

## **Project Title**

Empowering Team Leaders in Building a Joyful Workplace - TeamJOY™ -

## **Project Lead and Members**

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Tan Kok Hian

## **Organisation(s) Involved**

SingHealth Duke-NUS Institute for Patient Safety & Quality, SingHealth Community  
Hospital, SingHealth

## **Healthcare Family Group(s) Involved in this Project**

Healthcare Administration

## **Applicable Specialty or Discipline**

Healthcare Administrators

## **Project Period**

Start date:

Completed date:

## **Aims**

To measure the effectiveness of the design of CAPA (Civility, Appreciation, Policies & Plans, Appreciative Enquiry) Framework in TeamJOY™ in empowering leaders in building a joyful workplace.

## **Background**

See poster appended/ below

## **Methods**

See poster appended/ below

**Results**

See poster appended/ below

**Conclusion**

See poster appended/ below

**Project Category**

Organisational Leadership

Human Resource, Staff Wellbeing

**Keywords**

Wellbeing, Patient Safety, Work Performance, Workplace Civility

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# Empowering Team Leaders in Building a Joyful Workplace - TeamJOY™



## Institute for Patient Safety & Quality

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### Introduction

TeamJOY™, a cluster programme for team leaders to build a healthy, joyful physical and psychological workspace was introduced in 2022 by SingHealth Duke-NUS Institute for Patient Safety & Quality (IPSQ). TeamJOY™ is curated for team leaders to understand the relation between wellbeing, patient safety and work performance, workplace civility and the importance of a joyful workplace.

### Aim

To measure the effectiveness of the design of CAPA (Civility, Appreciation, Policies & Plans, Appreciative Enquiry) Framework in TeamJOY™ in empowering leaders in building a joyful workplace.

### Methodology

TeamJOY™ is co-developed and co-facilitated by IPSQ and leaders from SingHealth Wellness office and Joy at Work (JAW) Taskforce. The introduction of CAPA Framework (Fig.1) in TeamJOY™ is structured and collaborative.

Leadership CAPA for Joy in Workspace Importance of embedding Joy at Work for Patient Safety in your workspace	
CAPA - Corrective Actions and Preventive Actions and stands also for:	
CAPA	Intent
Civility	Promote Civility and nurture a healthy & non toxic workspace. Engender a safe place where staff can speak up & seek help. Positive gesture of respect and dignity
Appreciation	Appreciate and value your Staff. Nurture your staff psychological capital. Recognise their work, contributions and achievements.
Policies and Plans	Make effective use and optimal use of available policies and plans
Appreciative Enquiry	Enquire, listen and appreciate what concerns and matters to staff. Improve and feedback to staff to create a virtuous cycle of feedback

Fig. 1 CAPA Framework

Through the online pre-workshop anonymous survey, the participant's team joy at work status was analysed and ranked based on the 9 SingHealth Joy at Work Domains (Fig.2). Result was shared with participants at the start of the workshop.

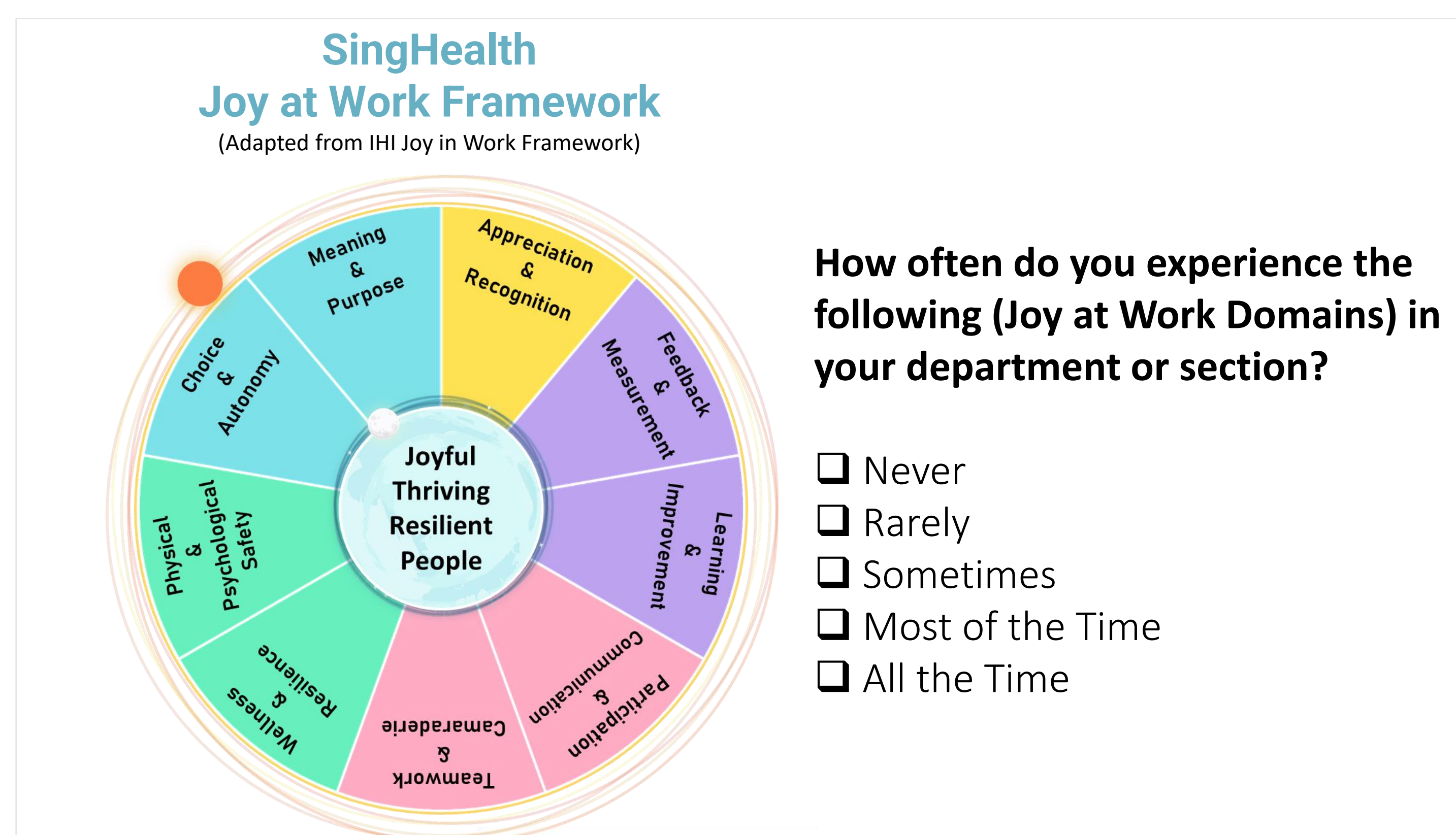


Fig. 2 Pre-workshop Survey based on SingHealth JAW Domains

Interactions through live word clouds, role-plays and case studies were built in for participants to learn and see from other's lens.

The Leadership dialogue (Fig.3), a safe environment for SingHealth leaders to share and exchange their valuable experiences in building JAW with participants was also one of the workshop highlights. The content was adapted and contextualised, with refinements made after each workshop.



Fig. 3 TeamJOY™ with senior leader - Prof Chua, who was invited for the dialogue

### Result

3 successful runs (2 pilot runs and 1 cluster run) were held to date, with 49 participants across various SingHealth institutions.

From the evaluation, 100% of respondents (n=36) agreed programme objectives were met. 100% was satisfied with TeamJOY™. Rich sharing and reflections through the word cloud activities (Fig.4) show participants common perspectives and concerns which made them feel validated.



Fig 4 Example of Word Cloud Activity (Consolidated Responses)

With the successful runs and positive feedback received, NHCS, SCH and KKH Nursing are planning to adopt TeamJOY™ to spread within their Institutions. The identified trainees will be undergoing the Train-the-Trainer TeamJOY™ to acquire the knowledge and insights as TeamJOY™ Trainers.

### Conclusion

The designed CAPA Framework in TeamJOY™ is effective in supporting team leaders to build a joyful workplace. There is demand, and TeamJOY™ will be sustained by a certified pool of faculty.