

A Narrative Analysis of Nurses' Experiences With Meaning and Joy in Nursing Practice

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Health care transformation is guided by the triple aim of improving health, enhancing the patient experience, and reducing costs. Experts have recommended the addition of a fourth aim, improving the experience of providing care. They advise that achievement of the triple aim will only be possible if we create the conditions where health care workers can find meaning and joy in their work. Nurses' experiences with meaning and joy in their practice have not been well described. In an effort to fill this knowledge gap, nurses across the nation recently participated in a qualitative study to share their experiences with meaning and joy in their nursing practice. The study utilized a narrative inquiry approach with a lens of appreciation to elicit and interpret nurses' stories. The stories, recorded and archived in StoryCorps, provided rich insight into meaning and joy in nursing practice. The study captured contemporary themes that crossed practice settings and generations across the United States. Four themes emerged from the analysis, including: fulfilling purpose—"I am a nurse"; meaningful connection; impact—the wow factor; and the practice environment. The practice environment theme included 3 subthemes: teams work, leaders model the way, and opportunities to learn and grow. The themes are described and illustrated with participant quotes. The study findings build on published evidence related to meaning in nursing practice and our conceptual understanding of joy. Results align with recommendations for defining and focusing on the fourth aim: To improve the practice experiences of nurses so they can more fully contribute to achieving both the triple aim in health care and their own well-being. Specific implications for leaders and supportive practice environments are discussed. **Key words:** *impact, joy, meaning, meaningful connection, nurse stories, purpose*

IN an era of accountable care, health care organizations strive to produce excellent health outcomes at a reduced cost for patients, families, and communities. Experts rec-

ognize that achievement of the triple aim of improving the health of populations, enhancing the health care experience, and reducing costs¹ will not be attainable without the addition of a fourth aim. Bodenheimer and Sinsky² suggested the additional aim of improving the work life of caregivers. Sikka et al³ acknowledge that an engaged workforce is critical for the delivery of high-value care. They recommend a focus on joy and meaning for all care providers, and emphasize that improving the experience of providing care is essential for a high-performing health care system.

A 2013 National Patient Safety Foundation roundtable report on joy, meaning in work, and workforce safety⁴ established expert opinion on the importance of reducing harm to caregivers, as they care for people in their most vulnerable times. The report

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described physical, psychological, and emotional safety as preconditions for health care workers to find purpose and joy in their work. Health care environments in which all members of the team are treated with dignity and respect allow caregivers to make contributions that bring joy and meaning to their lives. Recommended strategies for health care organizations include establishing shared values, safety, high-reliability practices, learning and improvement, recognition processes, and further research. These recommendations are not specific to any health care provider group.

Nurses are the largest group of professional providers of health care, so understanding their experiences of meaning and joy is important to better understand the fourth aim. The study described in this article addresses this question through narrative analyses of nurse stories. Describing experiences, across settings and in varied roles, where nurses have found meaning in their practices and how those experiences relate to joy was one of the study goals. In addition, researchers aimed to explore factors contributing to nurses' experiences of meaning and joy. Identifying experiences that produce meaning and joy for nurses, and the conditions that support these experiences, will inform leadership and cultural practices to enhance the care experience.

REVIEW OF LITERATURE

The modern domains of nursing practice present complex and demanding environments. With increased emphasis placed on task completion and electronic documentation, nurses may be challenged to provide safe, effective patient-centered care that results in positive outcomes and a satisfying patient experience. As nurses and health care business models strive for excellence in care, nurse engagement in work is a cornerstone of an effective health care delivery system.⁵ Joy and meaning are 2 essential concepts of creating and sustaining an engaged nursing workforce. Lucian Leape Institute has shared

a definition of joy as "the emotion of pleasure, feeling of success, and satisfaction as a result of meaningful action."^{4(p2)} Meaning relates to the perceived "importance of an action,"^{4(p2)} a sense of purpose, value, or making a difference through action.⁶

The experience of meaning and joy for nurses and specific strategies to improve the experience of providing nursing care have not been well described. Nurse engagement has been measured in health care organizations as an important metric related to nurse vacancy and turnover, as well as an important driver of patient satisfaction.^{7,8} Workplace factors such as leadership, empowerment, and the opportunity for meaningful work have been linked to nurse engagement and satisfaction.⁹

Pavlish and Hunt⁶ explored meaningfulness in acute care and public health nursing practice and identified themes of connections, contributions, and recognition. Nilsson et al¹⁰ supplement this work by emphasizing that maintaining personal-professional integrity, in the demands of the hospital environment, influences patient care outcomes. They posit integrity is challenged when the desire to provide "ideal" care is met with the reality of completing necessary tasks in a timely manner. This dichotomy threatens personal values and how nurses form meaning in caring for others.

Investigators have begun to study the concept of joy in nursing. In Cottrell's¹¹ concept analysis of joy, she defines it as an unintentional period of exuberance that is limited by temporal boundaries and is often preceded by personal traits and memory. Buaklee et al¹² explored the role of happiness in the work of advanced practice nurses (APNs). In their narrative inquiry, they found that lack of achievement, the effort to be happy, and personal definitions of happiness all affect APNs' level of joy in their work. Findings from their study also showed that joy in nursing is tightly linked with personal experience and organizational support.

Organizational culture is an influencing factor on nurses' ability to find joy and meaning. Morath et al¹³ point out that an unsupportive

environment can have physical and psychological repercussions, which lead to decreased patient safety. Utriainen et al¹⁴ have identified challenging and meaningful work as a core factor. In order to actively engage nurses in the work environment, a sense of purpose and community should be cultivated.

In 2017, the Institute for Healthcare Improvement (IHI) issued a white paper titled "IHI Framework for Improving Joy in Work."¹⁵ According to the IHI, "joy is a system property . . . generated by the system and occurs organization wide . . . (it) not only impacts individual staff engagement and satisfaction, but also patient experience, quality of care, patient safety and organizational performance."^{15(p5)} The authors emphasize the strategic importance of improving joy in work, and provide guidance to leaders for creating environments that cultivate meaning and joy.

METHODS

This study, approved through an expedited institutional review board review, utilized a narrative inquiry approach,¹⁶ with a lens of appreciation to elicit and interpret nurses' stories of their experiences. Nurse participants completed a demographic data collection form. They then responded to an opening statement and were asked to share their experiences of meaning and joy, as they define it. They were encouraged to provide examples, including details and context. With the nurses' consent, their interviews were recorded through StoryCorps[®], a publicly available archive of personally narrated stories that focus on the human experience. StoryCorps[®] offers a smartphone app for recording interviews that are conducted in alignment with their published principles of respect, care, and dignity.¹⁷ This transparent data collection method makes the nurses' stories available for all to review through the StoryCorps Web site. Anyone may listen to the stories and hear the nurses' descriptions of meaning and joy in their practice.

Sample

Twenty-seven registered nurses, each with a minimum of 1 year of practice experience in the United States, were invited to participate in the study. A snowball sampling approach was employed, with nurse participants recommending other nursing colleagues for participation in the study. Consistent with qualitative approaches, participants were recruited until data saturation was achieved.

Data analysis

After the data were transcribed, they were deidentified and shared within the research team through a secure, shared data repository. Demographic data were kept in a secure file, separate from the transcripts. Each researcher independently read and reread the narratives. Each reader identified meaningful statements to be shared with the research team, along with preliminary themes. The team reviewed all statements and draft themes. Two of the researchers examined the statements in detail and categorized them into 4 themes. These were then reviewed by the entire team individually and collectively. As described by Reissman, the "primary interest is in generating thematic categories across individuals, even as the individual stories are preserved and grouped."^{16(p62)} The themes were defined and the words were carefully chosen to illustrate the meaning and joy experienced in nursing practice.

RESULTS

Participants varied in gender, age, years of experience, practice specialty, role, practice setting, and geographic region. This provided a rich, diverse sample of experiences for analysis. The participants included 20 females and 7 males, ranging in age from 31 to more than 60 years, with 65% older than 50 years. Nurses' practice experience ranged from 2 to more than 40 years. Practice specialties included critical care, medical-surgical, psychiatric, emergency, pediatric, and perinatal

care. Practice environments included acute care hospitals, home care, ambulatory, academic, and industry settings throughout the United States. Roles included clinical nurses, nurse educators, nurse leaders, faculty, and consultants. Eighty-five percent had at least a baccalaureate degree in nursing, and 84% were specialty-certified.

Analysis of the nurse interviews yielded 4 themes: *fulfilling purpose*—“*I am a nurse*”; *meaningful connection*; *impact—the wow factor*; and *the practice environment*. *Meaningful connection* and *impact—the wow factor* include experiences with patients, families, and colleagues. *The practice environment* includes 3 subthemes: *team works*; *leaders model the way*; and *opportunities for growth*. The themes are discussed next and illustrated with participant quotes.

Fulfilling purpose—“I am a nurse”

Nurse participants frequently responded to the initial interview prompt with a discussion of why they had become nurses. As they shared their stories, it became clear that meaning and joy emerged when the practice experience aligned with the nurse's own values, sense of identity, and purpose. Several participants verbalized that they had been “called to be a nurse” or to serve in alignment with their values and beliefs. Some described a spiritual basis; others described a deep conviction or feeling that they were “meant to be” nurses. As described by one participant, “. . . the joy has been embedded in the congruence between nursing and what I so wanted to be as a person . . .”

Participants described a passion for helping others. They found nursing to be a means to fulfill that purpose. One shared, “It was always related to caring and helping, and really finding meaning through helping.” Nurses described the importance of self-awareness and clarity of purpose, grounded in compassion. Several stated that they could not imagine doing anything else.

Multiple participants described an attraction to the scientific basis for nursing along

with the need to master the knowledge and skills to care for patients and families. One nurse described the developmental journey to competence and confidence that allowed her to deliver evidence-based, person-centered care. “It took a couple of years to get those competencies to where they were pretty strong, now I've got my sea legs . . . That allowed . . . freedom to start to have those more meaningful interactions.” Nurse participants found the science interesting and challenging, but gained meaning and joy from caring and practicing the art of nursing. One participant reflected, “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

Human connection and relationships enable nurses to provide care that makes a difference, is meaningful, and makes them feel joyful about their impact. Participants described meaningful connections with patients, families, other nurses, students, and colleagues. One nurse shared the belief that “the fundamental core of our profession is really about that relatedness . . . that healing relationship” Another nurse characterized the power of human connection in nursing in this way:

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.

Nurses described using the art of nursing to individualize care based on getting to know the patient as a person, respecting individuality and human dignity. They described meaning and joy, as they creatively and compassionately responded to unique physical, emotional, and spiritual needs. As one participant stated:

... those moments I'm able to have with my patient or my family member, just finding their humanity... I really appreciate those small moments that I'm able to get to know who my patient is, who the family is that's supporting them, and that makes it seem all the more worthwhile to me to have that connection with them, and maybe impact their life in some way beyond the physical care that I'm providing as a nurse.

In describing meaningful experiences, many participants referred to their interventions as "little things" that made a difference for others. Some of these things included "giving a good bath," walking with patients, or making them comfortable in bed so they could rest. Nurses shared that the "little" or "simple" things could actually be "a big thing to another person." As one noted, "If you stop paying attention to the little things in Nursing, you miss it because that's what Nursing is. It's stringing together all these different things to be able to alleviate suffering."

Nurses described feeling privileged, honored, and deriving meaning from being present with people in their most intimate and vulnerable moments. They value time with patients and families, and the power of human touch. One nurse shared her appreciation for "... the opportunities that nurses have to be with patients and families when they're going through their worst times, and to support them and help them find answers."

Nurse participants also shared the importance of meaningful connection and relationships with colleagues. As one stated, "Meaning for me in Nursing has really been found in, not only my patients, but in my ... relationships with my colleagues." Nurses described finding joy in teaching and mentoring others, and in being a "positive force" in the lives of fellow nurses or students. One described how powerful this connection was, as he considered his ability to positively influence the next generation of nurses, "I've really gotten a little bit from a whole lot of people, and sewed them together in this tapestry that I call my nurse life and I'm really trying to give that back to the students. ... That's pretty meaningful."

Impact—the "wow" factor

In reflecting on moments of meaning and joy, nurses described the significance of being able to see their positive impact on patients, families, or colleagues. Several used the word "wow" to indicate how powerful and validating it is to make a difference for others. They reflected on gestures of gratitude or recognition from others, positive clinical and functional outcomes, peaceful deaths, reduced suffering, and their own development. This ability to make a positive impact is a source of joy as well as meaning.

Nurse participants shared meaningful times when they saw their impact on a patient's physical or functional recovery. One said, "they come back to visit you and it's like 'Wow! I actually had a small part in making this happen.'" Another reflected on seeing a child come back to visit saying, "for her to literally be walking, talking, coming back to say thank you was amazing. So that's the joy." Others shared the power of receiving notes from patients and their families reflecting their gratitude and appreciation for the nurses' impact on their lives. One described the moving experience of receiving "a handwritten note handed to me—'Thanks. Now I have a reason to live.'" Positive patient and family feedback was "worth its weight in gold." It made nurses feel like "they had delivered the goods," especially if they were asked, "Are you coming back tomorrow?"

The ability to have a positive impact on colleagues was also a significant source of joy for participants. One shared, "... for me, personally, to hear from colleagues, I think is really tremendous because they know what you do. That's where you want to be respected and know that you're valued, and that you bring value to people with what you're doing."

Participants shared stories of their impact on students: "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." Nurses described the joy of supporting new nurses, empowering

fellow nurses through shared governance or Magnet® designation, and helping them to realize their potential. One nurse leader stated, "I think what gives me most joy is knowing that on any given day I'm going to have an opportunity to positively influence the experience of another nurse."

The practice environment

The practice environment and the people in it factor significantly into nurses' experiences of meaning and joy. Practice environments where creativity and innovation are fostered allow nurses to practice the art of nursing. Nurses described the value of autonomy where they are able to make decisions and provide what patients need. Nurses expressed appreciation for practice environments where their voices and contributions were valued, and where the infrastructure engaged them in shared decision-making. Several spontaneously described how Magnet® organizations contributed to their ability to experience meaning and joy in their nursing practice. As one participant described it:

When you ask about joy and meaning, it just brings to mind times when I have had a work environment when it felt supportive and collegial; where I'm learning something and gaining some new insights into what is possible; and where there is some kind of support for creative thinking and taking risks.

Subtheme: Team works

Colleagues and peers were a significant source of meaning and joy in the practice environment. They were described as providing support, mentoring, understanding, and taking action when needed. They listened and consoled, coached and challenged. They "got it," especially when times were tough. One nurse shared, "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." Practice environments with healthy teamwork and strong collegial relationships,

and where nurses are valued and respected, enable them to make meaningful contributions. One participant described the positive impact of strong interprofessional relationships where ". . . rounds don't go on without me." The commitment to teamwork and collaboration is a source of inspiration and support for meaningful practice.

Not all team members were described as supportive however; nurses related negative experiences, which also provided them with learning. These included not being accepted by peers in a specialty practice, or feeling unappreciated by peers or leaders. These experiences underscore the importance of healthy, respectful teamwork and interaction if meaning and joy are to thrive in nursing practice.

Subtheme: Leaders model the way

Leaders who were good "role models on the unit" and shared their knowledge as well as "their love and joy in what they're doing" were catalysts for meaningful experiences. Nurse leaders who appreciated and recognized nurses contributed to participants' experiences of meaning and joy: "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 have our effort valued . . ." Nurse leaders who listened and engaged nurses in reflection and shared decision-making "had their backs," and provided opportunities for learning were appreciated by nurses. Those who created the conditions for nursing voice, autonomy, and engagement contributed to meaning and joy in nursing practice. A participant stated:

I mean, we really have made some huge improvements in how Nursing is valued in this facility . . . they've come on to seeing the value in education and in certification, and how nurses are the people that are there all the time taking care of patients at the bedside, and how much we can be involved with policy. . . . In ICU, we have a Unit Based Council that is particularly active, and we have a lot of governance committees for a lot of different things. It's nice to be so involved in how the hospital works. It's a good thing.

Subtheme: Opportunities for learning and growth

Nurses expressed appreciation for the opportunities they had to learn, grow, and “experience different things.” They learned from their experiences, from one another, and from other team members. They described the many ways that they grew as people and professionals through the practice of nursing. One participant shared that “. . . nursing has enriched my life. It’s made me a better problem solver. It’s added to my empathy . . . and I think my satisfaction comes from my awareness that I’m doing meaningful work.” Nurses described emotional growth, and becoming a “better person” through meaningful experiences in nursing practice. Participants appreciated that they could “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 . . .”

DISCUSSION

This study adds to our understanding of meaning and joy in nursing. It builds on established knowledge of leadership practices to support nurse engagement and healthy practice environments. It also provides some unique insights and contributions. Unique elements of this study design include the intentional use of an appreciative lens to explore both meaning and joy in nursing. The authors intentionally did not explore negative experiences, barriers or burnout. In addition, the sample included a diverse cross-section of nurses, spanning roles and practice settings throughout the United States. The sample provided access to varied perspectives and practice experiences, as the thematic analysis was completed. The use of StoryCorps[®] allowed nurses to choose to contribute to a historical archive in their own voices, so that others could learn about nursing practice. They readily recalled stories, and it was not uncommon for participants to cry while recalling meaningful experiences and moments of joy. Mean-

ingful experiences were not always accompanied by joy, even as they produced a sense of satisfaction or fulfillment. Joy was more often associated with experiencing a positive impact on others through meaningful connection and intervention.

The study results support the addition of the fourth aim to improve the practice experience of nurses, through meaning and joy.^{2,3} The findings build on prior research, including Pavlish and Hunt’s⁶ descriptions of “meaningful moments” in nursing practice.^{10(p115)} Human connection and the ability to make a difference were key contributors to meaningful work for nurses. In this study, meaningful connection with colleagues was a notable addition. Consistent with earlier studies,^{10,11} it was found that relationships with colleagues and effective teamwork contribute to nurses’ engagement, and are attributes of a practice environment that enables safe, high-quality care. Nurses’ rich descriptions of their experiences with meaning and joy through connection and impact validate earlier findings and current recommendations for focus on healthy practice environments.

Nilsson and colleagues¹⁰ have described the importance of the practice environments where nurses are able to maintain their personal and professional integrity by providing care that is consistent with their beliefs. This study’s participants echoed that theme, as they described how their values as a nurse are expressed in their practice. Their descriptions of being “called” to the profession and connected to their work through a deeper purpose are consistent with Cottrell’s¹¹ analysis linking joy to a deeper connection to nature, God, and/or others. This sense of fulfilling purpose aligns with findings of Buaklee and colleagues¹² as a component of happiness in nursing practice.

Consistent with earlier studies, organizational support for nurses was identified as a condition for meaning and joy in this study.^{13,14} The findings reaffirm that nurses’ experiences with colleagues, leaders, autonomy, voice, and recognition are key contributors. They also provide evidence to support

the IHI Framework for Improving Joy in Work.¹⁵ Five of the 9 framework components that directly align with this study are (1) meaning and purpose; (2) choice and autonomy; (3) recognition and rewards; (4) participative management; and (5) camaraderie and teamwork. The findings suggest that the framework can be applied in nursing, and can be used to inform nursing leadership practices.

IMPLICATIONS FOR LEADERS

Leaders can support nurses in their quest to practice in alignment with their values, identity, and desire to fulfill a sense of purpose. Leadership interventions may include learning about nurses as individuals and what led each of them to nursing. Understanding each nurse as a person can provide valuable insight for optimizing their potential for meaning and joy. As recommended by Perlo et al, leaders might start the conversation by simply asking, "What matters to you?"^{15(p8)} Creating opportunities and forums for storytelling allows nurses to share their stories of meaning and joy. These powerful stories reinforce the significance of nurses' contributions; emphasize the importance of meaning in practice; and create an opportunity for recognition and joy. Listening and helping nurses connect with meaning in their practice are important leadership activities, which foster engagement and nurse well-being. Nurse leaders can also share their own stories and role model practices that provide meaning and joy.

Meaningful connections include relationships with patients, families, and team members. Nurses need only short periods with patients to feel connected. They need comfortable spaces where they can engage with families and have intimate conversations. They need a supportive environment that allows them to spend time getting to know patients and families; form therapeutic relationships; and do the "little things" that make a difference to patients and their family members. Nurse leaders who create conditions that promote patient and family-centered

care increase the potential for meaning and joy.

Connection with colleagues can be fostered with team training, simulation, communication exercises, and social events. Debriefing critical incidents, both positive and negative, and providing support for the entire team to review the outcome, can also provide a means to celebrate milestones while learning. Through these interventions, nurse leaders can foster an environment of team purpose and meaningful connection where both little things and big events are celebrated.

The participants in this study indicated that they value a practice environment that supports both the science and art of nursing. Leaders can create programs that value innovation, creativity, and risk taking in an environment where new ideas are welcomed. Learning and sharing in a safe, nonjudgmental practice setting is important. Nurse leaders can collaborate with other team members, including physician colleagues, to establish expectations and processes that promote teamwork and mutual respect. They can ensure an avenue for nurse contributions through shared decision-making models. The nurse leader role in cocreating the structures and processes for shared governance is integral to nurse autonomy, voice, accountability, and outcomes, including the outcome of meaning and joy among the nursing team members.

Nurses value seeing the outcomes of their practice. The ability to stay connected with the patient and the family across the continuum of care was important to this study's nurse participants. Welcoming patients and families back for remembrance or celebrations can provide validation, recognition, and joy derived from making a difference. Inclusion of patients and families in advisory councils or other structures enables nurses to continue to hear how they make an impact.

Nurses also value their ability to make an impact on one another. Nurse leaders who create the opportunity for nurses to grow as teachers and mentors will enrich the practice

experiences of nurses. Seeing the potential in each nurse and supporting his or her developmental journey is an important nurse leader contribution to meaning and joy.

Recognition by peers, leaders, patients, and families is an important acknowledgment of nurse impact. Recognition programs that include meaningful patient and peer recognition contribute to meaning and joy in practice. Leadership actions ranging from a spontaneous thank you or handwritten note, to formal celebrations, foster meaning and joy. The Table provides a summary of recommendations for nurse leaders, as they strive to cocreate the conditions for meaning and joy in nursing practice.

CONCLUSION

This study contributes to the understanding of meaning and joy in nursing practice. It captured contemporary themes that crossed practice settings, and generations across the United States. It provided guidance for defining and focusing on improving the practice experiences of nurses, so they can more fully contribute to achieving the triple aim in health care. When the link is made evident between the practice experience of nurses and the outcomes of care, the case will be made for prioritizing the well-being of the health care workforce as an organizational and health care system goal. Great nurse leaders understand

Table. Leadership Actions to Promote Meaning and Joy in Nursing Practice

Theme	Recommendations for Nurse Leaders
Fulfilling purpose, "I am a nurse"	Get to know each nurse as a person. Ask why he or she chose nursing, what each finds meaningful, and what brings him or her joy. Listen and help nurses to make the connection between their practices and their sense of purpose, values, and identity. Create opportunities for sharing stories of meaning and joy. Share your own experiences. Cocreate a practice environment that values and supports both the science and the art of nursing.
Meaningful connection	Codesign practices to increase the time nurses spend with patients and families to establish therapeutic relationships and individualize care. Provide time and space for nurses to do "the little things" that make a difference for patients and families. Cocreate the environment where nurses can form meaningful connections with one another and members of the interprofessional team.
Impact, the "wow" factor	Establish processes for peer and patient/family recognition and appreciation. Consistently celebrate meaningful contributions. Encourage and reward creativity, innovation, professional autonomy, and risk-taking.
The practice environment	Establish healthy practice conditions where all staff will feel safe: free from physical, emotional, and psychological harm. Create opportunities for interprofessional collaboration and team training. Establish infrastructure for shared decision-making, nurse engagement, and empowerment through professional governance. Create opportunities for voice: Listen and ask questions. Support education and professional development opportunities.

this correlation. They listen to the voices of nurses as well as patients. They take actions to build environments where meaning and joy can flourish. And, finally, they advocate for the nursing team by helping other leaders and decision-makers understand the importance of doing this—for the patients, the staff, and the community.

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