

# NOTEWORTHY NURSING

## Healthy Work Environment: Meaningful Recognition

by Donna Grochow MS, RNC-NIC, WCC

Volume 8, Issue 1 January 2012

In 2005, the American Association of Critical care Nurses (AACN) defined evidence based standards for establishing and sustaining a healthy work environment. These standards are:

- ◆ **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 (AACN, 2005)

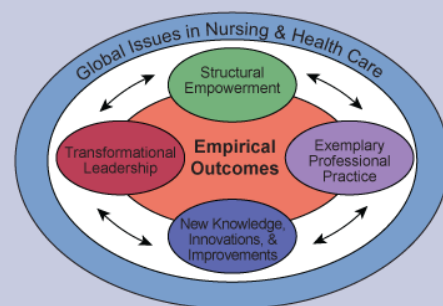
Let's take a moment to look closer at meaningful recognition. According to the research, *meaningful recognition* leads to higher job satisfaction, a stronger commitment to the organization and profession and a dedication to quality patient care. There is also a strengthening in workgroup cohesion and collaboration. Turn to page 3 for more on meaningful recognition.

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2009 MAGNET MODEL



CULTURE OF EXCELLENCE

### Transformational Leadership

Quality of Nursing Leadership  
Management Style

### Structural Empowerment

Organizational Structure  
Personnel Policies and Programs  
Community and the Healthcare Organization  
Image of Nursing  
Professional Development

### Empirical Outcomes

Quality of Care

### Exemplary Professional Practice

Professional Models of Care  
Consultation and Resources  
Autonomy  
Nurses as Teachers  
Interdisciplinary Relations

### New Knowledge, Innovations, and Improvement

Quality of Care  
Quality Improvements

## LEADERSHIP UPDATE

by Karen Grimley, BSN, MBA, RN, Chief Nursing Officer

## TRANSFORMATIONAL LEADERSHIP

“The transformational CNO evolves the organization to meet current and anticipated needs and strategic priorities.”



Amazing, it is hard to believe that 2011 is now just a memory. But what a memory! We have accomplished so much. The rejuvenation of our shared governance model, the implementation of DH 32 care redesign, the

creation of our new Nursing Informatics team, and the adoption of evidence based research from Clinical Nurse III projects into daily practice to name a few. But what I have especially enjoyed has been the enthusiasm and genuine compassion of our nurses as they provide nursing care. Seeing this engagement tells me that we are a Magnet organization, a place where Nursing Excellence is demonstrated every day.



Magnet is an international designation given to hospitals that provide a professionally satisfying work environment which results in high quality nursing care as evidenced by exemplary patient outcomes and high nurse job satisfaction. The

most important thing about being a Magnet hospital must be experienced because it is a cultural phenomenon that is difficult to truly capture on paper. The success of a Magnet hospital is demonstrated in its commitment to fostering the practice of profes-

sional nursing. The hospital's mission, vision, values and goals provide an infrastructure that truly supports nursing practice and the delivery of high quality nursing care to our patients.

2012 marks our next milestone on our Magnet journey. UC Irvine has been on a Magnet journey since 2002 when we submitted our application to become the first hospital in Orange County to receive this prestigious designation. Our Magnet renewal is slated for August 2012 when we will submit our documentation and prepare for our ANCC survey. This is our third consecutive designation which means our Magnet surveyors will be looking extra hard for the “special something” we use to maintain this wonderful practice environment. They will read all about us in our documentation and listen to our stories which will be supporting evidence of our constant commitment to nursing excellence at UC Irvine.

For our nursing staff, the next few months will be spent finalizing our documents and taking time to recognize the support of our hospital colleagues, clinicians and medical staff because it is with their collaboration that we are able to achieve true excellence in nursing.

## RECOGNIZING THE EXTRAORDINARY WORK OF UC IRVINE HEALTHCARE NURSES

by Sherry Carter, BSN, RN, Clinical Nurse Educator

### STRUCTURAL EMPOWERMENT

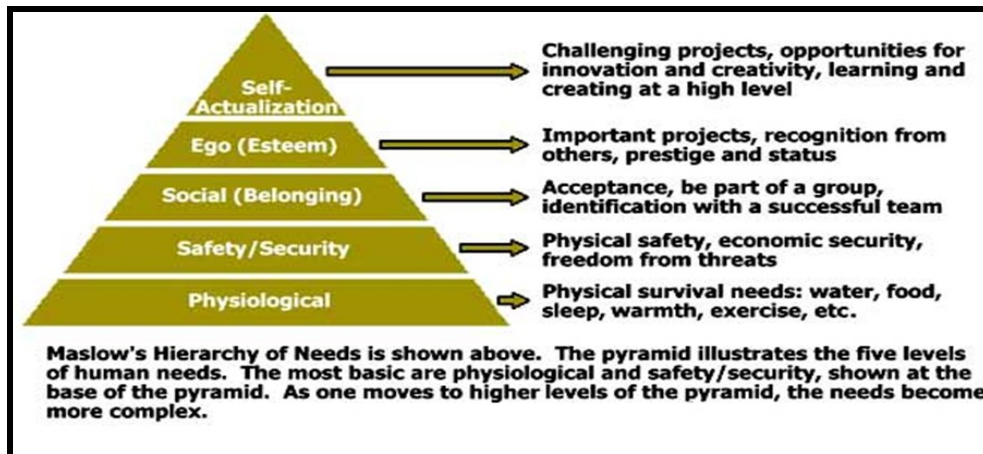
“Nurse contributions to the organization and community are recognized for their positive effect on patients and families”

#### “Meaningful”

*Having meaning, function, or purpose. Significant.*

AACN has defined *meaningful recognition* as an acknowledgement process that: is ongoing and builds on itself, relevant to the person being recognized, congruent with the person being recognized, and doesn't occur automatically but is a response to the value they add. The research goes on to state that “recognition of the value and meaningfulness of one's contribution to an organization's work is a fundamental human need and an essential requisite to personal and professional development. People who are not recognized feel invisible, undervalued, unmotivated and disrespected” (AACN, 2005).

The fundamental human need to be *meaningfully recognized* is illustrated in Abraham Maslow's Hierarchy of Needs:



According to Maslow, there are five human needs arranged in a hierarchy; each need requiring fulfillment in the proper order. If upper needs are at-

tended to before lower needs are met, frustration can occur (Maslow, 1970). Social (Belonging) and Ego (Esteem) are the two needs that correlate with receiving *meaningful recognition*. In the first, Social (Belonging), Maslow indicates our human need to belong to a group and be accepted. The next, Ego (Esteem), indicates our human need to be competent and achieve mastery of our tasks and to receive attention and praise for having attained competency. Attainment of these two levels allows us to reach Maslow's highest level of human needs, Self Actualization. Self Actualization offers us peace with our accomplishments, ourselves and our surroundings. It offers us true satisfaction with career and life.

#### References:

American Association of Critical-Care Nurses. (2005). *AACN standards for establishing and sustaining healthy work environments: A journey to excellence*. Aliso Viejo, CA: American Association of Critical-Care Nurses.

## WHAT IS THE DAISY AWARD?

*Adapted from the Daisy Foundation Website*

### STRUCTURAL EMPOWERMENT

“Nurses are acknowledged in various and substantive ways for their accomplishments, enhancing the image of nursing in the community”

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**DAISY** is an acronym for *Diseases Attacking the Immune System*. The Foundation was formed in November, 1999, by the family of J. Patrick Barnes who died at age 33 of complications of Idiopathic Thrombocytopenic Purpura (ITP).



Everyone who met Pat even once was touched by his positive spirit and his sense of humor. Twice a survivor of Hodgkin's Disease, Pat was driven by a desire to befriend others and help them in any way he could. His legacy is

clear: whenever he came across anyone in need, he never turned his back. He reached out to comfort, to make them feel okay. Pat was a natural mentor, sharing his phenomenally positive outlook on life with a wide network of friends and family around the country with whom he stayed in constant contact. The

DAISY Foundation was established to keep his very special spirit alive.

As we brainstormed what to do in Pat's memory, the one really positive thing we could hold onto from the experience of his eight-week hospitalization was the skillful and amazingly compassionate care he received from his nurses - even when he was totally sedated. When Pat died, we felt compelled to express our profound gratitude to nurses for the work they do for patients and their families every day. This is the primary mission of The DAISY Foundation. DAISY says **thank you** to nurses by honoring the super-human work nurses do caring for patients every day.

*UC Irvine Healthcare will launch the DAISY Award program beginning in 2012. The DAISY Award program will be coordinated and administered by the Nursing Practice Council. We look forward to our first DAISY Award celebration February/March of 2012.*



**DAISY AWARD—A HEALER'S TOUCH**

By Charlene Miranda-Wood, MS, RNC-OB

**EXEMPLARY PROFESSIONAL PRACTICE***“The true essence of a Magnet organization stems from exemplary professional practice within nursing”*

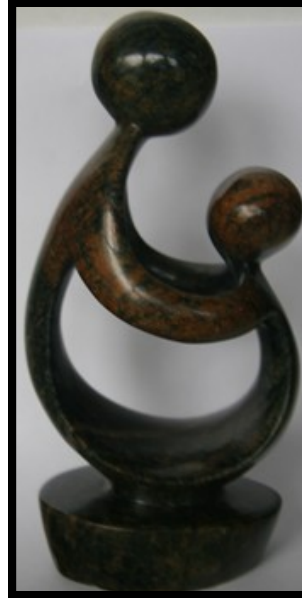
January 2012 for many of us will mark the month with New Year's resolutions. One such resolution is to increase the recognition of the nurses of UC Irvine Healthcare which includes both inpatient and ambulatory care nurses.

The DAISY Award which is a nationally recognized award will be added to our many different ways of recognizing nurses. The focus of the award is on the nurse who has impacted the patient and family not only through his/her clinical skills, but also through their compassionate care.

The Nursing Practice Council will be the administrator and coordinator of the DAISY award. They are currently in the development phase of the nomination form which will be available both on paper and electronically. Any staff member, patient, or family will be able to nominate a nurse for the DAISY award. You will be notified when the nomination forms are ready for distribution.

The first DAISY Award is scheduled to be awarded in February/March and then monthly thereafter. Once the committee has determined who the DAISY Award is going to, they will work with the manager and director to determine the best time to present the award. The recipient is not aware of the award until the moment it is presented. The Daisy Award recipient will receive:

- ◆ **Certificate**
- ◆ **DAISY Award pin**
- ◆ **Hand-carved sculpture “A Healer’s Touch”**



According to the DAISY Foundation these serpentine stone sculptures are hand-carved by artists of the Shona Tribe in Zimbabwe. The sculptures are especially meaningful because of the profound respect the Shona people pay their traditional healers. Shona healers are affectionately regarded as treasures by those they care for, and the well-being and safety of the healer is of community-wide importance.

DAISY's purchase of these sculptures has become very important to the people who carve these beautiful pieces. Given the desperate political situation in Zimbabwe, there are no tourists to buy their work. So the money the DAISY foundation sends to Zimbabwe to pay for the Healers is a tremendous help to the artists and their families. Their letters of gratitude for this support are heartfelt and heartbreaking. "We know now that we will eat and keep our children in school and be able to gain a little strength," reads one of them, sent when they received a payment from the DAISY foundation.

What this said to the DAISY foundation is the incredible work being done by nurses here in the U.S. is reaching around the world to help save the lives of these gifted artists. The artists, in turn, are creating these very sensitive depictions of the unique relationship nurses have with their patients (DAISY Foundation, 2011).

## NURSING SHOWCASE

### STRUCTURAL EMPOWERMENT

“The organization and the nursing staff is committed to professional development”

**Congratulations to the following nurses who have obtained their specialty certification in these areas:**

Operating Room Nursing:  
**Laura Pfefferkorn—OSS**  
**Saghi Salehi—OSS**

Ambulatory Perianesthesia Nursing:  
**Carol Panepinto—OSS PACU**

Radiology Nursing:  
**Connie Kader**

Neonatal Intensive Care:  
**Lisa Rogers**  
**Nicole Villar**  
**Brent Wong**  
**Jamie Sah**  
**Angie Tito**  
**Gemma Baril**  
**Andrea Arnett**  
**Michelle Henry**  
**Cassie Macdonald**

**Congratulations to the following nurses who have obtained their degree:**

Bachelor of Science Degree:  
**Suzette McBrayer**  
**Natalie Gregory—IR**

Master of Science Degree :  
**Angelica Ahonen—T3**

**Congratulations to the following nurses who have received a promotion:**

Clinical Nurse Educator:  
**Johanah Moreno—Perinatal**  
**Michelle Grywalski—Critical Care**  
**Susan Magorno—Medical-Surgical**  
**Steve Bereta—Medical- Surgical**

CN III Supervisor:  
**Marie Polito—Infusion Center**  
**Jennifer Hoff—DH76/78**  
**Meerabai Narasimalu—Perinatal**  
**Grace Kang—Perinatal**

Nurse Manager:  
**Van Le —T5**

CN III:  
**Shella Soriano—T3**  
**Rose Posadas—T3**

CN IV:  
**Suzette McBrayer—T3**  
**Sue Vos—Perinatal**

MODEL COMPONENTS	FORCES OF MAGNETISM
Transformational Leadership	>> Quality of Nursing Leadership <i>Force #1</i> >> Management Style <i>Force #3</i>
Structural Empowerment	>> Organizational Structure <i>Force #2</i> >> Personnel Policies and Programs <i>Force #4</i> >> Community and the Healthcare Organization <i>Force #10</i> >> Image of Nursing <i>Force #12</i> >> Professional Development <i>Force #14</i>
Exemplary Professional Practice	>> Professional Models of Care <i>Force #5</i> >> Consultation and Resources <i>Force #8</i> >> Autonomy <i>Force #9</i> >> Nurses as Teachers <i>Force #11</i> >> Interdisciplinary Relationships <i>Force #13</i>
New Knowledge, Innovations, and Improvements	>> Quality Improvement <i>Force #7</i>
Empirical Quality Outcomes	>> Quality of Care <i>Force #6</i>

