Healthy Work Environments: Meaningful Recognition

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Model Framework

• American Association of Critical-Care Nurses (AACN) Standards for Establishing and Sustaining Healthy Work Environments
• Elements:
  • Skilled Communication – Nurses must be as proficient in communication skills as they are in clinical skills
  • True Collaboration – Nurses must be relentless in pursuing and fostering true collaboration
  • Effective Decision Making – Nurses must be valued and committed partners in making policy, directing and evaluating clinical care and leading organizational operations
  • Appropriate Staffing – Staffing must ensure the effective match between patient needs and nurse competencies
  • Meaningful Recognition – Nurses must be recognized and must recognize others for the value each brings to the work of the organization
  • Authentic Leadership – Nurse leaders must fully embrace the imperative of a healthy work environment, authentically live it and engage others in its achievement
Meaningful Recognition

Nurses must be recognized and must recognize others for the value each brings to the work of the organization.
Meaningful Recognition

• Overall health of American work environments has dropped since 2008
• Much of the decline relates to poor communication, ineffective collaboration, a lack of shared decision making, inappropriate staffing, and low levels of meaningful recognition


Meaningful Recognition

• Lack of meaningful recognition can lead to discontent, compassion fatigue, burnout, and suboptimal care outcomes
• Hospitals that are successful in attracting and retaining nurses emphasize personal growth and development, provide multiple rewards for expertise, and offer opportunities for clinical advancement

Meaningful Recognition

• Manager support was cited as a reason for both perceived job satisfaction and organizational commitment
  ❖ Nurses reported job satisfaction was most influenced by praise, recognition, and thanks from manager
• Nurse leaders need to create and find ways to thank the nurses under their supervision


Meaningful Recognition

• Critical care nurses report that recognition is most meaningful when it comes from:
  ❖ Patients and their families
  ❖ Other RNs
• This supports the need for programs and processes that facilitate the recognition of RNs by patients, families, and peers

Meaningful Recognition

• Goes beyond “thank you” or telling someone “you did a great job”
• Meaningful recognition lasts longer
• Has a deeper interpersonal impact on the recipient

Meaningful Recognition

• Ongoing process
• Raises awareness of nurses’ unique role in care delivery
• Affirms team members’ contributions to patient care
Meaningful Recognition

• Recognition is important because it serves as a form of feedback
  ❖ Receiving positive feedback can increase an employee’s self-esteem
  ❖ Positive self-identity can lead to satisfaction at work

Meaningful Recognition

• Formal programs are essential
  ❖ Organization Level
  ❖ Unit Level
• Personal approaches to recognition
• Recognition of all team members
Meaningful Recognition

• Evaluation of programs is key
  ❖ Recognition is only meaningful when it is relevant to the person being recognized
  ❖ One size does not fit all

References:
Meaningful Recognition

Thank you

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