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Using Meaningful Recognition to Create a Culture of Nursing Excellence



West Kendall Baptist Hospital

BAPTIST HEALTH SOUTH FLORIDA

An academic affiliate of the
FIU | Herbert Wertheim College of Medicine

LOCATION:

**Non-profit community hospital located in
Miami-Dade County, Florida**

COMMUNITY SERVED:

West Kendall children and adults, whole life care

SERVICES:

**133 beds, medical, surgical, emergency, maternity
and diagnostics**

At the specific request of the West Kendall, Miami-Dade community for a whole-life care hospital, West Kendall Baptist Hospital opened in 2011. Created for the community, West Kendall Baptist Hospital holds an obligation to ensure the expectations of patients and their families are always met.

**Discover how West Kendall Baptist Hospital used
meaningful recognition to create a culture of
nursing excellence.**

CHALLENGES

- Meet the community demand for nursing excellence
- Create engagement and retention
- Deliver quality care with compassion
- Ensure morale is maintained with leadership changes
- Engage patients and families in recognizing nurses
- Earn ANCC Magnet® designation

SOLUTIONS

- Establish new nurse recognition program for extraordinary care
- Use Professional Development Council to guide recognition program
- Use patient based bilingual nomination program to ensure inclusivity
- Focus on creating a culture of recognition
- Focus on Magnet designation

RESULTS

- Developed a culture of engagement
- Accelerated nursing staff satisfaction
- Increased patient satisfaction
- Improved community involvement
- Achieved Magnet designation



HONORING NURSES INTERNATIONALLY
IN MEMORY OF J. PATRICK BARNES

Using Meaningful Recognition to Create a Culture of Nursing Excellence

CHALLENGES

West Kendall Baptist Hospital has always operated with a focus on people and a goal of ensuring an engaged and satisfied nursing workforce. Engagement is key to ensuring satisfaction regardless of industry.

“Our founding CNO, Denise Harris, thought this was particularly true for nurses who work long shifts and often see people at their very worst. Providing the best care takes great skills and great compassion. This can become emotionally challenging for nurses who work with patients needing advanced clinical care,” said Sandra McLean, MSHA, MSN, RN, NEA-BC, West Kendall Baptist Hospital Vice President and Chief Nursing Officer.

Organizational change, especially in leadership, can create uncertainty among the workforce, which can lead to poor morale, which in turn can have a negative impact on overall job satisfaction and engagement. One year after West Kendall Baptist Hospital opened its doors, it was faced with the potential challenge of decreasing morale, due in part to a change in leadership below the CNO level.

“Anytime there is a change in leadership the challenge becomes ensuring morale is high and that employees remain engaged. With that focus, the organization needed to ensure it was looking at solutions that would foster employee engagement and inclusion to ensure both nurse and patient satisfaction,”

Sandra McLean, MSHA, MSN, RN, NEA-BC
Vice President, Chief Nursing Officer, West Kendall Baptist Hospital

Positive and grateful interactions with patients and families is something that nurses find highly attractive about their career. Receipt of gratitude from patients and their families regardless of outcome creates validation and aids overall morale and satisfaction. For leadership at West Kendall Baptist Hospital, the biggest challenge was how to get nurses and patients to recognize extraordinary care in a consistent and meaningful way.

A highly satisfied, engaged workforce is also a signature element of hospitals with Magnet recognition.

“Earning Magnet recognition is very important but as with all hospitals, we were challenged with providing the necessary evidence,” said Ms. McLean.

SOLUTION

West Kendall Baptist Hospital's leadership team determined that The DAISY Foundation's™ meaningful recognition program would be the best fit to achieve their goal of recognizing extraordinary nurses. Through the program, the organization could meet its goals of improving engagement and satisfaction, and ultimately contribute to the hospital achieving Magnet designation.

With the change in leadership, there was an opportunity to see what added emphasis on meaningful recognition could do to improve nurse engagement and satisfaction. This was particularly challenging in the ICU department, as was overall patient satisfaction. While DAISY was implemented hospital-wide, special attention was paid to creating visibility of the program to ensure numerous nominations for ICU nurses.

MEANINGFUL RECOGNITION GENERATES VALIDATION

There is nothing more profound to a nurse than having a patient or their family show gratitude for compassionate care. This is particularly meaningful at an organization created at the request of the community, where the focus is on meeting patient needs and exceeding patient satisfaction through exceptional care.

Not discounting peer and leadership recognition, what transpires when a patient or their family shares a personal story of gratitude is confirmation of why someone chooses to be a nurse. Through the DAISY meaningful recognition program patients at West Kendall Baptist Hospital are encouraged to share their appreciation through a nomination for The DAISY Award®.

According to Ms. McLean, “The best thing about The DAISY Award is that it goes beyond peer recognition by engaging the patients and their families from our community in the nomination process. It allows our nurses to hear that they are truly making a difference with their compassionate care.”

To keep employees engaged, West Kendall Baptist Hospital ensures every nurse who receives a nomination is publicly recognized, which also helps generate motivation for everyone to perform at their highest level to secure a nomination in the future.

Said Ms. McLean, “when we recognize The DAISY Award winners all of our nurses reflect on the impact of their care with the knowledge they could also receive recognition.”



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SOLUTION *cont.*

COMMITMENT TO PROFESSIONAL DEVELOPMENT

As part of West Kendall Baptist Hospital's specific focus on people, the organization chooses to place the program under the purview of the Professional Development Council which helps ensure the DAISY program is linked to individual professional development and continuing education goals. The council is comprised of an executive nurse leader, a nurse manager, a nurse educator, and a staff member from each area where nursing is practiced.

ENSURING INCLUSION FOR ALL

West Kendall Baptist Hospital serves a largely Hispanic community. A champion of inclusivity, the organization has structured their meaningful recognition program in a way that enables patients of all language or literacy abilities to participate. Nomination forms are available in both English and Spanish, and a bilingual staff ensures support to capture stories of compassionate care from all patients and their families. "Without the extra efforts to be inclusive, we would struggle to nominate and honor all of the nurses that have provided extraordinary care," said Ms. McLean. "Because West Kendall has a diverse community, an investment in developing and supporting our nurses has enabled us to improve the quality and diversity of our nominations."



SUPPORTING THE MAGNET JOURNEY

Two critical components for achieving Magnet designation are providing evidence and demonstrating support of priorities. Through implementation of the DAISY nurse recognition program, West Kendall Baptist Hospital is implementing a solution that serves to aid its Magnet journey.

"DAISY provides a program that demonstrates the recognition of nurses who provide an extraordinary patient experience that enables us to reach, maintain, or even surpass our strategic priorities of patient satisfaction, giving us one of the proof-points to achieve Magnet recognition. Many of our nurse recognition goals and actions tie directly to The DAISY Award program, giving us the criteria necessary to achieve better patient satisfaction,"

Simone Cheong, MSHSA, MSN, RN, CMSRN,
West Kendall Baptist Hospital, Magnet Project Manager

RESULTS

ACCELERATED NURSE SATISFACTION

The nurse recognition program has helped satisfaction reach an all-time high, while concurrently creating a significant shift in culture that has been embraced by the nursing workforce.

"Our nurse recognition program allows every nurse at West Kendall Baptist Hospital to feel they can be recognized for their compassion and ability to help patients and their families. This has helped create a more satisfied workforce where nurses are taking the time to personally connect with each patient, which I believe is resulting in overall better care. The program has allowed us to create a level of engagement that has led to even more compassion for patients and families. Our nurses are more satisfied, which is a good thing for everyone," said Ms. McLean.

INCREASED PATIENT SATISFACTION AND CREATING A CULTURE OF RECOGNITION

The increased focus on meaningful recognition has also contributed to the organization's higher patient satisfaction scores. While the DAISY program had been implemented in the ICU, maximizing the program delivered significant results. The optimization of the DAISY program in the ICU showed a 7% increase in the mean Press Ganey satisfaction score for Friendliness/Courtesy of Nurses.

"Our focused effort in the ICU has demonstrated that if we broaden our employee recognition efforts, we can also increase our patient satisfaction scores," said Ms. McLean.

Further proof that patient satisfaction and employee satisfaction are linked can be seen in the significant jump in meaningful recognition nominations over a two-year period. Since the ICU unit took the initiative to promote nominations for The DAISY Award, nominations have increased by 131% over a two-year period.

Using Meaningful Recognition to Create a Culture of Nursing Excellence

RESULTS *cont.*

"Before launching the ICU initiative we received 36 ICU nominations in five quarters. Since the initiative launched that number has jumped to 83. Nursing engagement is also up as evidenced through the increase in teamwork scores and overall interaction and support scores", added Ms. McLean.

IMPROVED COMMUNITY INVOLVEMENT

The focus on ensuring that patients receive compassionate care has increased the human touch and supported West Kendall Baptist Hospital's organizational focus on people.

"Because of our meaningful recognition program, nurses are reminded of the importance of compassion, and are delivering extraordinary care to the community that wanted us and needs us to serve their wellness requirements every single day," added Ms. McLean.

EARNING MAGNET ACCREDITATION

Only the top six percent of hospitals in the world achieve Magnet accreditation. With help from DAISY, West Kendall Baptist Hospital was able to demonstrate that it belongs on that list.

"Magnet recognition provides our community with the ultimate benchmark to measure the quality of patient care," said Javier Hernández-Lichtl, the founding Chief Executive Officer of West Kendall Baptist Hospital. "Achieving Magnet recognition reinforces the culture of excellence that is a cornerstone for how we serve the West Kendall community. It's also the tangible evidence of our nurses' commitment to providing the very best care to our patients."

West Kendall Baptist Hospital's investment in meaningful recognition programs has helped create a first-rate culture at the organization, where people are proud to be part of a team that provides the best possible care to their community's patients and families.

"The difference that hospitals provide to those that are ill is 24/7 care. That care is provided predominantly by nurses. At West Kendall Baptist Hospital, 40% of our workforce is nurses so the experience of our patients rests on their shoulders. Our nurse recognition program has taken nursing to the next level of engagement and satisfaction, not only for our nurses but for our patients and their families. The pride that comes from a nurse being honored by a patient for compassionate care sets a high standard for our hospital. I think that our nurses provide the best care that is possible to our community. That makes me feel very good."

Sandra McLean, MSHA, MSN, RN, NEA-BC
Vice President, Chief Nursing Officer, West Kendall Baptist Hospital

ABOUT DAISY

The DAISY Foundation™ was established in 1999 in memory of J. Patrick Barnes. Patrick died at the age of 33 from complications of Idiopathic Thrombocytopenic Purpura (ITP), an auto-immune disease. (DAISY is an acronym for Diseases Attacking the Immune System.) The care Patrick and his family received from Nurses inspired the creation of The DAISY Award® for Extraordinary Nurses, an evidenced-based means of providing Nurse recognition and thanking Nurses for making a profound difference in the lives of their patients and patient families. In addition to the DAISY Award for Extraordinary Nurses, the Foundation expresses gratitude to the nursing profession internationally in over 4,000 healthcare facilities and schools of nursing with recognition of direct care Nurses, Nurse-led Teams, Nurse Leaders, Nursing Faculty, Nursing Students, Lifetime Achievement in Nursing and through the J. Patrick Barnes Grants for Nursing Research and Evidence-Based Practice Projects and Medical Mission Grants.



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