



★★★
Meaningful Recognition
and the Effect on a Medical Surgical
Unit's Staff Satisfaction and Retention

Lindsey Greene

NURS 5382: Capstone



Project Rationale



Turnover

- 2018: 17
- 2019: 18%
- 2020?



Staff Feedback

- Exit Interviews: No appreciation
- NDNQI: ↓ recognition
- NRC: ↓ recognition



Turnover Costs

- \$37,000- \$58,000
- Financially distressing



Healthy Work Environment

- Skilled Communication
- Authentic Leadership
- Appropriate Staffing
- Effective Decision Making
- True Collaboration
- Meaningful Recognition



Literature Synthesis

Link the employee's behavior with the organizational goals

↓burnout

↑compassion satisfaction

DAISY nomination language review



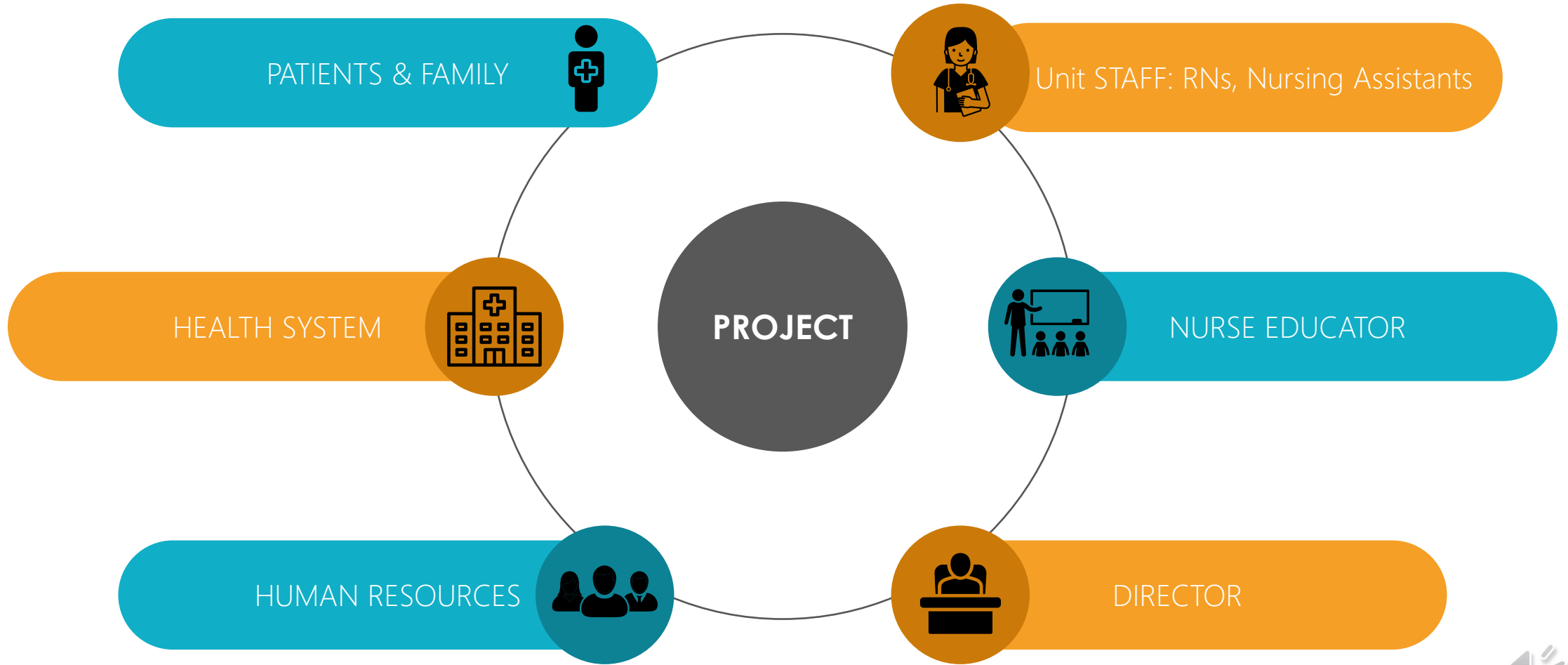
Transformational leaders give more MR, which is highly related to employee well-being

Salary is a significant, but other forms exist. It must be based on preferences of the individual

MR must be structured and ingrained in the culture.



Stakeholders



Implementation

Peer Recognition

Cheers for Peers

- › Recognition box
- › Kudos Cards
- › Completed by staff
- › Box opened and cards read to team



Leader Recognition

Silver & Gold Awards

- › Unit management gave 1 gold and 4 silver each month
- › Redeemable for a gift online: Silver = \$25, Gold = \$50 value.
- › Budgeted by the HR department

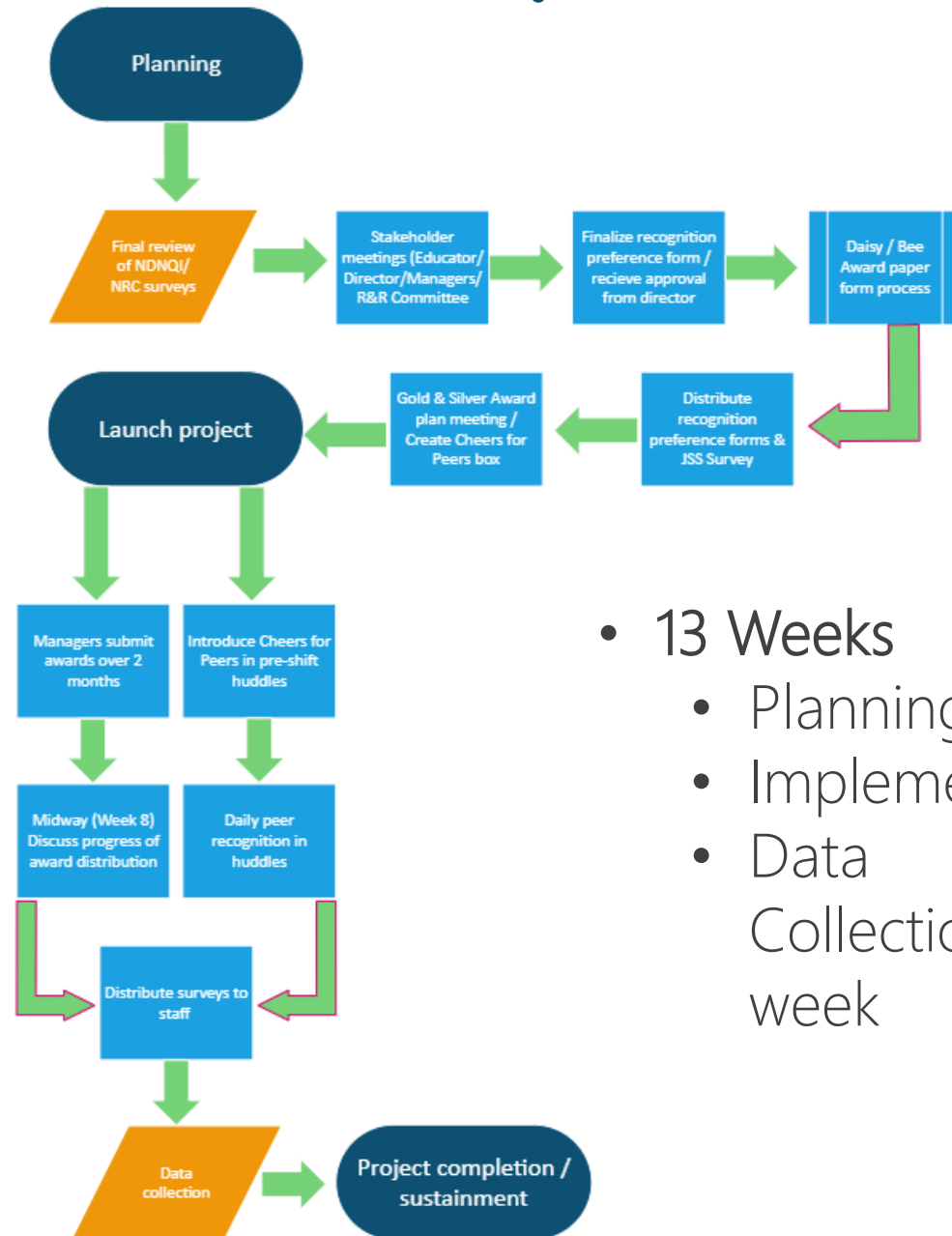
Individual Preferences

Recognition Forms

- › Distributed to staff prior to project
- › Preferred method of recognition (private / public).
- › Categories of favorite items (restaurant, snack, drink, hobby)



Flowchart



- 13 Weeks
 - Planning: 4 weeks
 - Implementation: 8 weeks
 - Data Collection/Evaluation: 1 week



Data Collection

Job Satisfaction Survey (JSS)

- › Spector, P. (1994)
- › 36-item Likert scale to measure job satisfaction.
- › 9 subscales: Includes “contingent rewards”)
- › $\alpha = 0.91$
- › Pre/post intervention to RN & Nursing Assistants
- › *Also watched turnover rate

JOB SATISFACTION SURVEY Paul E. Spector Department of Psychology University of South Florida Copyright Paul E. Spector 1994, All rights reserved.		http://paulspector.com/assessment-files/jss/jss-english.doc					
PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.		Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
1	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5	6
2	There is really too little chance for promotion on my job.	1	2	3	4	5	6
3	My supervisor is quite competent in doing his/her job.	1	2	3	4	5	6
4	I am not satisfied with the benefits I receive.	1	2	3	4	5	6
5	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5	6
6	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5	6
7	I like the people I work with.	1	2	3	4	5	6
8	I sometimes feel my job is meaningless.	1	2	3	4	5	6
9	Communications seem good within this organization.	1	2	3	4	5	6
10	Raises are too few and far between.	1	2	3	4	5	6
11	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5	6
12	My supervisor is unfair to me.	1	2	3	4	5	6
13	The benefits we receive are as good as most other organizations offer.	1	2	3	4	5	6
14	I do not feel that the work I do is appreciated.	1	2	3	4	5	6
15	My efforts to do a good job are seldom blocked by red tape.	1	2	3	4	5	6
16	I find I have to work harder at my job because of the incompetence of people I work with.	1	2	3	4	5	6
17	I like doing the things I do at work.	1	2	3	4	5	6
18	The goals of this organization are not clear to me.	1	2	3	4	5	6
19	I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4	5	6
20	People get ahead as fast here as they do in other places.	1	2	3	4	5	6
21	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5	6
22	The benefit package we have is equitable.	1	2	3	4	5	6
23	There are few rewards for those who work here.	1	2	3	4	5	6
24	I have too much to do at work.	1	2	3	4	5	6
25	I enjoy my coworkers.	1	2	3	4	5	6
26	I often feel that I do not know what is going on with the organization.	1	2	3	4	5	6
27	I feel a sense of pride in doing my job.	1	2	3	4	5	6
28	I feel satisfied with my chances for salary increases.	1	2	3	4	5	6
29	There are benefits we do not have which we should have.	1	2	3	4	5	6
30	I like my supervisor.	1	2	3	4	5	6
31	I have too much paperwork.	1	2	3	4	5	6
32	I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5	6
33	I am satisfied with my chances for promotion.	1	2	3	4	5	6
34	There is too much bickering and fighting at work.	1	2	3	4	5	6
35	My job is enjoyable.	1	2	3	4	5	6
36	Work assignments are not fully explained.	1	2	3	4	5	6



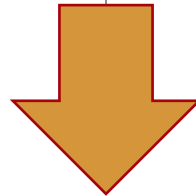
Cost / Benefit Analysis

Nurse Turnover

- › \$37,000 - \$58,000 per nurse
- › Unit turnover at project completion: 16% (included 6 RN)
- › \$222,000 - \$348,000

Project Cost

- › \$500
 - › Silver/Gold awards: \$300
 - › Kudos Box: \$50
 - › DAISY nomination forms: \$125
 - › \$25 gift card
- › Over one year: \$2,625

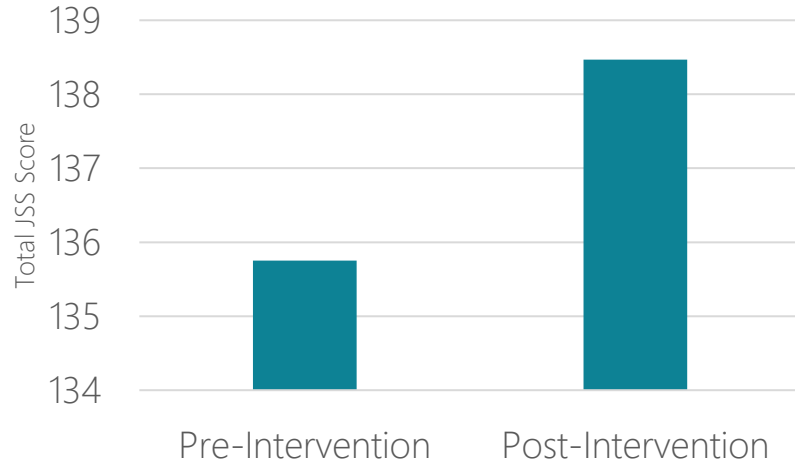


\$219,375 - \$345,375
Potential savings



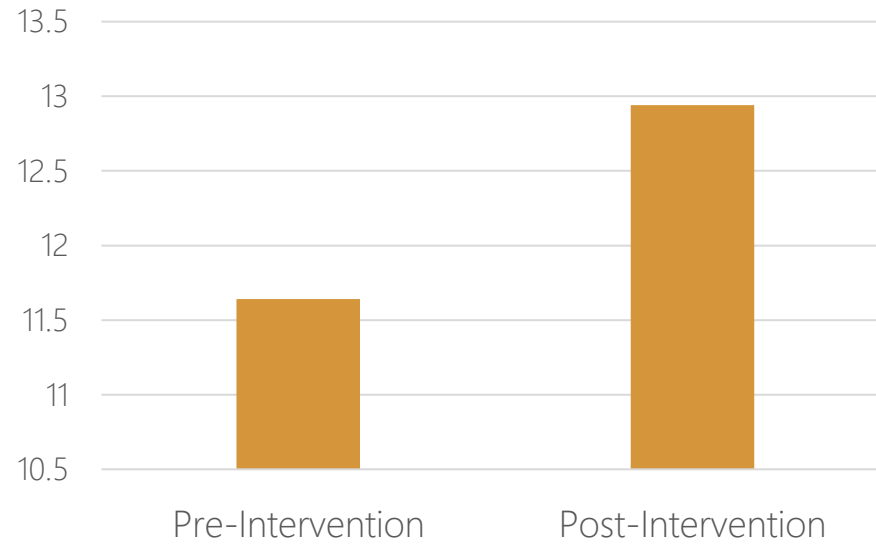
Discussion of Results

Total Job Satisfaction Score



- › Pre: Mean(SD)
 - › 135.75(11.30)
- › Post: Mean(SD)
 - › 138.47(11.24)

Contingent Rewards Scale



- › Pre: Mean(SD)
 - › 11.64(3.61)
- › Post: Mean(SD)
 - › 12.94(3.10)



Recommendations

- › Continue monitoring turnover rates
- › Continue MR program as planned
- › Institute HWE toolkit
- › Address **all** 6 elements of HWE
- › Discuss bonus awards for outcomes
- › Add variety of awards –
Movie tickets, gift cards, meal tickets

- › Include staff for ideas
- › R&R Committee
- › Feedback from surveys
- › Start positive



Thank You



References

- Adams, A., Hollingsworth, A., & Osman, A. (2019). The implementation of a cultural change toolkit to reduce nursing burnout and mitigate nurse turnover in the emergency department. *Journal of Emergency Nursing, 45(4)*, 452-456.
<https://doi.org/10.1016/j.jen.2019.03.004>
- American Association of Critical-Care Nurses. (2005). AACN Standards for establishing and sustaining health work environments. A journey to excellence. *American Journal of Critical Care, 14(3)*, 187-197.
<https://doi.org/10.4037/ajcc2005.14.3.187>

References

- American Association of Critical-Care Nurses. (2016). *AACN Standards for establishing and sustaining health work environments. A journey to excellence.* (2nd ed.). <https://www.aacn.org/WD/HWE/Docs/HWEStandards.pdf>
- Cherian, U. K. (2016). *Impact of meaningful recognition on nurses' work environment in ICU: A comparative exploration of nurse leaders' and staff nurses' perception.* [Doctoral dissertation, University of North Carolina]. Carolina Digital Repository. <https://doi.org/10.17615/h6xa-5431>
- Clavelle, J. T., Sweeney, C. D., Swartwout, E., Lefton, C., & Guney, S. (2019). Leveraging technology to sustain extraordinary care: A qualitative analysis of meaningful recognition. *The Journal of Nursing Administration*, 49(6), 303-309.

References

- Gilbert, S. L. & Kelloway, E. K. (2018). Leadership, recognition and well-being: A moderated mediational model. *Canadian Journal of Administrative Sciences*. 35(4), 523-534. <https://doi.org/10.1002/CJAS.1477>
- Kelly, L., & Lefton, C. (2017). Effect of meaningful recognition on critical care nurses' compassion fatigue. *American Journal of Critical Care*, 26(6), 438-444. <https://doi.org/10.4037/ajcc2017471>
- Kelly, L., Runge, J., & Spencer, C. (2015). Predictors of compassion fatigue and compassion satisfaction in acute care nurses. *Journal of Nursing Scholarship*, 47(6), 522-528. <https://doi.org/10.1111/jnu.12162>

References

- Lake, E. T., Sanders, J., Duan, R., Riman, K., Schoenauer, K. M., & Chen, Y. (2019). A meta-analysis of the associations between the nurse work environment in hospitals and 4 sets of outcomes. *Med Care*, 57(5), 353-361.
https://journals.lww.com/lww-medicalcare/Abstract/2019/05000/A_Meta_Analysis_of_the_Associations_Between_the.6.aspx
- Lefton, C. (2012). Strengthening the workforce through meaningful recognition. *Nursing Economics*, 30(6), 331-338, 355.

References

- Long, L. E., Gallagher-Ford, L., & Fineout-Overholt, E. (2015). Integration of patient preferences and values and clinician expertise into evidence-based decision making. In B. M. Melnyk & E. Fineout-Overholt (Eds.), *Evidence-based practice in nursing & healthcare: A guide to best practice* (3rd ed., pp. 171-181). Wolters Kluwer.
- Nei, D., Snyder, L. A., & Litwiller, B. J. (2015). Promoting retention of nurses: A meta-analytic examination of causes of nurse turnover. *Health Care Management Review, 40*(3), 237-253.

<https://doi.org/10.1097/HMR.0000000000000025>

References

- Nursing Solutions Inc. (2016). *2016 National Healthcare Retention & RN Staffing Report*.
<https://avanthealthcare.com/pdf/NationalHealthcareRNRetentionReport2016.pdf>
- Seitovirta, J., Vehvilainen-Julkunen, K., Mitronrn, L., De Gieter, S., & Kvist, T. (2016). Attention to nurses' rewarding – An interview study of registered nurses working in primary and private healthcare in Finland. *Journal of Clinical Nursing*, 26(7-8). <https://doi.org/10.1111/jocn.13459>
- Spector, P. E. (1994). *Job Satisfaction Survey*. <http://paulspector.com/scales/our-assessments/job-satisfaction-survey-jss/>

References

- Sveinsdottir, H., Ragnarsdottir, E. D., & Blondal, K. (2015). Praise matters: The influence of nurse unit managers' praise on nurses' practice, work environment and job satisfaction: A questionnaire study. *Journal of Advanced Nursing*. 72(3), 558-568. <https://doi.org/10.1111/jan.12849>
- The DAISY Foundation. (2020). *What is the DAISY Foundation?* <https://www.daisyfoundation.org/daisy-award>
- Willingham, A. R. (2014). *Meaningful recognition in a healthy work environment for nurse engagement in a critical care setting*. [Doctoral dissertation, Kennesaw State University]. Digital Commons. <https://digitalcommons.kennesaw.edu/etd/652>

References

- Zhang, X., Tai, D., Pforsich, H., & Lin, V. W. (2018). United States registered nurse workforce report card and shortage forecast: A revisit. *American Journal of Medical Quality*, 33(3), 229-236. <https://doi.org/10.1177/1062860617738328>

Appendix A

JOB SATISFACTION SURVEY							
<p>Paul E. Spector</p> <p>Department of Psychology</p> <p>University of South Florida</p> <p>Copyright Paul E. Spector 1994, All rights reserved.</p>							
<p>PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.</p>		Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
1	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5	6
2	There is really too little chance for promotion on my job.	1	2	3	4	5	6
3	My supervisor is quite competent in doing his/her job.	1	2	3	4	5	6
4	I am not satisfied with the benefits I receive.	1	2	3	4	5	6
5	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5	6
6	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5	6
7	I like the people I work with.	1	2	3	4	5	6
8	I sometimes feel my job is meaningless.	1	2	3	4	5	6
9	Communications seem good within this organization.	1	2	3	4	5	6
10	Raises are too few and far between.	1	2	3	4	5	6
11	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5	6
12	My supervisor is unfair to me.	1	2	3	4	5	6
13	The benefits we receive are as good as most other organizations offer.	1	2	3	4	5	6
14	I do not feel that the work I do is appreciated.	1	2	3	4	5	6
15	My efforts to do a good job are seldom blocked by red tape.	1	2	3	4	5	6
16	I find I have to work harder at my job because of the incompetence of people I work with.	1	2	3	4	5	6
17	I like doing the things I do at work.	1	2	3	4	5	6

Appendix A

18	The goals of this organization are not clear to me.	1 2 3 4 5 6
<p style="text-align: center;">PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.</p> <p style="text-align: center;">Copyright Paul E. Spector 1994, All rights reserved.</p>		1 Disagree very much 2 Disagree moderately 3 Disagree slightly 4 Agree slightly 5 Agree moderately 6 Agree very much
19	I feel unappreciated by the organization when I think about what they pay me.	1 2 3 4 5 6
20	People get ahead as fast here as they do in other places.	1 2 3 4 5 6
21	My supervisor shows too little interest in the feelings of subordinates.	1 2 3 4 5 6
22	The benefit package we have is equitable.	1 2 3 4 5 6
23	There are few rewards for those who work here.	1 2 3 4 5 6
24	I have too much to do at work.	1 2 3 4 5 6
25	I enjoy my coworkers.	1 2 3 4 5 6
26	I often feel that I do not know what is going on with the organization.	1 2 3 4 5 6
27	I feel a sense of pride in doing my job.	1 2 3 4 5 6
28	I feel satisfied with my chances for salary increases.	1 2 3 4 5 6
29	There are benefits we do not have which we should have.	1 2 3 4 5 6
30	I like my supervisor.	1 2 3 4 5 6
31	I have too much paperwork.	1 2 3 4 5 6
32	I don't feel my efforts are rewarded the way they should be.	1 2 3 4 5 6
33	I am satisfied with my chances for promotion.	1 2 3 4 5 6
34	There is too much bickering and fighting at work.	1 2 3 4 5 6
35	My job is enjoyable.	1 2 3 4 5 6
36	Work assignments are not fully explained.	1 2 3 4 5 6

Appendix B

Recognition Preference Form

Zoom –in to
view details

Name _____

Title _____

Birthday (Month & Day only) _____

Hire Date: _____

1. Please share some of your favorite things so that the team may get to know you better.

a) Favorite snack _____

f) Favorite drink _____

b) Favorite retail store _____

g) Favorite flower _____

c) Favorite dessert _____

h) Favorite sports team _____

d) Favorite fast food _____

i) Hobbies _____

e) Favorite restaurant _____

2. Please list your preference of the setting in which you receive recognition. Most preferred is 1, least preferred is 3.

____ Private

____ Small Group

____ Public

____ No preference

3. What would you find meaningful in being recognized for work achievements and/or contributions? (select all that apply).

Verbal acknowledgement

Personal note or card

Lunch/coffee with PCC / Director

Gift Card

Other, please describe:

Daisy/Bee Nomination

Silver / Gold Award

4. What are some work achievements and/or contributions you would appreciate being recognized for by your manager or supervisor?

Patient experience / Customer care

Consistent job performance

Innovative ideas or processes

Collaboration or support of a team effort

Taking on extra responsibilities or special projects

Other, please describe:

5. Please provide any additional information you would like us to know.