Improving a Program of Meaningful Recognition to Enhance Nurse Satisfaction and Retention of Operating Room Nurses in a Mid-Atlantic Suburban Medical Center

CYNTHIA D. SWEENEY DNP, RN, CNOR, NEA-BC ; DEBRA BAKER DNP, CRNP; CATHALEEN LEY PHD, RN

JOHNS HOPKINS SCHOOL OF NURSING, JOHNS HOPKINS UNIVERSITY, BALTIMORE, MARYLAND, USA

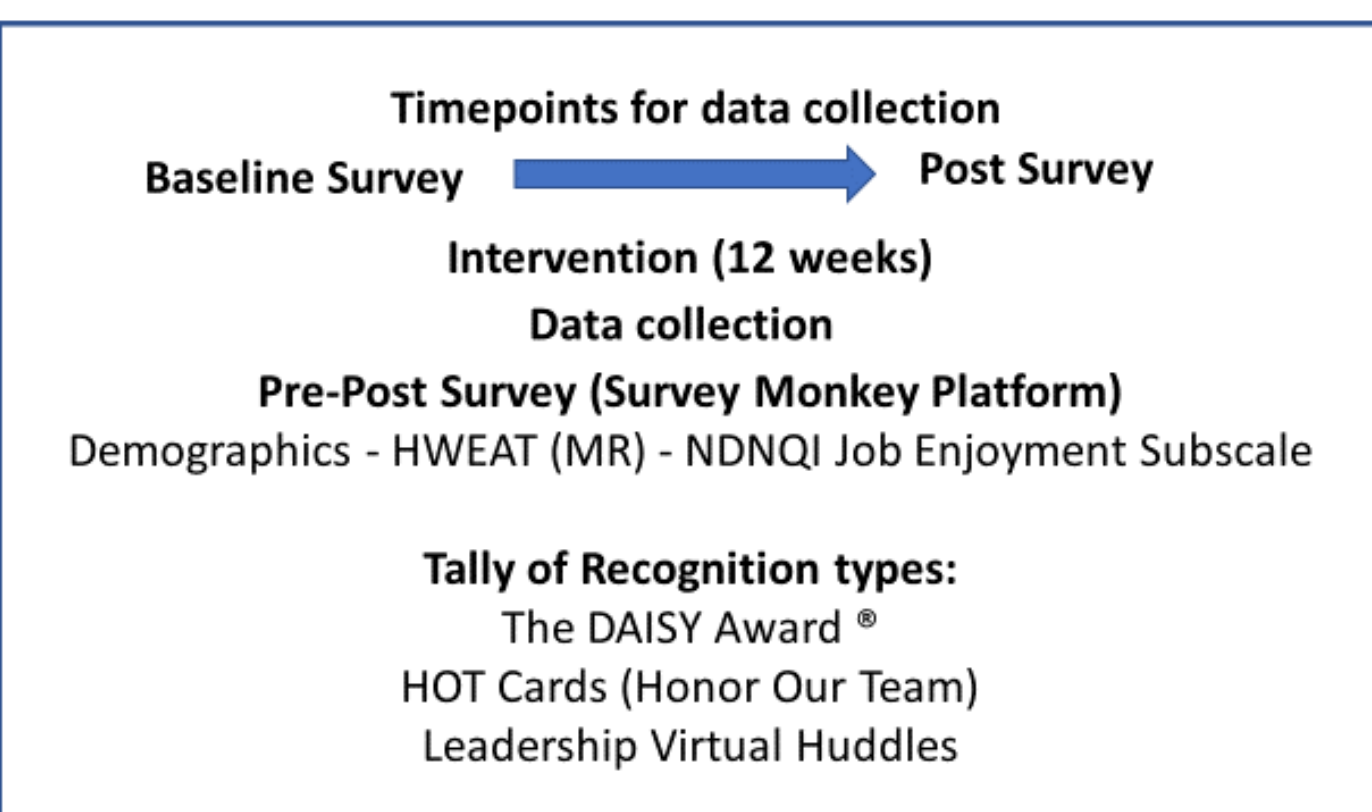**Figure 1.0 Improving the Work Environment of Operating Room Nurses**

Introduction

➢ Demand for Operating Room (OR) Nurses is increasing 1% to 2% annually [1].

➢ 20% of those currently employed in the OR will retire in the next 5 years [1].

➢ Revenue lost from 1 OR shift not staffed can exceed $160,000.00 [2].

➢ OR Nurse turnover in one organization was 20%, exceeding benchmark of 11% for Magnet hospitals [4]

➢ Meaningful recognition as part of a healthy work environment impacts organizational outcomes (nurse retention, patient safety, financial) [5,6].

➢ Physical barriers exist for patients and families to recognize care in the OR.

➢ Important to increase staff awareness and use of meaningful recognition of each other.

Purpose

To increase the use of an evidence-based program of meaningful recognition, defined as a component of a healthy work environment to improve job satisfaction of operating room nurses practicing in a mid-Atlantic, suburban medical center.

Methods/Implementation

Timepoints for data collection
Baseline Survey → Post Survey
Intervention (12 weeks)
Data collection
Pre-Post Survey (Survey Monkey Platform)
Demographics - HWEAT (MR) - NDNQI Job Enjoyment Subscale

Tally of Recognition types:
The DAISY Award ®
HOT Cards (Honor Our Team)
Leadership Virtual Huddles

➢ **Setting:** 424 Bed Acute Care Magnet Hospital; 23,000 surgeries annually

➢ **Design:** Pre-Post Test/Intervention

➢ **Sample:** Convenience sample
- 52 Matched pairs of All OR Staff
- 29 Matched pairs of OR Nurses

➢ **Interventions**
- Process Improvement Team
- Education Modules
- Healthy Work Environment Toolkit (Meaningful Recognition) [9]

➢ **Measures and Analysis:**
- OR Nurses: NDNQI Job Enjoyment subscale and Single Item Intent to Stay [7,8]
  - Wilcoxon Signed Rank test
- All Staff: Frequencies of Recognition by Type
  - Percent improved from baseline
- All Staff: HWEAT (MR) [9]
  - Wilcoxon Signed Rank test

Results (OR Nurses)

➢ >70% were over age 40

➢ 50% employed in this OR >6 years

➢ 79% BSN degree or higher

➢ 69% Certified (CNOR)

➢ No statistically significant change in NDNQI Job Enjoyment scores

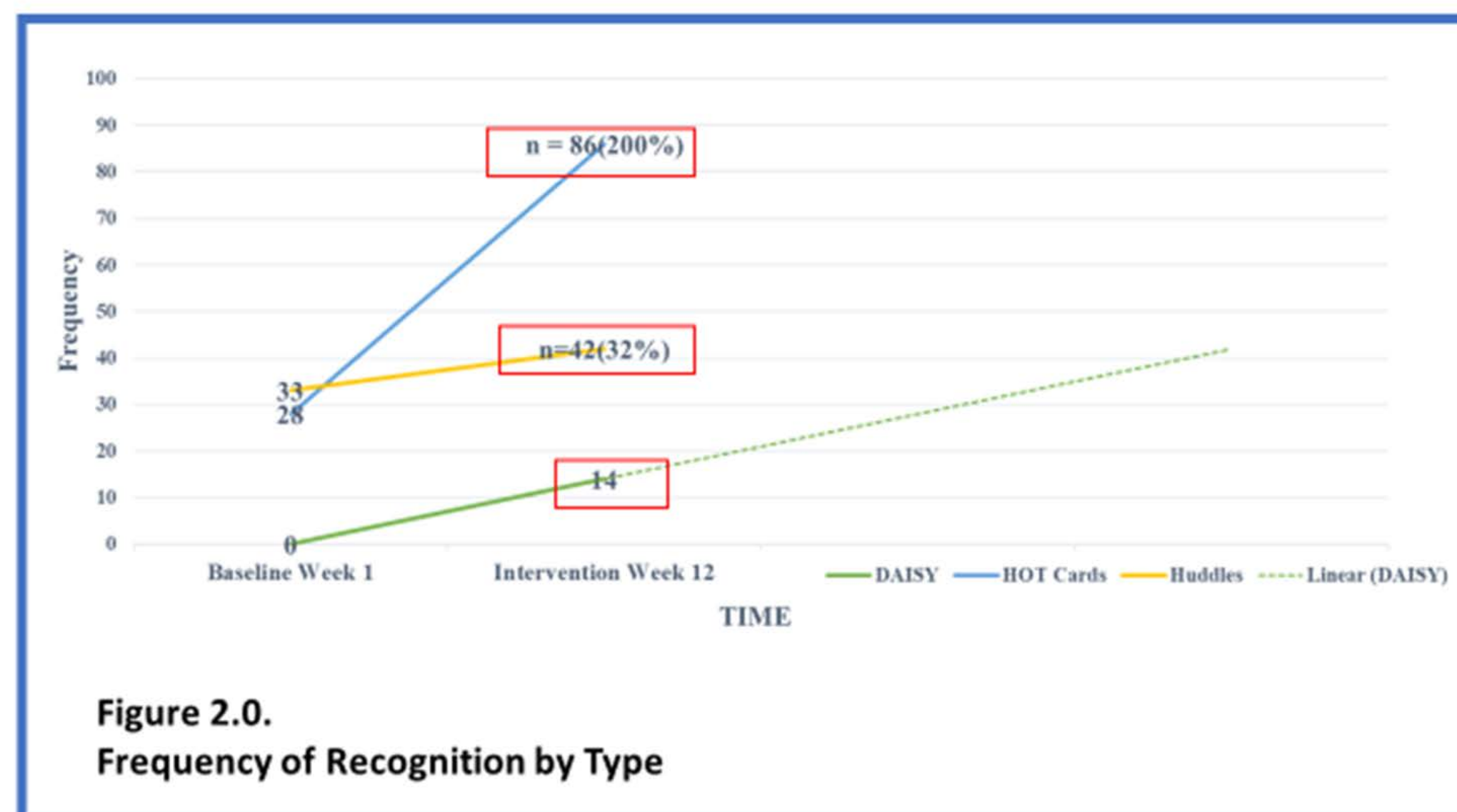➢ Increased use of Meaningful Recognition (Figure 2.0.)

Figure 2.0.
Frequency of Recognition by Type

➢ Clinical Significance after intervention item 1 of HWEAT (Table 1.0)

Table 1.0.

Pre and post-intervention HWEAT scores for meaningful recognition of nurses and staff assigned to the operating room (OR Nurses: n=29, matched pairs; All staff: n=52).

Variable	Median Score (50th Percentile)					
	OR Nurses			All OR Staff		
	Pre-Intervention	Post-Intervention	P (<.05)	Pre-Intervention	Post-Intervention	P-value
1. The formal reward and recognition systems works to make nurses and other staff feel valued?	3	4	.083	3	3	.116
2. Administrators, nurse managers, physicians, nurses, and other staff members speak up and let people know when they have done a good job	4	4	.225	4	4	.166
3. There are motivating opportunities for personal growth, development, and advancement.	4	4	.592	3	3.5	.502
Summary Score	11	11	.163	10	10.5	.152

Notes. HWEAT, Healthy Work Environment Assessment Tool; Scale = 1 to 5, higher score greater satisfaction. Summary score scale = 3 to 15, higher score-greater satisfaction. Analysis, Non-parametric Wilcoxon Signed Rank Test. IBM SPSS Statistics 25 was used for analysis. P-value ≤ .05.

Implications for Practice: Operationalizing Meaningful Recognition

Meaningful recognition for OR nurses and the interdisciplinary team must be operationalized for the OR in order to be effective:

Individual	Unit/Department
Staff Education-Access and impact of Meaningful Recognition. Include interdisciplinary team. Embed in in orientation and skills labs.	Process Improvement Team (PIT) as the voice for recognition in the unit/department, monitored the processes and sustained the programs. Resources to staff.
Develop nomination forms that capture what is needed----not so long that nominators are discouraged from completing the form- work with marketing to design it!	Leadership huddles both physical and virtual to recognize staff.
Nomination forms with QR code to scan, download and fill out later.	Recognition Bulletin Board where all staff can see notes of appreciation and add to the board.
Electronic forms- check links, be sure they work and know where the nominations go!	Representatives on organizational recognition/award committees.
Place nomination receptacles and information so they are accessible for patients, families and STAFF!!---In lounges, front desk, central sterile---Include doctors, reps as well as staff and leadership.	DAISY stories, HOT Card notes shared at staff meetings as well as community newsletters and to inform the organization's board of directors.
Ensure recognition is available for all staff types to recognize and be recognized.	DAISY Nurse nominees receive a copy of their nomination story and a pin; HOT card nominees also received their story and a pin designed by the PIT that could be worn on their badges.
Use staff to disseminate stories and information on meaningful recognition.	Monitored numbers of nominations submitted to organizational recognitions, and managed awareness accordingly.
Have recognized staff introduced at board meetings!	Include marketing and nurse recruiters on recognition committees.

Conclusions

Meaningful recognition as a component of a healthy work environment, elevates and celebrates all that is extraordinary in the practice of the operating room nurse, which may improve retention and attract others to this specialty practice in the operating room, improving organizational outcomes (see Figure 1.0).

"Without a healthy work environment neither the number of nurses nor their level of education will matter. With a healthy work environment the effect of staffing on outcomes can be profound." [9]

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