JOY IN WORK TOOLKIT

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Public Health
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NACCHO
National Association of County & City Health Officials

ACKNOWLEDGEMENTS

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About NACCHO

The National Association of County and City Health Officials is the voice of nearly 3,000 local health departments across the country. These city, country, metropolitan, district, and tribal departments work every day to ensure the safety of the water we drink, the food we eat, and the air we breathe.

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NOTE TO
JOY IN WORK TOOLKIT USERS

Dear Joy in Work User,

While the following Framework, Conversation Guide, and Action Guide offer an evidence-based lens through which one can make progress on Joy in Work, authors acknowledge that this concept is highly personal and varies greatly from one individual to the next. Terms such as joy in work, mental wellbeing, or workplace wellness may resonate more with an individual, team, or organization and the term identified as most comfortable should be used when conducting these efforts. Authors encourage users to adjust language to fit their contexts by working with those engaged in these efforts to define joy in work for themselves within their organizational culture, co-creating definitions and expectations around this work.

FRAMEWORK FOR IMPROVING JOY IN WORK IN LOCAL HEALTH DEPARTMENTS

This toolkit is an adapted version of Institute for Healthcare Improvement (IHI) Framework for Improving Joy in Work, modified to meet the needs of local governmental public health workforce. In 2017, the IHI developed the IHI Framework for Improving Joy in Work as a tool for health care organizations to better understand barriers to joy in work that lead to high rates of staff turnover and burnout and co-create strategies to address them. The National Association of County and City Health Officials (NACCHO) adapted this guide for the context of the local governmental public health workforce. This section describes the nine key components of IHI's Framework that supports workplaces to ensure there is joy in work. The toolkit also includes an adapted version of the IHI's "What Matters to You" Conversation Guide for leaders and an Action Guide adapted by NACCHO with strategies to promote joy in work and teaches a conversation style that identifies barriers and supports for joy in work.

Pathway for Joy in Work

The *IHI Framework for Improving Joy in Work* (**Figure 1**) shows the critical components of a system for ensuring a joyful, engaged workforce.

Real-Time Measurement: Contributing to regular feedback systems, radical candor in assessments

Wellness & Resilience: Health and wellness self-care, cultivating resilience and stress management, role modeling values, system appreciation for whole person and family, work/life balance, mental health (depression, anxiety) support

Daily Improvement: Employing knowledge of improvement science and critical eye to recognize opportunities to improve; regular, proactive learning from defects and successes

Camaraderie & Teamwork: Commensality, social cohesion, productive teams, shared understanding, trusting relationships

Physical & Psychological Safety: Equitable environment, free from harm, Just Culture that is safe and respectful, support for the Second Victim

Meaning & Purpose: Daily work is connected to what called individuals to practice, line of sight to organization mission and goals, constancy of purpose

Choice & Autonomy: Environment supports choice and flexibility in work, hours, and use of electronic health records

Recognition & Rewards: Leaders understand daily work, recognizing what team members are doing, and celebrating outcomes

Participative Management: Co-production of joy; leaders create space to hear, listen, and involve before acting; clear communication and consensus building as a part of decision making
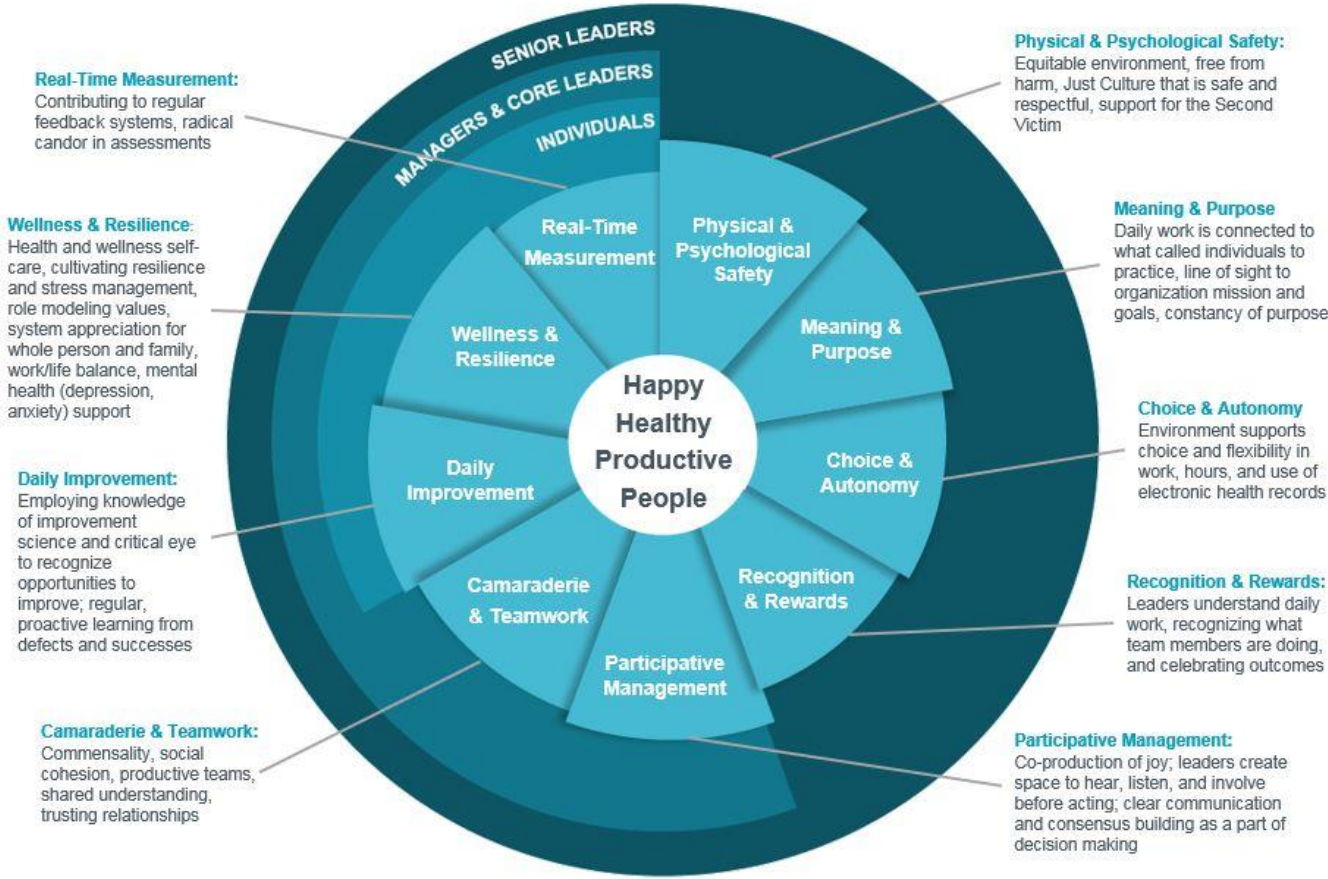
Figure 1. IHI Framework for Improving Joy in Work

Four of the nine critical components for improving joy in work — *physical and psychological safety, meaning and purpose, choice and autonomy, and camaraderie and teamwork* — are fundamental human needs that require the greatest attention, perhaps first. *Fairness and equity*, which can be understood as the fifth fundamental human need, contributes to achieving success in all critical components.

Physical and Psychological Safety

- **Physical Safety** – People feel free from physical harm during daily work.

- **Psychological Safety** – People feel secure and capable of changing;[1] there are respectful interactions among all; people feel able to question, seek feedback, admit mistakes, and propose ideas; and the organization provides full support for the staff involved in an adverse event (often referred to as the second victim).[2]

"Physical safety" is defined as feeling free from physical harm at work. Health care and public health workers, particularly nurses, have very high rates of acute and chronic musculoskeletal injuries, high exposures to blood-borne pathogens and other infections, and across the US there are increased incidences of violence in health care settings.[3] Workplace activities may be in settings that pose risks (e.g., having to walk to dark parking lots or working in communities with potential safety issues). To be fully present at work, colleagues need to feel that adequate precautions have been taken to protect them.

"Psychological safety" is defined by as people feeling secure and capable of changing; they are free to focus on collective goals and problem prevention rather than on self-protection; and they believe that no one will be humiliated or punished for speaking up. They know that staff will not be punished for human errors in unsafe systems, consistent with a just culture. Psychological

safety is a team characteristic rather than an attribute of individuals. It is a climate in which people feel free to express relevant thoughts and feelings or speak up about unsafe conditions without retribution.

Psychological safety is founded on respectful interactions by everyone, and disrespectful behavior is rapidly and consistently addressed. People feel confident that others will respond positively when they ask a question, seek feedback, admit a mistake, or propose an idea. Consistent with exemplar safety environments, psychological safety fosters a climate in which raising a dissenting view is expected and respected, error reporting is welcomed, and people are willing to offer ideas, questions, and concerns.[4] This allows for productive discussion and early detection of problems.

It's imperative to put a focus on equity when addressing psychological safety. Every member of the team must feel respected and comfortable speaking up — not just some. A shared sense of psychological safety is a critical input to an effective learning system that leaders must develop.

Leaders build psychological safety through the following actions:

- Be accessible and approachable;
- Acknowledge the limits of current knowledge, frame the work accurately as complex, and show humility and fallibility;
- Invite participation;
- View failures as learning opportunities;
- Use direct, clear language;
- Set boundaries about what is acceptable behavior and hold others accountable for boundary violation[5]; and
- Develop and sustain a just culture.[6]

Meaning and Purpose

Do people find meaning in their work? Do they feel connected to a purpose that is larger than themselves in service to the community? Do they feel that the work they do makes a difference? Daily work is connected to what calls individuals to the public health profession. There is a line of sight for each person from daily work to the mission and goals of the organization, and constancy of purpose is evident in the words and actions of leaders. Within the public health and health care fields, finding meaning and purpose may be easier as these are inherent in saving lives and keeping communities healthy and happy. Leaders who frequently talk about the purpose of collective work and encourage conversations about the individual and collective purpose in the organization tap into the meaning that each person brings to their work.

Choice and Autonomy

The environment supports choice and flexibility in daily lives and work. Do people feel like they have some choice in how they execute their daily responsibilities? Do they have voice in the way things are done in daily work? Are they a part of decisions on processes, changes, and improvements that affect them? Do they have information to make informed contributions to choices in their work? Do team members have the performance improvement skills and support to improve daily work?

Participative management and shared governance are two longstanding approaches that offer choice. In health care and public health settings, this means staff are empowered to make improvements and to reduce the administrative burden of tasks. This is frequently identified as a "boulder" in experiencing joy in work. From these examples, we learn that colleagues need the freedom and trust to make choices in their daily lives and careers, while following clearly identified necessary rules and guidelines.

Recognition and Rewards

Effective leaders understand daily work, regularly provide meaningful recognition of colleagues' contribution to purpose, and celebrate outcomes. Some of the most meaningful rewards are rarely monetary.[7,8] Organizations that are more successful in their efforts to improve joy in work begin to move away from traditional approaches that often have limited effectiveness. For example, while important for building camaraderie, parties and social gatherings alone are not sufficient to bring joy in work. It is the recognition, camaraderie, and celebration of team accomplishments that are validating, not the party itself.

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. Decision making involves clear communication and consensus building. Participative leaders do three things:

- **Engage before acting:** They involve others in the beginning stages of an initiative to explain why the work is needed and gain commitment before implementing changes.
- **Inform:** They keep individuals informed of future changes that may impact them.
- **Listen:** They encourage colleagues to share and listen to individuals at all levels in the organization. They consistently listen to everyone — not only when things are going well.

Camaraderie and Teamwork

Social cohesion is generated through productive teams, shared understanding, and trusting relationships. Key aspects of social cohesion include:

- Ensuring staff have mutual support and companionship.
- Building a collective sense that each person is a part of a team, working together toward something meaningful.
- Promoting friendships and mentorships so all staff members have someone who cares about them at work whom they can regularly ask for advice.
- Garnering staff trust for organization's leadership.
- Encouraging transparent communication.
- Expressing appreciation for each other's work regularly.

Daily Improvement

The organization uses improvement science to identify, test, and implement improvements to the system or processes. Improvement science entails making specific, measurable, and small changes to address a challenge and learn more about the issue at hand. Teams and the wider organization undertake regular proactive learning from defects and successes. Improvement in processes is part of daily practice.

Wellness and Resilience

The organization demonstrates that it values health and wellness of all employees. This goes beyond workplace safety to cultivating personal resilience (i.e., the ability to bounce back quickly from setbacks) and stress management, utilizing practices to amplify feelings of gratitude, understanding and appreciation for work/life balance and the whole person and their family, and providing mental health (depression and anxiety) support. Taking care of oneself is part of a larger systems approach to joy in work, not a standalone solution.[9]

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.
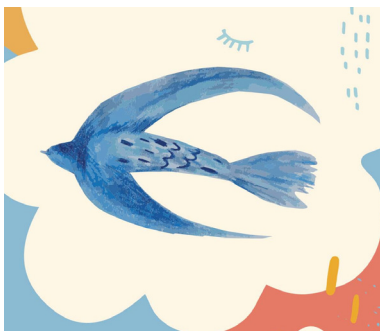
"WHAT MATTERS TO YOU?" CONVERSATION GUIDE & RATIONALE

The path forward from the current state of your organization to a future state of "joy in work" can be achieved using a "What matters to you?" conversation. The content is derived from the "Listen to Understand" material.[10] Leaders at all levels can engage their staff in these conversations to uncover places where they can make changes alongside their staff that promote "joy in work." These conversations tap into appreciative inquiry by identifying bright spots of an employee's current work and seeking to build on strengths. The conversation then identifies unique impediments to joy, known as the person's "pebbles in their shoes." Finally, leaders commit to systems change to close the conversation and immediately act on the discoveries made with staff. The following describes the purpose and principles of the guide and then the five steps involved in the conversation.

Purpose

To increase joy in work, senior and core leaders engage in effective, meaningful conversations with colleagues to understand:

- What matters to you in daily work?
- How to build on assets: What helps make a good day? When we are at our best, what does that look like?
- What gets in the way of a good day?

Principles

- Ask the question, listen to the first response, and then allow for deeper reflection about initial comments. Be comfortable with silence; practice curiosity and inquiry to listen — not just to hear, but also to understand.
- You do not have to fix everything now — the intention of the conversation is listening to understand what matters, then working together using improvement science tools to address the things that get in the way of what matters.
- Ensure that this work is done with colleagues and team members — not *to* or *for* them.

Guide

Step 1. Get Ready

Three "Get Ready" actions will establish a foundation for success. To embark on the steps without making these preparations risks derailing well-intentioned plans.

- **Prepare for the "What matters to you?" conversations:** These are rich, learning conversations — not intended to communicate information, but rather to listen and learn. Leaders are often ill equipped to have effective conversations with colleagues, and many put off these important dialogues because of two primary concerns: 1) *What if colleagues ask for things I can't do?* and 2) *How am I going to fix all the things they identify?* Leaders rightly fear an avalanche of issues falling on them that they are unable to address effectively. Leaders and colleagues should recognize this is a different approach than the usual "I tell you what isn't working and you fix it" approach. The guide helps leaders get started quickly and learn as they go.

- **Train staff at multiple levels to implement these conversations:** Leaders at the local level (e.g., program, department, or clinic) — referred to as "core leaders" — are tasked with guiding the work to improve joy in work in their respective areas. These leaders need the capacity (i.e., time to do the work and improvement science skills) and skill to facilitate the "What matters?" conversations, and to act on the issues that surface. Identifying impediments and then not acting on them intensifies rather than diminishes cynicism. For example, one organization testing these steps asked staff about impediments, but was unable to act at that time. A year later, when leaders returned to colleagues to ask about "What matters?" they were met with frustration — staff were hesitant to participate further because nothing had happened after their previous input.

- **Designate clear roles and champions:** Optimally, joy in work is an organization-wide strategy, led by senior leaders and involving colleagues and leaders at all levels. Core leaders need to identify champions for each activity they wish to undertake to address staff needs to promote accountability. These champions may also take on the "boulders" that are too big for a local unit and begin to address them in the larger organization.

Step 2. Ask Staff, "What matters to you?"

This step is about asking the right questions and really listening to the answers to identify what contributes to — or detracts from — joy in work for staff.[11] These conversations represent a shift towards asking our community partners "What matters to you?" in addition to "What's the matter?"[12] Public health leaders need to ask the public health workforce the same question. Only by understanding what truly matters to staff will senior management be able to identify and remove barriers to joy.

Discovering what matters relies heavily on trusting relationships and assumes that leaders know how to listen. This is not always the case. Strong leaders use effective listening and communication skills to involve others, build consensus, and influence decisions. Teams have found success with using communication boards, surveys, regular staff meetings or more informal meetings to engage, inform, and listen. Identifying what matters need not take a lot of time. However, what works in one setting may not work in another. It's up to leaders to find the method that works best for their colleagues and fits into the daily or weekly workflow.

By beginning with asking "What matters?" leaders engage in a form of appreciative inquiry that taps into strengths or bright spots, or what's already working in the organization, that offer energy for change. Conversation questions may include:

- What makes for a good day for you?
- What makes you proud to work here?
- When we are at our best, what does that look like?

This then sets the context for asking what gets in the way of a good day or what makes for a bad day.

When leaders and team members are frank about what makes for a bad day by identifying the components that contribute to a bad day, leaders and colleagues share the problems and ultimately the solutions. This creates a sense of "we are in this together." While leaders may not take immediate action on all issues, the conversation establishes a place to start to make the work environment and community work better. Through this process, leaders can begin to identify assets and bright spots on which to build, as well as defects in the system that might be improved. By cultivating leaders' ability to work collaboratively, facilitate change, build relationships, and employ a participative management style, the organization will be in a better position to tackle complex challenges.[13]

Step 2. Ask staff, "What matters to you?" — The purpose of the conversation		
Do	**Don't**	**Steps to Try**
Consider asking a colleague who is a skilled facilitator to co-lead the conversations in team meetings Talk about the purpose of the conversation — why you are interested in what matters to staff Share a story about what matters to you and what makes a good day for you	Assume you know what others are thinking or experiencing Promise to fix everything Do this as a one-time activity Talk to just those who are positive and avoid the negative voices	• Purpose = Be able to articulate why you are talking about joy in work • Talk about your commitment to working together to make daily life better for everyone • Emphasize that this is about ongoing improvement, not a one-time or quick fix • Use brief huddles in the work area to have conversations with as many people as possible; this builds inclusiveness

Step 2. Ask staff, "What matters to you?" — Build on assets and "bright spots"		
Do	**Don't**	**Steps to Try**
• Ask staff members to share: • Why I decided to work in public health • What makes me proud to work here • What matters to me in my work is… • What is the most meaningful or best part of my work • I know I make a difference when… • When we are at our best, it looks and feels like... • What makes a good day is…	• Assume all team members will understand what you're talking about immediately; they are often not used to being asked "What matters?" • Assume all will feel safe talking initially • Assume all have the same view • Mandate participation — instead, welcome and invite • Speak for others	• Choose one question to get started, then listen and invite others to comment • Ask follow-up questions to clarify statements • Point out when bright spots are similar; identify the themes you hear • Capture what you are hearing so it is visible (e.g., on a whiteboard) and post the feedback in a location that's visible to all staff

Step 3. Identify unique impediments to joy in work in the local context

Steps 2 and 3 usually happen in the same conversation and continue over time. Having conversations about what really matters to each person builds the trust needed to identify frustrations they experience during the workday. Everyone must feel like their ideas, opinions, and comments will be listened to before they can be open and honest.

Just as answers to the question, "What matters to you?" will vary depending on the individual, the system-level impediments to joy in work will also vary depending on the organization, department, program, or team. Responses to this question, in combination with other real-time data collection and surveys (explained in the measurement section), enable leaders to build a comprehensive understanding of what contributes to joy in work in the organization, as well as what doesn't.

In Step 3, identifying unique local impediments to joy in work is how leaders can begin to address the psychological needs of humans. By building on the "What matters?" conversations, leaders work with colleagues to identify impediments that exist in daily work — the "pebbles in their shoes" — and then set priorities and address them together. This offers everyone a chance to give input on which impediments to address, build camaraderie by working together to remove impediments, and practice equity in respecting all voices.

One area that prototype sites identified as a challenge in Step 3 is how to respectfully handle the negative team members — those who complain, but don't participate in identifying solutions. Most leaders were pleased to discover that by initiating the "What matters?" conversation with colleagues first, spending time truly listening — rather than defending or saying why something will not work, clarifying what they heard, and adding the impediments identified to

the suggestions list or notes — led to positive engagement. Emphasizing a focus on what staff can do together to address the impediments using improvement science methods and tools was vital for these teams. This led to previously negative members joining in as they developed hope that irritants in daily life would be addressed.

Step 3. Identify unique impediments to joy in work — The "pebbles in their shoes"		
Do	**Don't**	**Steps to Try**
Ask members to share: • What gets in the way of what matters (the "pebbles in their shoes") is… • What gets in the way of a good day is… • What frustrates me in my day is…	Stay with general or broad comments ("never," "always," etc.) Allow a single person to do all the talking Assume people know you have heard them Feel you need to immediately solve every issue identified Think you need to do this all yourself	• Purpose = Be able to articulate why you are talking about joy in work • Talk about your commitment to working together to make daily life better for everyone • Emphasize that this is about ongoing improvement, not a one-time or quick fix • Use brief huddles in the work area to have conversations with as many people as possible; this builds inclusiveness

Step 4. Commit to a systems approach to making joy in work a shared responsibility at all levels of the organization

Making a workplace joyful is the job of leaders. Nevertheless, everyone from senior executive leaders to administrative staff has a role to play. From creating effective systems to building teams to bolstering one's own resilience and supporting a positive culture, each person contributes. According to most sites engaged in the IHI prototype testing, it is critical for leaders at all levels to dedicate time, attention, skill development, and necessary resources to improving joy in work. Leaders from the American Association of Critical Care Nurses shared that it is vital to have a constant champion dedicated to joy in work to ensure momentum and sustainability.

Improving joy in work is directly linked to the skills of leaders at all levels. Organizations cannot just delegate responsibility for joy in work to the Human Resources department; it is everyone's job. In Step 4, it is most important to note that although there is a shared responsibility, not everyone does everything. The *IHI Framework for Improving Joy in Work* (see Figure 1) shows nine core components that contribute to a happy, healthy, productive workforce. In addition, the three outer rings of the framework show who is responsible for these components: senior leaders are responsible for all nine components; managers and core leaders are responsible for five components; and individuals, for three components. The responsibilities depicted in Figure 1 are meant to help leaders assess and plan for ongoing development of behaviors and systems at all levels to improve and sustain joy in work.

Step 4. Commit to a systems approach to making joy in work a shared responsibility at all levels of the organization — Co-design next steps		
Do	**Don't**	**Steps to Try**

• List what the team identifies as bright spots and impediments
 	
• Ask, "What should we tackle first?"
 	
• Ask that all individuals participate in the local improvement work
 	
• Be specific about improvement (e.g., "We will develop our skills in improving this process starting tomorrow")
 	
• Take immediate action with team members and ensure ongoing communication and follow-through
	• Judge, accept, or deny ideas
	
	• Take it all on yourself
	
	• Ask, then do nothing
	
	• Allow large gaps of time to occur between the initial conversation and follow-up conversations
		• Engage others and support creative thinking through the sharing of ideas
		
		• Use a short list of criteria to choose where to start — the issue…:
		
		   * Is something we can do in our area right away, beginning small tests of change within 24 hours
		
		   * Is an improvement that is a quick win
		
		   * Is meaningful to several team members
		
		   * Is one that team members are willing to test
		
		• You or team members provide brief daily updates to the team
		
		• Community can be a source of energy for the team and reinforce why it's important for team members to act on changes that impact what matters

Certain barriers to joy need to be addressed before others and it's critical to recognize some basic psychological preconditions for joy in work. With Maslow's hierarchy of needs in mind, we identified that five fundamental human needs must be met to improve joy in work.[14] These five needs play a central role in the *IHI Framework for Improving Joy in Work* (see Figure 1): physical and psychological safety; meaning and purpose; choice and autonomy; camaraderie and teamwork; and fairness and equity. The first four fundamental needs are discussed in more detail below. Fairness and equity were previously addressed at the beginning of the paper and contribute to each of the core components. While all five of these human needs will not be resolved before addressing local impediments to joy in work, actions and a commitment to addressing all five will ensure lasting results.

Step 5. Use improvement science to test approaches to improving joy in work in your organization

There are many ways to take a systems approach to improving joy in work. The aim is to make the change process rewarding and effective. Using principles of improvement science, organizations can determine if the changes they test are leading to improvement; if they are effective in different programs, departments, and clinics; and if they

are sustainable. In IHI's prototype initiative, teams used the Model for Improvement[15] or another improvement method that was standard in their organization. In all cases, the teams set an aim for their work, decided on measures that would tell them if they were making progress, and selected components of the Framework for Improving Joy in Work as areas in which to test changes.

This example highlights key elements of improvement science:

- Make sure the aim is clear and numerical (how much, by when).
- Start small and use data to refine successive tests.
- Make sure the change idea works before getting more people involved or spreading the change. With confidence that the change works, then try it in many different situations.
- Track results of every test, using process measures first and then ultimately outcome measures; share results openly and help team members understand and use the data.
- Improvement is participative and involves everyone, from senior leaders who set the organization's strategic aim and support improvement, to core leaders who drive improvement every day, to the individuals who identify problems, seek and test solutions, and track the results.

Step 5. Use improvement science to test approaches to improving joy in work in your organization		
Do	**Don't**	**Steps to Try**
• Build on the previous three steps • Leaders role-model using improvement science (e.g., Model for Improvement; Lean) — improving with staff — as the organization strives to improve systems • Celebrate lessons learned — when a test fails, say "look what we learned from this" and keep testing • Begin to link the changes for joy in work to other improvements (e.g., how one improvement helps increase safety or efficiency) • View improvement as part of daily work, something that is an essential part of each person's role • Put systems in place to monitor changes, to ensure they are sustained or to signal a need for further improvement • Use change ideas from the Adapted Action Guide to Support Staff Well-Being and Joy in Work section to challenge the team to continue to aim high • Celebrate small wins • Experiment — understand which changes you test have the most impact and then expand on these	• Try to "fix it" by yourself as a leader • Try changes that are too big or too complex, or try to change everything at the same time • Assume you know the solution • View this work as a project • Assume that changes will be sustained • Move on to the "next thing" • Fail to develop a short-term and long- term measurement strategy	• Develop a clear aim: have individuals co-create the aim (achieve what, by when) so everyone knows the target/goal you are working toward • Ask for volunteers, especially those who have a passion for change, to help with improvement • Go small to go fast: use rapid, short PDSA cycles to test ideas (e.g., test one small change this afternoon, in one location); if you can't make progress quickly, try breaking the improvement into smaller parts • Build capacity: teach improvement science to team members as you do tests of change • Measure results: a combination of fast, short-term feedback and long-term feedback that includes process measures first, then outcome measures; share results; keep testing • Measure ongoing results to ensure sustained results • Ask "What's next?" and "What can we do even better?" • Provide regular recognition for the changes implemented and sustained over time • Remind team members of the progress made
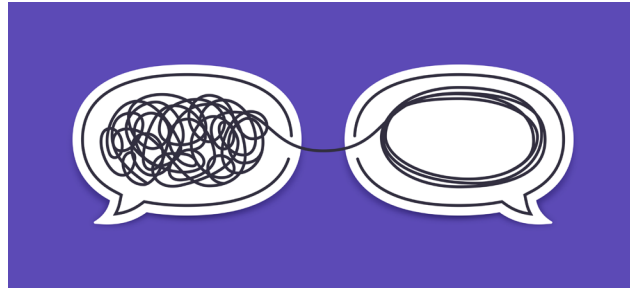
ADAPTED ACTION GUIDE TO SUPPORT STAFF WELL-BEING AND JOY IN WORK: A RESPONSE TO COVID-19

Principles

The COVID-19 pandemic and the many societal changes that arose in its wake have made demonstrable impacts on the wellbeing of the public health workforce that continues to work on response and recovery efforts. According to the Public Health Workforce Interests and Needs Survey (PHWINS) data on *Rising Stress and Burnout in Public Health* using data collected September 2021 through January 2022, more than half of public health employees reported at least one symptom of post-traumatic stress disorder. [16] Survey data demonstrated that 27% of employees were considering leaving within the next year (not due to retirement) citing work overload/burnout, stress, and organizational climate/culture as three of the top five reasons.[17] Actions leaders can take to address these root causes of burnout and dissatisfaction have been organized around the core pillars of the "joy in work" framework, detailed below.

The *Adapted Action Guide to Support Staff Well-Being and Joy in Work* is designed to support public health and healthcare leaders to:

- Work in partnership with all staff to contribute to the essential evidence-based needs for joy in work (even in stressed times) that are required for healthy work environments: [18]
  - Physical and psychological safety
  - Meaning and purpose
  - Autonomy and control

- Address COVID-19 pandemic-related working conditions:[19]
  - Time pressure
  - Chaos and control
  - Culture, including trust in the organization, with an emphasis on communication and information, cohesiveness, and values alignment with leadership

- Support staff with pandemic-related sources of anxiety

Actionable Ideas to Test

This guide helps leaders get started quickly with conducting effective conversations, learning as they go, and resolving issues that arise from such conversations. The tables that follow include actionable ideas that leaders can quickly test during the COVID-19 pandemic and recovery efforts and should support sustained actions in alignment with a joy in work strategy as this pandemic subsides.

| Physical and Psychological Safety			
Hear Me: Listen and act on lived experience to understand and address concerns to the extent organizations and leaders are able			
Do	**Don't**	**Steps to Try**	**Sustain Joy in Work**
Conduct frequent, brief well-being huddles (weekly) to learn about current pressing issues Listen, do not interrupt Learn what is going well, not just problems Acknowledge the complex emotions of promoting public health in the face of uncertainty	Assume you know since concerns may vary by individual Ignore the strengths and bright spots Underestimate the learning required (and time it takes) to address pandemic and non-pandemic efforts	• Ask: "What concerns do you have for the community, yourself, or the team?" • Ensure you understand by confirming: "Here's what I hear you saying — do I have that right?" • Ask: "What do we still need to learn?" • Ask: "What can we do together that would help right now?"	Continue well-being huddles to learn about current pressing issues for staff and focus on what matters most to teams Try different small tests to identify the huddle time, agenda, and facilitation structure that works for each group
Recognize that frustration and anger normal reactions to change, not a personal attack	Promise to fix an issue when you may not be able Make decisions that affect staff without their contribution	• Ask: "Are there steps we can take right now, as a team?" • Ask: "How can we do this together?" • Ask: "What can we stop doing? What makes no sense to continue?"	Empathize with staff when they encounter change and invite them to co-design it Partner with staff in decisions that affect them

Recognize that individuals respond differently to stress, and fear may be expressed as concerns (e.g., regarding pushback from the community and workplace chaos)	Judge or deny	• Acknowledge and support: "No one has ever gone through what we're dealing with now. Together as a team we will take steps that make sense for us, and we'll learn from others." • Listen to the concerns and the emotion — "It sounds like you are very worried right now" — then address the facts	Create a peer support and coaching network
Promote psychological safety	Be threatened by staff speaking up	• Affirm: "Never worry alone — if you have a question, so do others." • Ask: "What are you most worried about right now?"	Develop conversation skills that create a psychologically safe space for team members to share what matters and what's getting in the way of more good days
Invite staff to share positive stories with one another	Assume people have a way to process their unique experiences	Ask: "What good thing happened this week?	Conduct both one-on-one and team conversations about "What Matters to You"
Offer realistic hope	Provide false assurances: "We'll be through this in 2 weeks"	Inform: "We intend to have all staff back to their core projects at 0.75 FTE by X date."	Share all data transparently

Physical and Psychological Safety			
Care for Me: Provide holistic support for team members and their families			
Do	**Don't**	**Steps to Try**	**Sustain Joy in Work**
Identify what support looks like for staff and their families Mobilize efforts to obtain support	Ignore the personal and family toll that working through and/or on the pandemic has had on staff	• Ask: "What would support look like for you today?"	Assess effective support systems for all
Recognize that mental illness may increase during times of intense stress	Ignore that staff may have mental health needs	Offer assistance: "Our mental health is vital for all of us and our community. Let me or your provider know if you need help."	Provide accommodations for mental health needs Create a peer support and coaching network
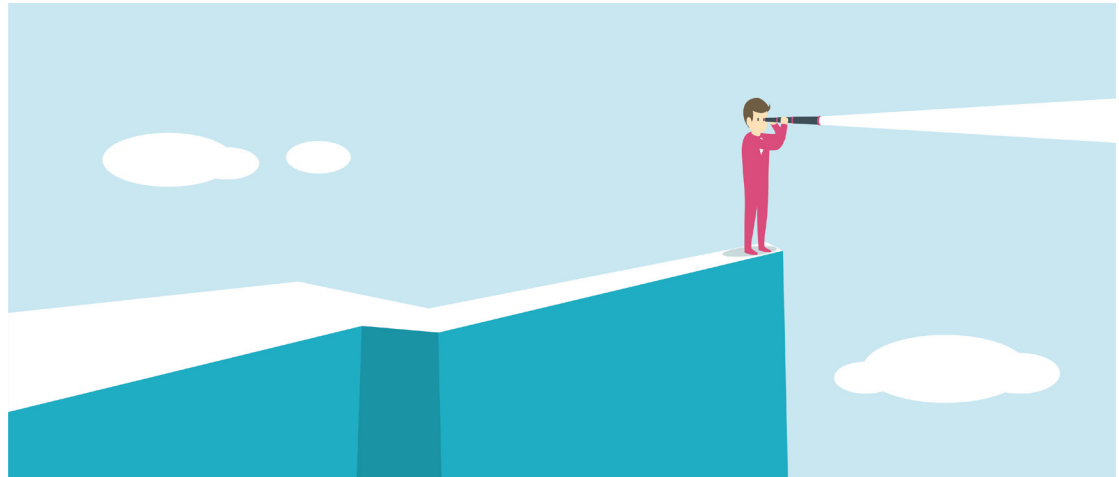
Autonomy and Control			
Prepare Me: Provide training and support for public health efforts in across programs			
Do	**Don't**	**Steps to Try**	**Sustain Joy in Work**
Be honest	Assume you know what each person needs to be competent in new roles or work	Use what you know about your staff's values, loyalties, and losses to acknowledge reservations honestly: • "I know this is uncomfortable to return to work that you have not been able to dedicate time to for so long. • "Adjustment to new roles outside of emergency response may change your relationship to the work." • "We have training plans and want to hear how it's going for you every day."	Provide training based on lessons learned and in relationship-centered communication skills

Be clear about the role and expectations of those engaging in adaptive change	Provide information that staff do not need or will not use	Ask: "Here are the steps we have planned to help you engage with community partners. What else do you think you'll need today?"	Share what you know and what you don't know Share good and bad news
Encourage rapid tests of change and learning	Blame when failure happens	Ask: "These are the three tests we have going right now — any ideas on them?"	Highlight learning gained to decrease fear of failure
Develop mutually agreed upon communication standards i.e. use of instant messages, email, video conferences, in-person meeting or phone calls Ensure that staff understand where they sit within the organization's structure	Rely on email Assume people have all the information they need if they are not asking questions	• Ask: "What communication methods work best for you?" • Ask: "What questions do you have?"	Harvest lessons learned about effective communication to a range of staff
Develop "safety nets" for staff	Expect people in new roles to function quickly with limited support	Offer assistance: • "This shift Diana is your support person. You can ask her anything." • "Team members are here to help one another. Never worry alone."	Harvest lessons learned about effective staffing, new workflows, and successful tests

Meaning and Purpose			
Support Me: Acknowledge demands and human limitations in times of great community need			
Do	**Don't**	**Steps to Try**	**Sustain Joy in Work**
Be present and aware of your tone in as many ways as possible (including virtually)	Avoid staff	• Ask: "How are you?" — then listen • Ask: "What do you need right now?" • Ask: "What is a source of joy for you right now?"	Ask team members "What matters to you?" to connect their sense of meaning and purpose to the team and the organization
Use consistent value statements to connect staff to core needs: 1) purpose and meaning, 2) control, and 3) physical and psychological safety	Be silent Assume staff know what you're thinking Give confusing messages	Provide assurance and support: • "As a team, we will figure out how to best address this community need." • "This is when we are at our best — working together for the community." • "Never worry alone." • "This is all new ground, so no one has the all the answers. We'll figure this out together."	Model the way: Leaders develop narratives about the meaning of their own work and share widely Focus on who is being served by the daily work, and link that work to the organization's mission

Endorse self-care	Ignore self-care	Provide gentle reminders:	Build on lessons learned about self-care among teams
Provide emotional and psychological support only if you are able	Assume stress reduction is an individual responsibility alone	• "We work together to keep each other safe." • "Silence is our enemy — if you have questions or ideas, please speak up." • "Take 15 minutes for a well-being break." • "Take 10 deep breaths and picture a calm place." • "The employee assistance program (EAP) services are available to all staff. EAP can identify online apps to reduce stress."	

Express gratitude Link appreciation to meaning and purpose Promote and praise teamwork at every opportunity Link daily work to the values of senior leaders and the organization	Assume leaders do not also express their thanks to staff just because the public is already thanking them Be silent about essential requests and concerns with senior leaders	Say "thank you" and be specific: • "This work is what we are called to do, and the community is seeing that." • "What we've done the past X weeks is exactly how great teams work! Thank you!" • "The senior team is very receptive to hearing the concerns you have."	Express gratitude Link appreciation to meaning and purpose Link appreciation to shared identities Promote and praise teamwork, testing, failing, and learning and at every opportunity
Ensure support systems are in place to ease burdens (e.g., prompt IT and HR responses to employee needs) Reduce stress and guilt around taking vacation or personal time, including ensuring that work does not pile up when staff take breaks	Expect usual problem solving by overburdened or anxious staff Expect usual productivity when staff have planned time out of the office	Inform: "Our HR have a 2-business day response time so any issue brought to them will receive prompt attention." Inform: "Returning back to work after time off can be overwhelming so I encourage you to update your stakeholders on any deadlines that may have to be delayed. Taking time off should not add to your stress."	Harvest lessons learned about support systems that do and do not work

Camaraderie & Teamwork			
Build Community with Me: Support staff to build safe and strong professional relationships			
Do	**Don't**	**Steps to Try**	**Sustain Joy in Work**
Provide staff with un-regimented time with coworkers to develop personal relationships and connect authentically Make time for simple "how are you?" conversations with individual staff members	Mandate staff to share personal experiences or connect with one another beyond their level of comfort	Ask: • "How have you been?" • "How can we support you?"	Build on existing relationships to demonstrate respect for the individual beyond their daily work

Recognition & Rewards			
Encourage Me: Reward staff for behaviors the team wishes to encourage			
Do	**Don't**	**Steps to Try**	**Sustain Joy in Work**
Ask employees how they would like to be recognized for their achievements Use multiple forms of rewards to celebrate achievements Reward progress, no matter how small the win may be Be specific in what behaviors, outputs, or outcomes you are hoping to celebrate Tie rewards to purpose and meaning in work	Assume that all employees would like to be celebrated the same way Celebrate behaviors that are ultimately harmful to staff (i.e. overworking to increase productivity) Promote rewards that encourage teammates to compete with one another against the interests of the organization	Facilitate a team-based conversation about what the team wishes to celebrate and their preferred means of celebration Ask staff if they are comfortable with being publicly applauded for their work or if they wish to be celebrated in another way Ask staff if current rewards and recognitions motivate them	Link rewards and recognitions to behaviors that are sustainable and beneficial to the team as well as the organization

Wellness & Resilience			
Nurture Me: Promote a whole person focus on wellness			
Do	**Don't**	**Steps to Try**	**Sustain Joy in Work**
Model a work-life balance that you hope to see in your staff, ensuring that these behaviors are visible Encourage employees to practice self-care for short spurts within business hours using exercise and mindfulness Promote stress management techniques Be understanding of employee's need for a break, time off, or mental health leave	Promote habits that you do not feel you can take on yourself due to stress or other work-based factors Guilt, shame, or ignore when an employee voices needing time to recover or attend to their health	Do a short inventory of your own wellness and resilience techniques, identifying where you can do better and where you can more openly share your efforts with staff to normalize them Ensure that time off to account for mental health needs are equally as protected as physical health needs in written policies and in discussions with staff Gauge staff interest in learning stress management techniques specific to their roles and experiences (i.e. managing stress from trauma)	When orienting new staff, promote all existing benefits and norms that are intended to support employee wellness and resilience Revisit benefits that support wellness and resilience often to adjust them to current staff need

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