

Integrating a High Reliability Organization Initiative to Improve Nurse Engagement

Abstract

Ivy Latoja Pacis

Johns Hopkins School of Nursing

“On my honor I pledge that I have neither given nor received any unauthorized assistance  
on this paper”

May 2, 2021

Ivy Latoja Pacis

## INTEGRATING A HIGH RELIABILITY ORGANIZATION INITIATIVE TO IMPROVE NURSE ENGAGEMENT

**Background:** High-Reliability Organizations (HRO) operate within highly complex environments and respond to a constantly changing healthcare industry landscape. Nursing being the largest clinical staff in any healthcare setting, drive organizational quality and performance. Nurses must be engaged in pursuing clinical excellence where recognition exists relevant to their work and contributions. While many strategies are aimed to improve nurse engagement, a few studies exist on meaningful recognition and its impact on nursing engagement.

**Purpose:** To determine the effect of implementing a meaningful recognition program on nurse engagement and the top three actionable workplace elements identified in the pre-intervention survey.

**Methods:** A descriptive pre and post intervention design was conducted to compare the impact of meaningful recognition on nursing engagement and the top three actionable workplace elements after the intervention in the telemetry unit. A total of 70 nurses in the unit met the inclusion criteria where thirty-nine nurses participated in the online pre- and post-intervention surveys. The survey was a validated tool used to measure nurse engagement. The intervention was a meaningful recognition program.

**Results:** A meaningful recognition program was associated with increased nurses' engagement median score of 28 (pre:7 vs. post: 35) and increased nurses' perception of actionable workplace elements median score of 4 (pre: 1 vs. post: 5).

**Conclusion:** This study adds to the literature that examines the impact of meaningful recognition to nurse engagement and should be further developed in other settings. Findings suggest that establishing a meaningful intervention program may improve nurse engagement and their perception of workplace elements considered as their priority.

**Implications:** Nursing engagement drives safe and quality care. Organizations who are willing to invest on a meaningful recognition program to improve nursing engagement have a potential opportunity to achieving high reliability.

*Keywords:* nursing, nurse engagement, nurse satisfaction, high-reliability organization (HRO), meaningful recognition