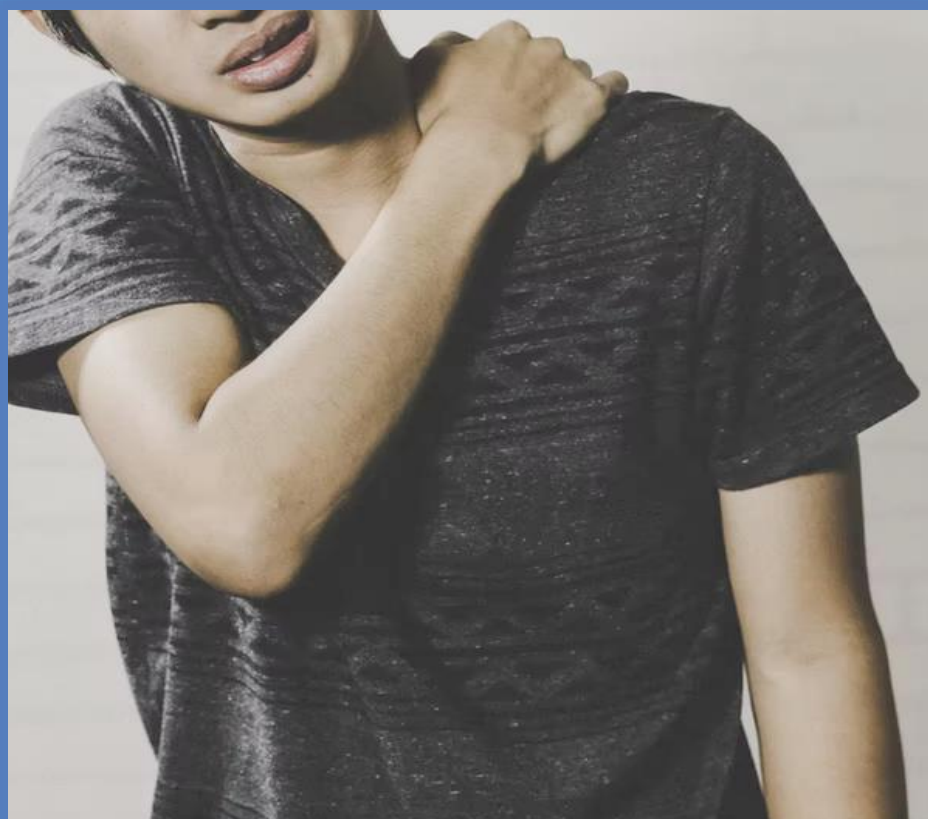
4 PICS 1 WORD

4 PICS 1 WORD

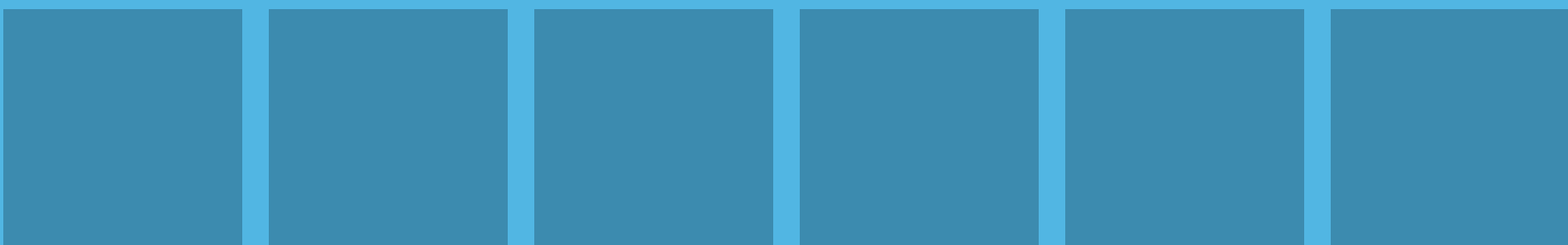
P R A I O

K A T N S

4 PICS 1 WORD

4 PICS 1 WORD
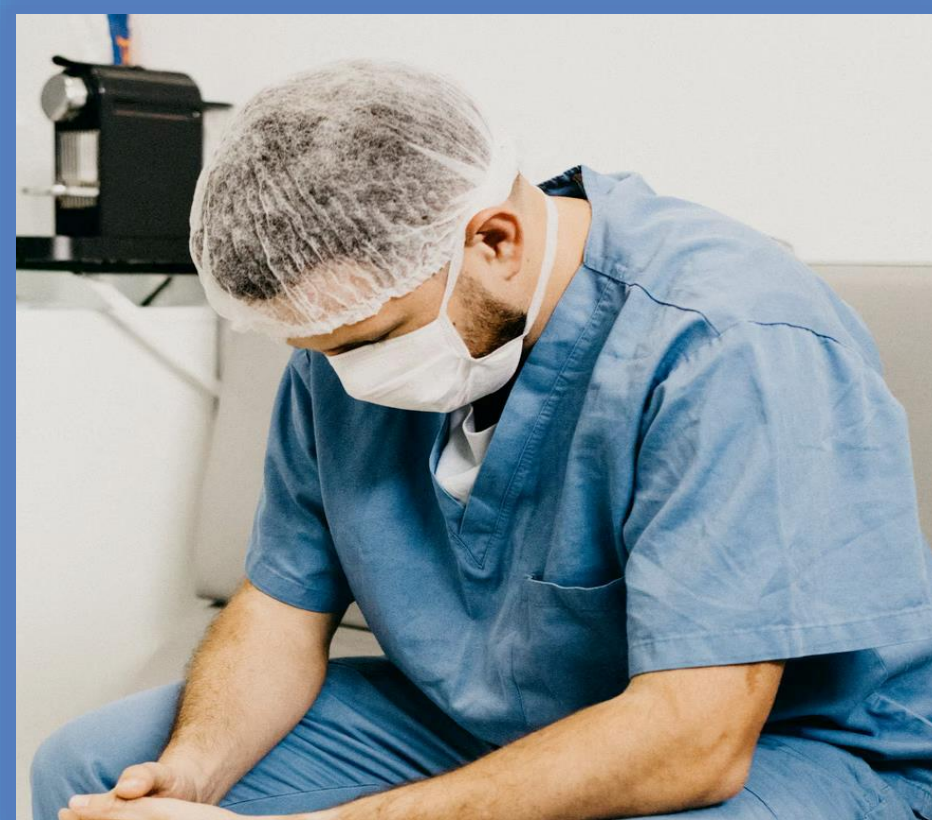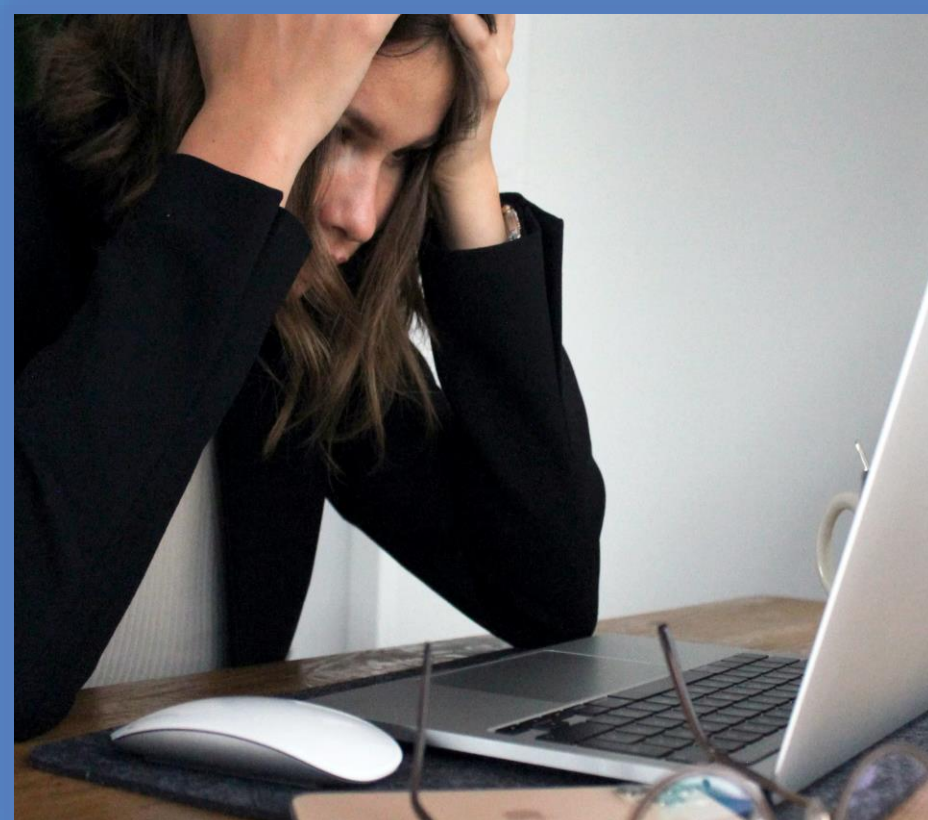
L T O E I

S R K S S

4 PICS 1 WORD
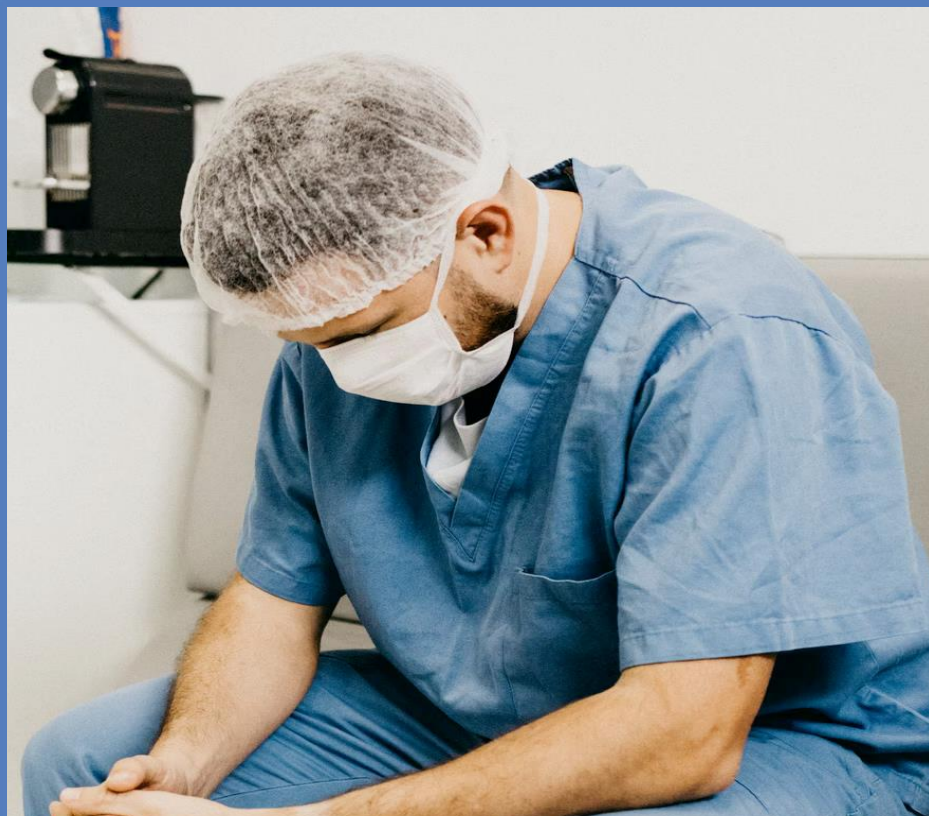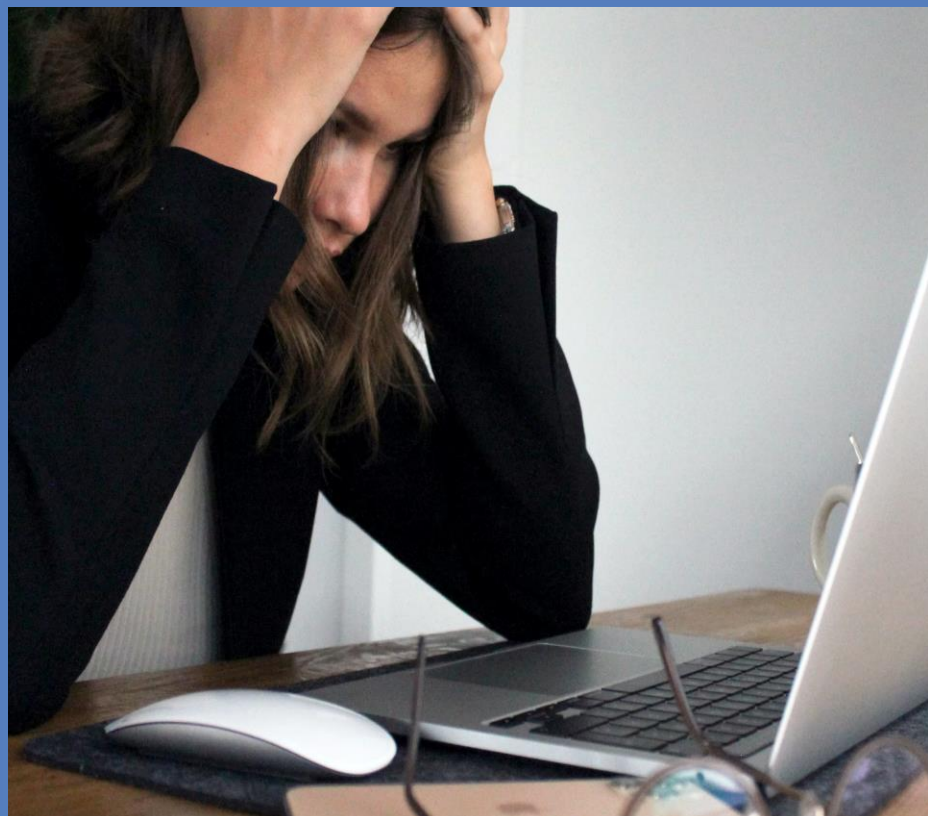
STRESS

L O I

K

4 PICS 1 WORD
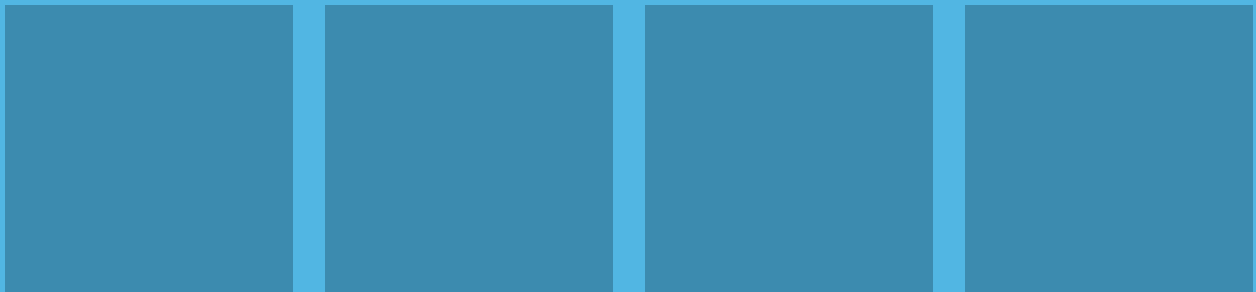
4 PICS 1 WORD

S I C K

A T _ E _

_ R _ U S

LEAVITT
SCHOOL OF HEALTH

PURPOSE & OUTCOMES

Participants will:

- Verbalize an understanding of the concept of "joy in the workplace" as a contemporary work culture trend

- Describe personal and professional strategies to develop a mindset of individual responsibility in creating a work culture of joy

- Define how a joyful culture enhances collaboration and engagement within an academic nursing team

WHY A CULTURE OF JOY MATTERS

- Unprecedented Challenges
- Nursing Shortages Predicted
- Recruitment & Retention
  - Clinical and academic settings
  - Innovative strategies to motivate and inspire
- Evidence-based approaches to transform the culture
  - Intentional not serendipitous
  - Commitment to a "Joyful" culture
    - Individual
    - Team-focused
- Promoted professional development and team success
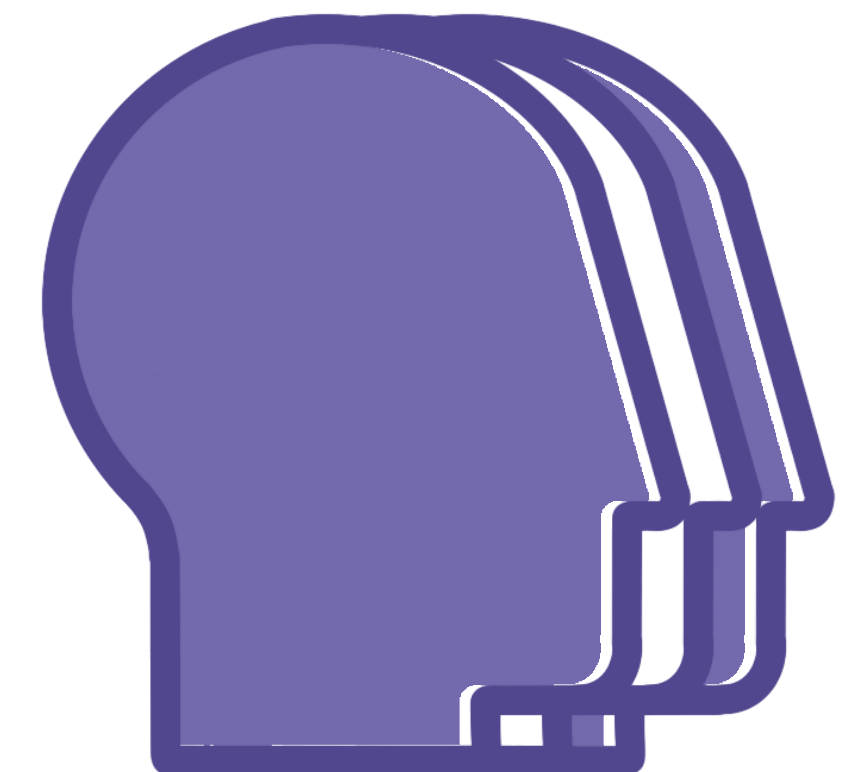
JOY DOES NOT SIMPLY HAPPEN TO US.
WE HAVE TO CHOOSE JOY
AND
KEEP CHOOSING IT EVERY DAY.

Henri J.M. Nouwen

OUR TEAM'S JOURNEY TO A JOYFUL WORKPLACE

APPLICATION OF INTENTIONAL STRATEGIES
TO CREATE AND MAINTAIN A JOYFUL WORKPLACE

JOY NOT BURNOUT SHOULD RULE THE DAY

If any work ought to give spiritual satisfaction to the workers, this is it. "Joy," not "burnout," ought to rule the day.

Perlo et al., 2017

INSTITUTE FOR HEALTHCARE IMPROVEMENT FRAMEWORK FOR IMPROVING JOY IN WORK

Four Steps for Leaders

- Ask staff what matters to them

- Identify impediments that block joy in work

- Commitment to a systems approach

- Use of improvement science
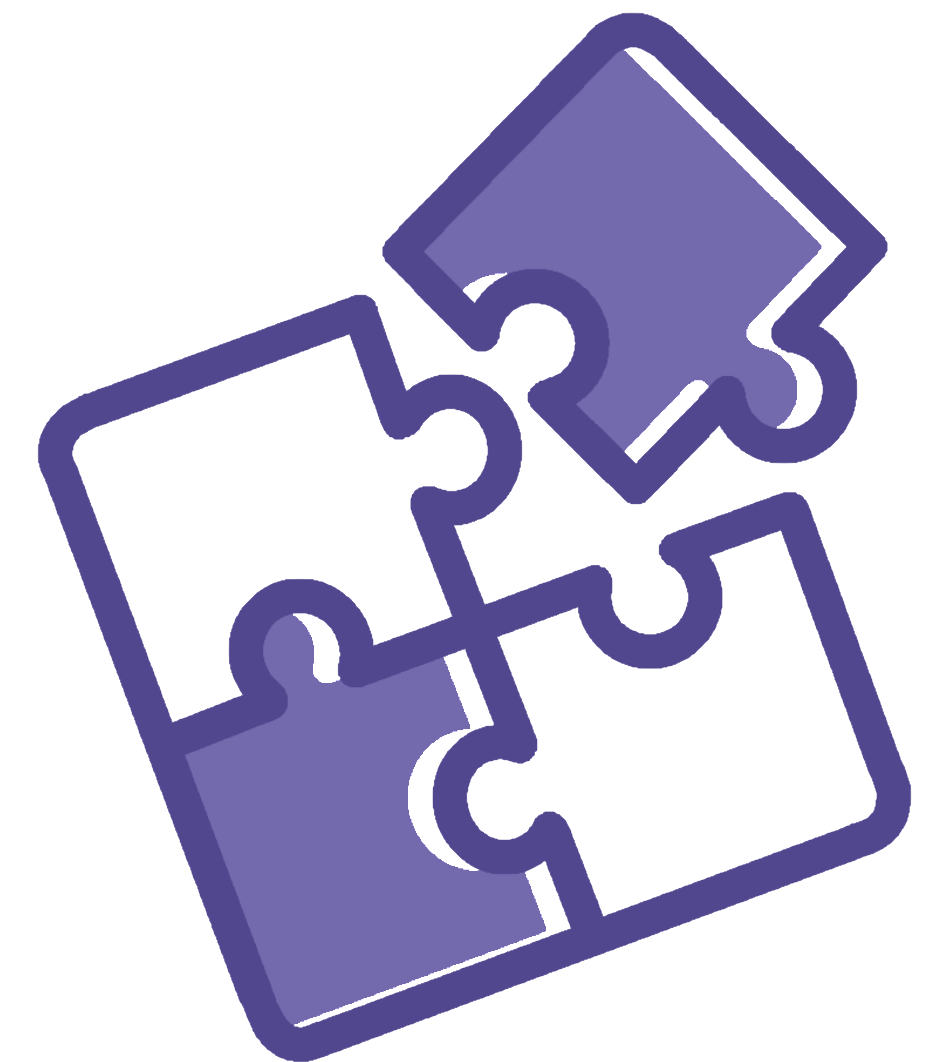
IHI FRAMEWORK CRITICAL COMPONENTS

9 Critical Components

1. Real Time Measurement
2. Wellness & Resilience
3. Daily Improvement
4. Camaraderie & Teamwork
5. Participative Management
6. Recognition & Rewards
7. Choice & Autonomy
8. Meaning & Purpose
9. Physical & Psychological Safety

IHI FRAMEWORK FOR IMPROVING JOY IN WORK

1. **Real Time Measurement**
2. **Wellness & Resilience**
3. **Daily Improvement**
4. **Camaraderie & Teamwork**

IHI FRAMEWORK FOR IMPROVING JOY IN WORK

Real Time Measurement

IHI FRAMEWORK FOR IMPROVING JOY IN WORK

Wellness & Resilience
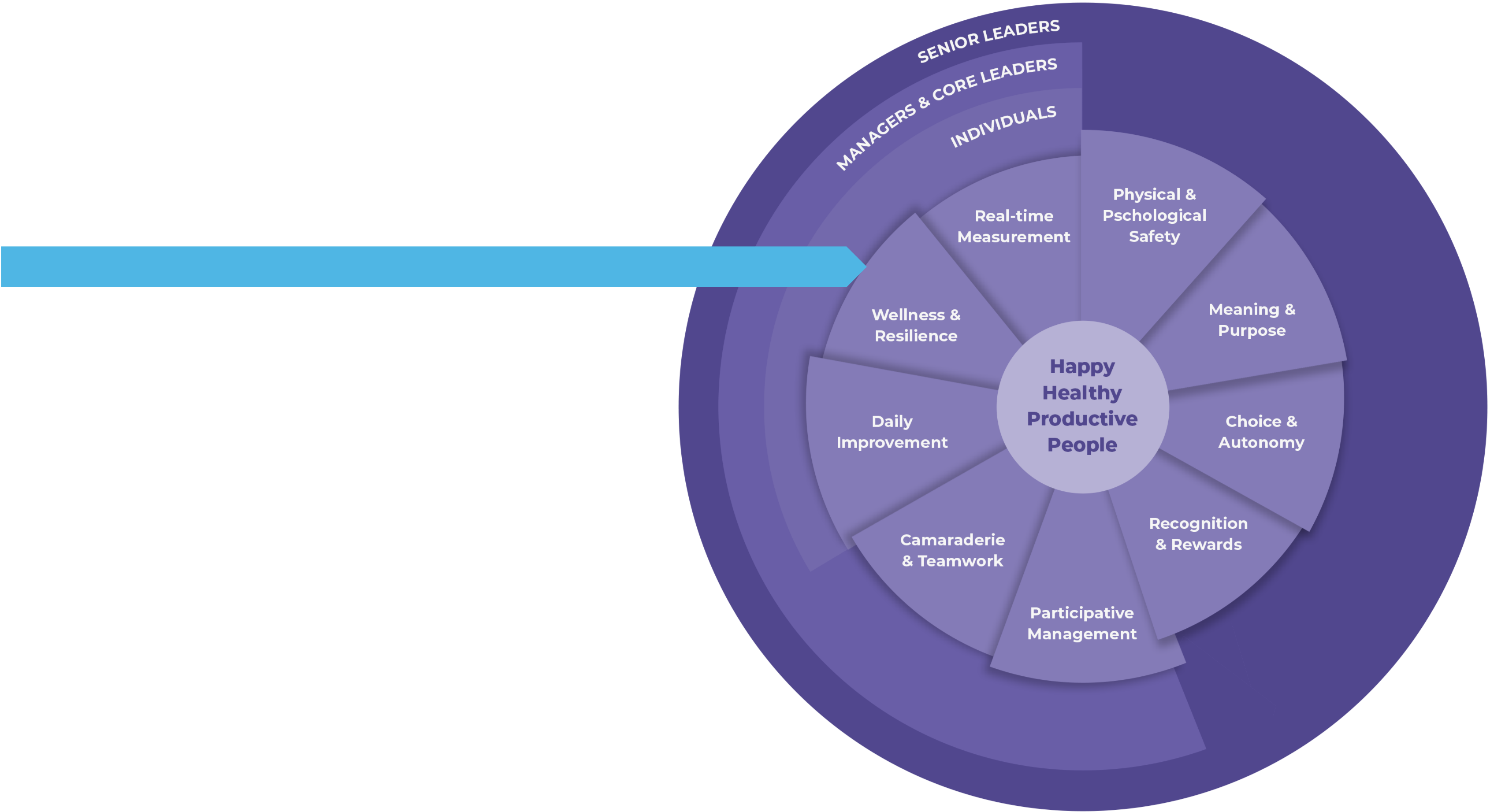
IHI FRAMEWORK FOR IMPROVING JOY IN WORK

Daily Improvement

IHI FRAMEWORK FOR IMPROVING JOY IN WORK

Camaraderie & Teamwork

An International Perspective:
Systematic Review of Joy at Work

Happiness from perspective of **Hedonism** is very old: pleasure
What is pleasant is intrinsically good.

Modern era – well being and positive emotions, attitudes and traits

How can we find the **Eudaimonic** aspect of joy in our work?

The two types of happiness

Research Question

Are there insights from joy in the workplace to improve and sustain nurses' working life?

P = Nurses who are registered or licensed to practice

I = Any application or interventions providing insights into joy in the workplace

C = Status quo according to existing measures

O = Efficacy of interventions related to improving and sustaining joy at work for nurses

Findings thus far . . .

Effectiveness mostly evaluated quantitatively

Few qualitative; mostly observational/comparison

Mostly clinical, few school and research settings

Dominance of mindfulness as an intervention

INTERNATIONAL PERSPECTIVE

**Research to measure and analyze
the relationship between and among
the attributes of Joy at Work and Vocational Identity**
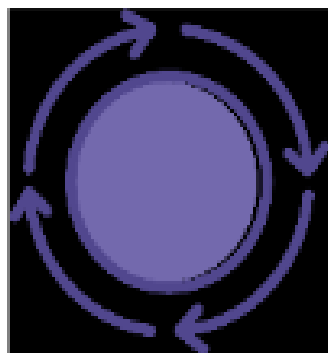
RESEARCH DESIGN	SOURCE OF DATA	DATA COLLECTION	ANALYSIS
Descriptive-evaluative Structural Equation Modelling	Registered Nurses recruited through professional organizations	Online survey posted at Social Networking Sites	Partial least Squares Structural Equation Modeling
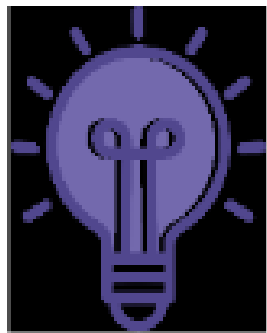
DISTRIBUTION & QUESTIONNAIRE

REGISTERED NURSES:
Participate in our Online Survey
about JOY at WORK

bit.ly/JoyatWork

Open to all nurses. You will receive exclusive zoom backgrounds upon successful completion of the survey.

For questions and concerns, please email the following:

Carole Liske: liskeline@gmail.com
Naomi Tutticci: naomi.tutticci@qut.edu.au
Michael Joseph Diño: michaeljosephdino@gmail.com

JWS
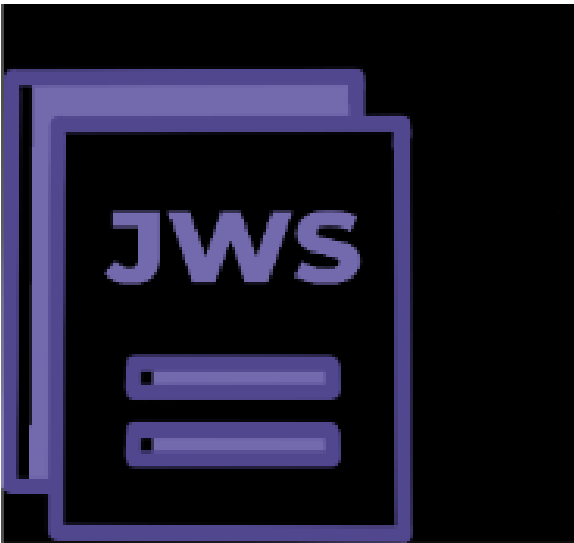
The Joy at Work Scale (Jena & Pradhan, 2017)

18-item Joy at Work survey assessed three subscales: Meaning, Engagement and Growth; Compassion, Sensitivity and Respect and Trust, Support and Flexibility

VIQ

The Vocation Identity Questionnaire (VIQ) (Dreher et al., 2007)

The 9-item VIQ measured sense of calling and finding joy and meaning in life's work

4Q

COVID-19 4-Researcher developed questions

Four researcher-developed questions were included to determine if COVID-19 is a confounder for joy at work

PARTICIPANT DEMOGRAPHICS

DEMOGRAPHIC PROFILE

Sweden | 1

Ireland | 2

United States of America | 14

Bahrain | 1

Japan | 1

Qatar | 2

United Arab Emirates | 1

Saudi Arabia | 4

Oman | 2

Philippines | 199

Singapore | 2

Indonesia | 16

nurses from

14

countries participated

Australia | 5

New Zealand | 4

Area of Work

Clinical — 52%

Education — 39%

Research — 5%

Administrative — 4%

Years of Experience

52% — 0 to 10
36% — 11 to 20
8% — 21 to 30
4% — 31 to 40

82 | 32%

253 registered nurses

via

171 | 68%

RESEARCH METHODS & FINDINGS

RESEARCH RECOMMENDATIONS
IMPLICATIONS FOR ACADEMIC SETTINGS
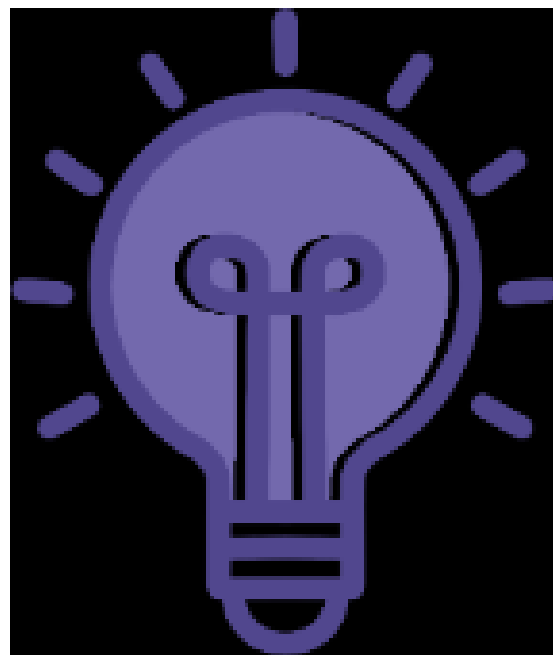
THEORY

VALUE OF JOY IN THE WORKPLACE
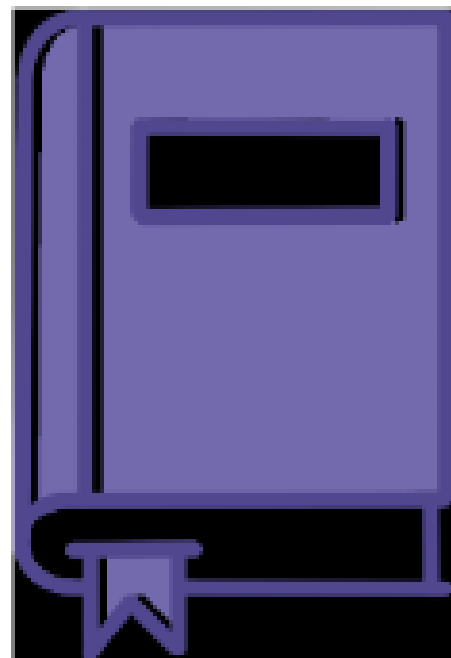
RESEARCH

BASELINE & CONTINUITY OF EVIDENCE
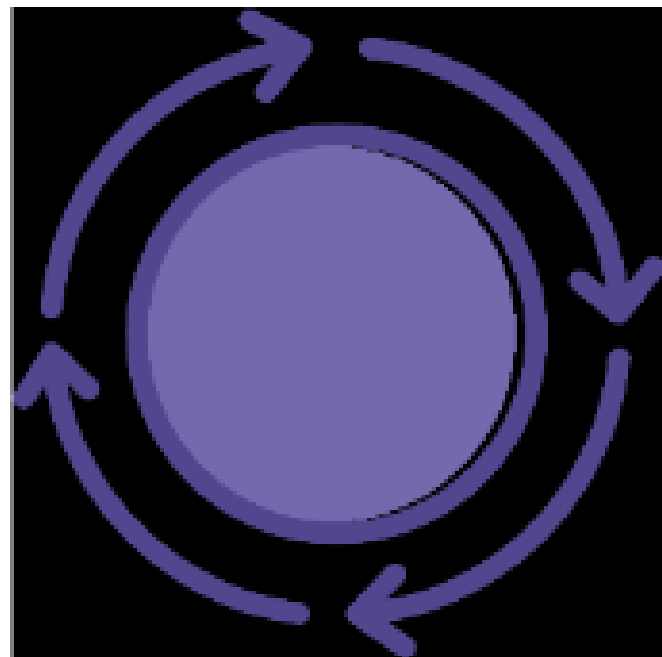
PRACTICE

POLICIES, PROGRAMS AND INTERVENTIONS

KEEPING JOY "ALIVE" – RECOMMENDATIONS

- Enculturate new hires
    - Emphasize THEIR role in preserving the culture

- Increase accountability of lead faculty in fostering joy
    - Peer reflection & debrief
    - Mentoring self-regulation

- Maintain individual & team awareness
    - Preserve joyful work culture
    - Identify the "possibilities"

Build & Sustain a Culture of Excellence through Joy in Work

HALLMARKS OF EXCELLENCE IN NURSING EDUCATION MODEL

ENGAGED STUDENTS
Exhibit enthusiasm for learning .. Be open to new ideas & diverse opinions .. Respect others

DIVERSE, WELL-PREPARED FACULTY
Value, reward, & recognize diverse areas of expertise .. Challenge traditional approaches .. Embrace & lead change

EFFECTIVE INSTITUTIONAL & PROFESSIONAL LEADERSHIP
Promote healthy work environment & civility .. Assume influential positions in the field .. Shape a preferred future

COMMITMENT TO PEDAGOGICAL SCHOLARSHIP
Advance science of nursing education.. Promote scholarly inquiry.. Study impact of learning experiences on health outcomes, practice & policies

EXCELLENCE *in* **NURSING EDUCATION**

CULTURE OF CONTINUOUS QUALITY IMPROVEMENT
Respond to internal & external review.. Engage in sustained evaluation of strategies to achieve excellence

RESOURCES TO SUPPORT PROGRAM GOAL ATTAINMENT
Engage academic & community partners .. Prepare students for the technology-driven practice world .. Support innovation, scholarship & contributions to the field

INNOVATIVE, EVIDENCE-BASED APPROACHES TO FACILITATE & EVALUATE LEARNING
Vary strategies for diverse student populations .. Use approaches that are based on evidence

INNOVATIVE, EVIDENCE-BASED CURRICULUM
Think critically .. Promote cultural sensitivity .. Enhance identity formation .. Foster interprofessional collaboration

THE SECRET OF JOY IN WORK IS CONTAINED IN ONE WORD – EXCELLENCE. TO KNOW HOW TO DO SOMETHING WELL IS TO ENJOY IT.

PEARL S. BUCK

National League for Nursing

Extraordinary Leaders During Extraordinary Times
Making a Difference to Build & Sustain
a Culture of Joy at Work

Making a
Difference

" Love life. Engage in it. Give it all you've got. Love it with a passion because life truly does give back, many times over, what you put into it.

– MAYA ANGELOU

Questions?

REFERENCES

Balik, B. (2018). Joy in work: The vital role of nursing leadership.   *Nurse Leader, 16*(4), 220-223.

Barry, J. M., & Gironda, J. (2018). A dyadic examination of inspirational factors driving B2b social media influence. *Journal of Marketing Theory & Practice*, *26*(1/2), 117–143.

Bartol, T. (2017). Finding joy in the workplace: We all have a role to play. Nurse Practitioner, 42(11), 50-51. https://pubmed.ncbi.nlm.nih.gov/29040179/

Chapman, G. D. & White, P. E. (2012). *The 5 languages of appreciation in the workplace: Empowering organizations by encouraging people.* Chicago: Northfield Publishing.

Edgman-Levitan, S. (2019). 3 Ways to make everyday "What matters to you?" day. IHI Institute for Healthcare Improvement. *https://www.ihi.org/communities/blogs/3-ways-to-make-every-day-what-matters-to-you-day*

Fitzpatrick, B., Bloore, K., Blake, N. *(2019).* Joy in Work and Reducing Nurse Burnout: From Triple Aim to Quadruple Aim. *ACN Adv Crit Care* (2019) 30 (2): 185–188. https://doi.org/10.4037/aacnacc2019833

Galuska, L., Hahn, J., Polifroni, E. C., & Crow, G. (2018). A narrative analysis of nurses' experiences with meaning and joy in nursing practice. *Nursing Administration Quarterly*, *42*(2), 154–163. https://pubmed.ncbi.nlm.nih.gov/29494451/

Liske, C., Tutticci, N., & Dino, M.J. (2023). Joy at work and vocational identity during COVID-19: A structural equation model. Journal of Nursing Research. https://doi.org/10.1111/jnu.12886

National League for Nursing (2018). Healthful work environment toolkit. Retrieved from http://www.nln.org/docs/default-source/professional-development-programs/healthful-work-environment-toolkit.pdf

Newton, R. (2021). Rediscover joy in work. Harvard Business Review. https://hbr.org/2021/09/rediscover-joy-at-work

Perlo, J., Balik, B., Swensen, S., Kabcenell, A., Landsman, J., Feeley, D. (2017). *IHI Framework for Improving Joy in Work*. IHI White Paper. Cambridge, Massachusetts: Institute for Healthcare Improvement. http://www.ihi.org/resources/Pages/IHIWhitePapers/Framework-Improving-Joy-in-Work.aspx

World Health Organization (n.d.). Burn-out an "occupational phenomenon": International Classification of Diseases. https://www.who.int/mental_health/evidence/burn-out/en/