

BEING RECOGNIZED

Leader Resource Series
July 2025

Monica Shaffer, Director of Employee Experience
Kay Lopez, Director of Medical Surgical Nursing

UCI Human Resources
Empower People Success

AGENDA

- Key drivers of engagement
- The importance of recognition
- Building a culture of recognition
- A real-life example of how recognition shapes culture
- Resources

Empower People Success



KEY DRIVERS OF ENGAGEMENT



A CARING MANAGER



FOCUS ON STRENGTHS



PURPOSE



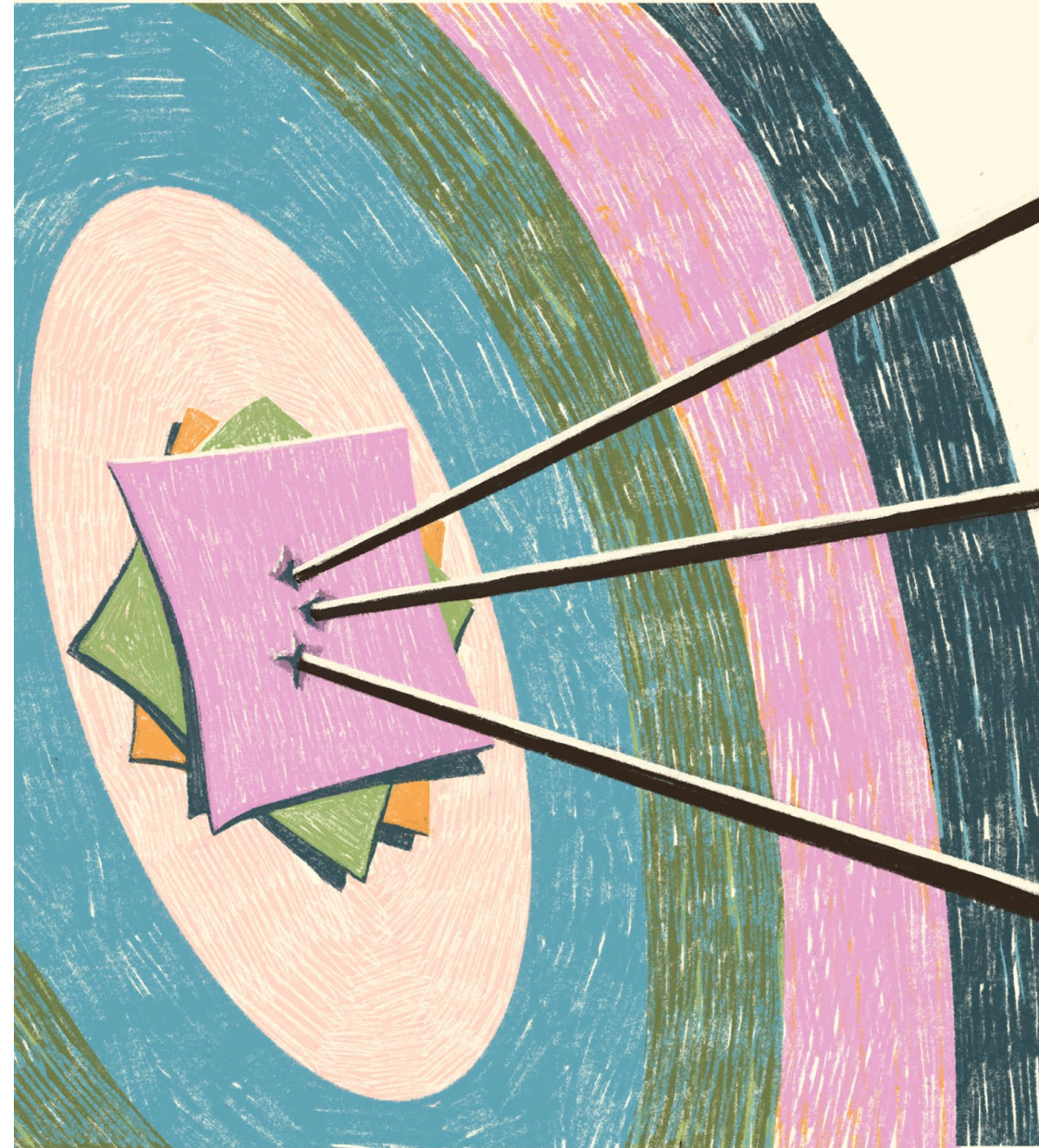
DEVELOPMENT



**ON-GOING
CONVERSATIONS**

OBJECTIVES

- Understand the impact of recognition on co-worker engagement and team morale
- Identify the most impactful forms of recognition
- Learn actionable strategies to recognize achievements regularly
- Leave with tools to build a culture of appreciation with your teams



CO-WORKER REGOGNITION

- Definition & Impact
- Forms of Recognition



Recognition is the practice of acknowledging and appreciating co-workers for their contributions, achievements, and efforts within an organization.

Deloitte

IMPACT OF RECOGNITION

- Increases levels of engagement and lowers turnover
 - Co-workers who do not feel adequately recognized are twice as likely to say they'll quit in the next year (Gallup)
- Enhances productive
- Creates a more positive work environment
- Can aid in conflict resolution*

What gets recognized gets repeated





**When people feel valued and
recognized, they relate to feedback
as a contribution**



When people don't feel valued and recognized, they relate to feedback as an attack

FORMS OF RECOGNITION

- Public recognition or acknowledgment via an award, certificate or
- Private recognition from a boss, peer or customer (includes day to day interactions)
- Receiving or obtaining a high level of achievement through evaluations or reviews
- Promotion or increase in scope of work or responsibility to show trust
- Monetary award such as a trip, prize, or pay increase
- Personal satisfaction or pride in work

Gallup, 2024



Think back to a time you were recognized at work. Who was it from, what form of recognition was it and what made it meaningful?

WHAT WE KNOW

- Recognition matters
- Co-workers want a relationship with their manager or employer that is personalized, flexible, and customized.
- They want to feel appreciated and valued for what they do.
- According to Deloitte, 85% of professionals want to hear “thank you” in day-to-day interactions.

WHAT THAT MEANS FOR US

- We need to help co-workers feel seen and valued for their contributions
- The first step to creating a culture of recognition is through everyday interactions—these often have the greatest impact at the lowest cost.

EFFECTIVE RECOGNITION

- What it looks like
- How to provide it

ATTRIBUTES OF EFFECTIVE RECOGNITION



Authentic: Feels genuine, real and heartfelt.



Meaningful: Highlights the value of the work and the person doing it.



Motivating: Taps into what matters most to the individual

HOW TO EFFECTIVELY RECOGNIZE CO-WORKERS

BE AUTHENTIC

- Ensure your compliments are genuine and heartfelt

BE TIMELY

- After a co-worker turns in high-quality work, recognition should immediately follow

BE SPECIFIC

- Provide clear details and examples to avoid vague compliments. Do not leave them with questions
 - We want the behavior to happen again, so be specific!

FOCUS ON THE PROCESS

- Recognize the time, effort and creativity involved, not just the result

SHARE THE IMPACT

- Explain how their actions positively impacted the team or organization's results
- Show how their actions align with and exemplify the core values

BUILDING A RECOGNITION CULTURE

- Everyday opportunities to build recognition
- Creating a tailored approach

“

**Our co-workers need to hear,
regularly, that what they do matters,
and that they matter.**



DAILY INTERACTIONS

REGULAR CHECK-INS

- Conduct frequent check ins to understand their feelings about work, challenges, and growth opportunities

PERSONAL CONNECTIONS

- Learn about co-workers' lives, interests, and career goals to show genuine interest and support

RESPECT

- Respect co-workers' time by starting and ending meetings on time
- Avoid contacting them outside of work hours.
- Acknowledge feedback

SUPPORT DEVELOPMENT

- Provide regular feedback, development opportunities, and help co-workers advance in their careers

HOW TO PERSONALIZE RECOGNITION

People want to be recognized for the things we don't see. Following these steps help managers see what matters most to their people:

- ✓ Encourage co-workers to share recent work accomplishments they're proud of
- ✓ Ask questions to uncover the effort and challenges behind their achievements.
- ✓ Acknowledge and amplify their accomplishments by reflecting back what you heard.
- ✓ Remember the things that matter to your co-workers so you can use them in the future

Littlefield, 2020



PERSONALIZING RECOGNITION

Ask Direct Questions

What is the best recognition you have ever received?

What do you want to receive recognition for?

What type of recognition do you prefer? What are you most comfortable with?

From whom would you like to receive recognition?

What makes you feel valued by me, the team and the organization?

How can we build a culture that encourages and values recognition and praise as a team?

DEVELOP RECOGNITION RITUALS

SUGGESTED RITUALS

- Ask your team to share their **small victories** of the week. This helps them reflect on their progress and celebrate together.
- Start daily huddles or team meetings with team member **shoutouts** for their contributions. This fosters a sense of appreciation and connection.
- After completing a project, take time to **reflect** on what was achieved, what was learned, and what team members are proud of. This helps acknowledge efforts and maintain motivation.
- Work with your team to **align praise and recognition** with the institutional **values**. Connects recognition to a broader purpose and culture

KEY TAKEAWAYS

- Recognition Matters

KEY TAKEAWAYS

RECOGNITION SHAPES CULTURE

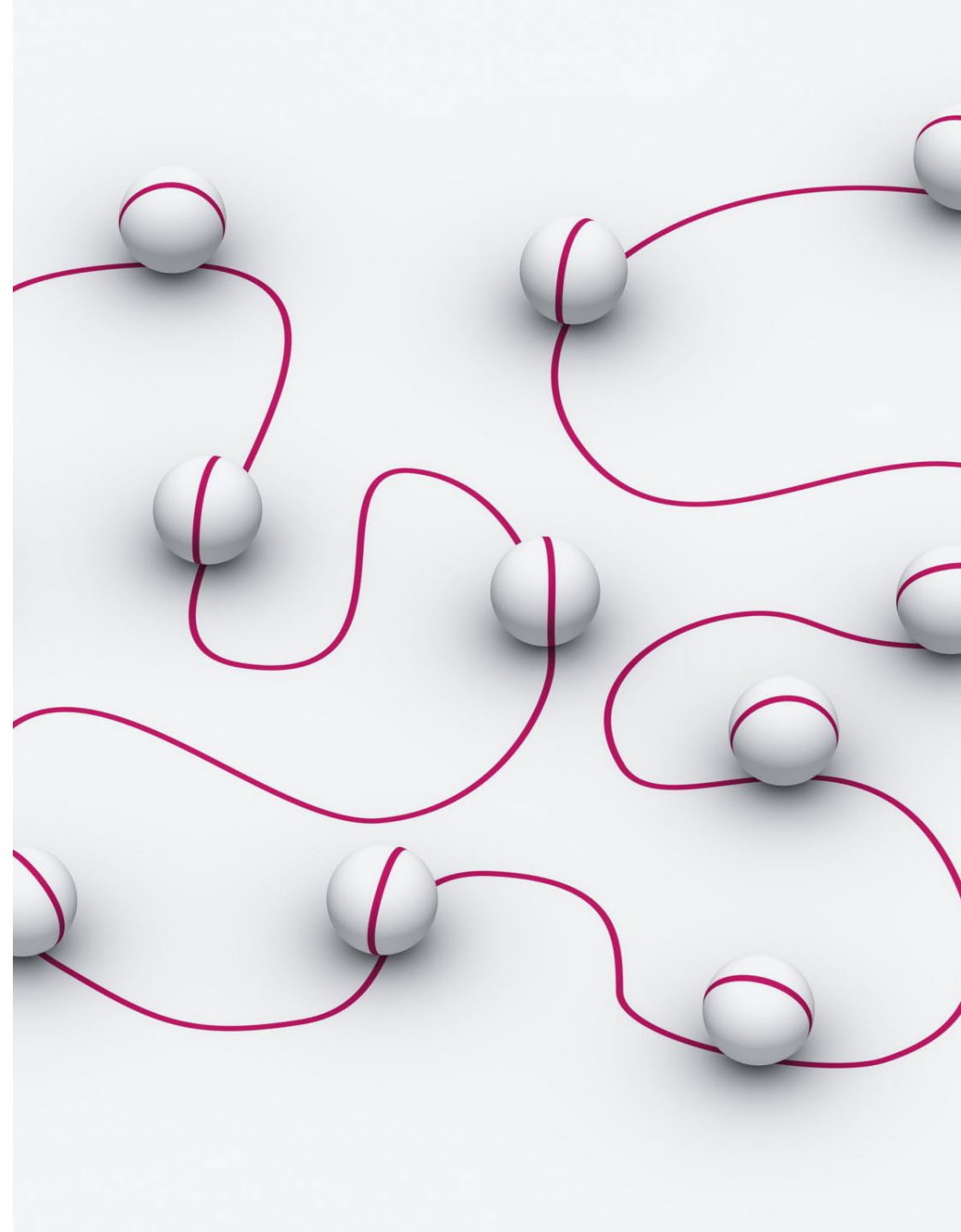
- It strengthens both team and organizational culture in powerful, lasting ways.

SMALL ACTIONS, BIG IMPACT

- Managers can foster a culture of recognition with minimal effort but meaningful results.
- Recognition is not costly, it's free, when done right.

CONSISTENCY MATTERS

- Recognition should be regular, personalized, authentic, and timely to be truly effective.



Being Recognized



Kay Lopez, DNP, RN, CCRN
Director of Medical Surgical Telemetry Services

Our values



Embrace human moments

We cultivate authentic connections by recognizing the humanity in every interaction. Through genuine empathy and optimistic engagement, we create a space where both patients and colleagues feel truly seen, heard and valued.



Own our excellence

We believe personal accountability and collaborative support drive exceptional care. By trusting our colleagues to lead while standing ready to assist, we create an environment where excellence is both an individual commitment and a collective achievement.



Build tomorrow together

We champion a forward-thinking environment where curiosity drives innovation and continuous improvement. By embracing diverse perspectives and encouraging creative exploration, we transform challenges into opportunities that energize our organization and advance patient care.

Our behaviors

See the whole person

Look to understand each person's unique circumstances, needs and strengths beyond their role or medical condition.

Build genuine relationships

Practice active listening, respond with vulnerability and genuine curiosity about others' experiences.

Share an optimistic outlook

Assume a positive approach to our work, finding opportunities even in challenging situations.

Confidently step up

Each of us takes action from our individual role to advance our mission of excellence, achieving more together.

Generously support each other

Show up for co-workers with resources, knowledge and encouragement because their success is ours too.

Celebrate shared achievement

Recognize and elevate wins to acknowledge how our collective efforts create meaningful impact.

Collaborate to innovate

Reach out and be open to varied perspectives that help us better understand the whole picture.

Try new things

Approach problems with curiosity and explore creative solutions to improve outcomes.

Discover daily

Grow your personal impact in small and large ways through everyday curiosity and professional development.

CS5202 5/25

UCI Health



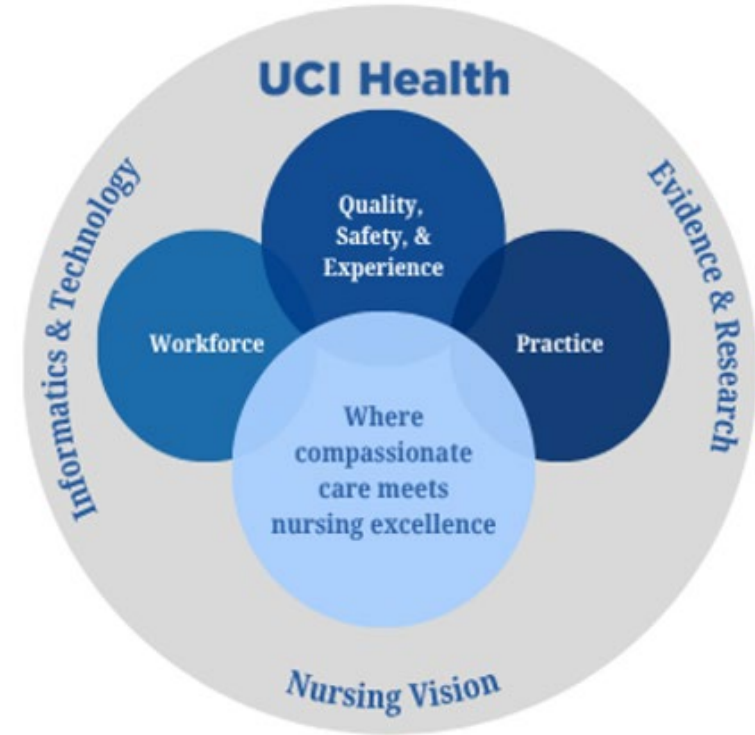
Meaningful Recognition

American Association of Critical Care Nurses (AACN) standard Meaningful Recognition: “team members should be recognized for the value they bring to an organization, and there should be systems in place to recognize nurses in an **individualized** and **meaningful** way”

- Acknowledging what is relevant to the work they do
- Expressing why their action / behavior made a difference
- Delivering in a way that is meaningful to the recipient

Healthy Work Environment (HWE)

- HWE were associated:
 - 28% to 33% lower odds of job dissatisfaction, burnout, or intent to leave
 - 8% lower odds of an adverse patient harm (Lake, 2019)
- Having a highly engaged nursing workforce helps to improve quality outcomes and the patient experience (Demspey & Assi, 2018)



Staff Engagement & Meaningful Recognition in Acuity-Adaptable Unit Produces Quality Outcomes

Kathryn Kay Lopez DNP, RN, CCRN; Angela Gillies BSN, RN, CCRN-CSC

Impact

- Having a highly engaged nursing workforce helps to improve quality outcomes and the patient experience
- Meaningful recognition is a component of the American Association of Critical Care Nurses (AACN) Healthy Work Environment (HWE). Nurses are recognized and recognize others for the value that each person brings to the unit and to the organization
- The cardiovascular surgical unit (CVSU) is an acuity-adaptable, primary nursing care unit. Acuity-adaptable units:
 - Allow the patients to recover in one room throughout their stay from admission to discharge
 - Improves nurses' workflow, patient comfort, and overall patient experience
 - Cardiac surgery patients have a specific clinical pathway for recovery. Having dedicated registered nurses (RN) and physician teams in cardiac surgery from admission to discharge allows the patients continuity of care, active communication, trusting relationships and the knowledge and skill to care for these patients, anticipating any complications. The quality of nursing care and anticipation of complications lead to best patient outcomes and a good patient experience.
- The CVSU creates a Healthy Work Environment with an engaged work force using a shared mental model, setting expectations of competency, collaboration, and compassion, while recognizing the contributions of each staff member.



Shared Mental Model, (Manges, 2020)

- Shared mental model
 - Flexibility, adaptability & teamwork
 - Interprofessional collaboration
 - Transparency
- Hybrid nurse
 - Competencies and skills of critical care & medical-surgical
 - Train to specific patient population

Outcomes



	Days Since Last Pt Harm Event (higher is better)	Patient Falls	Reportable HAPI	CLABSI	CAUTI	CDIFF	MRSA
Step Down/Telemetry	8	8	258	63	18	35	672
	132	149	2073	132	230	382	2726
	18	33	258	171	18	108	821
Cardiovascular Surgical Tele - DH44	59	59		920	1250	141	1338



- Gallup Staff Engagement Mean 2021: 4.40
- Gallup Staff Engagement Mean 2023: 4.44
- 1124 days since last Central Line Bloodstream Infection (CLABSI)
- 1454 days since last Catheter Associated Urinary Tract Infection (CAUTI)
- Zero Hospital-Acquired Pressure Injuries since opening in 2020

Application to Other Settings

- Acuity-adaptable units allow the nurses to create meaningful relationships with their patients and provide the best patient care.
- The Cardiovascular Surgical Unit has had 8 DAISY Award Honorees since opening in April 2020 for the Excellent patient care that they give.



Embracing human moments: Building genuine relationships





Own our Excellence

- Nurse Excellence Preceptor of the Year
 - See the whole person
 - Build Genuine Relationships
 - Confidently step up
 - Generously support each other



Celebrate shared achievement

Happy 1 year anniversary CVSU!



Lopez, Kathryn

To ACC - CVSU Staff

Cc Caceres, Alessandra; Jeremiah, Gaston; Gonzalez, Hector; Tran, Katie; Rezende Camargo Portes, Pedro; Pa

Happy 1 year anniversary CVSU!!

We went through a three-hour tenuous CDPH survey a year ago today and were licensed to open 😊

I am so proud to be part of this CVSU family.

Let's see some of our accomplishments this year:

- We opened up the first acuity adaptable primary care unit
- Started a fully functional unit practice council
- Have the most awesome Retention and Recruitment Committee that brings happiness to the organiz
- Had a Nurse Exemplar – Preceptor / Mentor 2020
- Had our first **Daisy** Award Winner
- Housed the first implanted LVAD patient in Orange County
- Had three LVADs on the unit all at the same time
- Adopted our first family
- Piloted Masimo Radius, Masimo Univision 360, Sonifi Digital Whiteboard & Responder5
- Implementing Integrative Nursing into our daily lives
- Taught and discharged many happy hearts

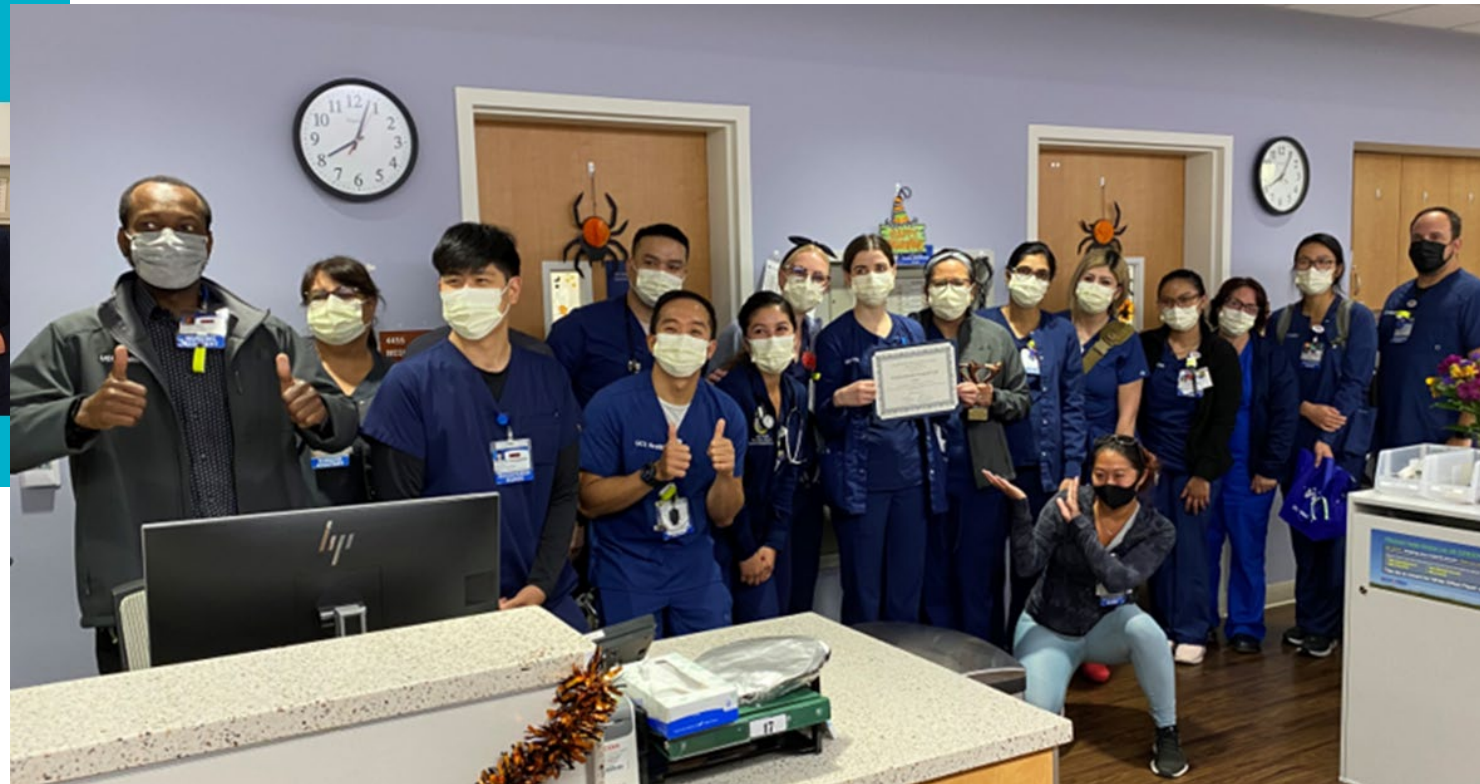
I am so excited to see what is to come! Happy anniversary team!



Interdisciplinary collaboration: Generously Support each other

Kudos

Today, EVS recognized DH44 as the highest scoring unit for June HCAHPS cleanliness at 87.5% and DH76/78 was also recognized for their score of 84.6%. Kudos to these teams!



- EVS highest HCAHPS
- Friends of Float Pool Award

Engagement Mean	Change (Recast)	Mean Percentile Rank - Gallup Overall	Respondents	Engagement Index		
 4.40	↑ + 0.39	74	33	Engaged: 66% Not Engaged: * Actively Disengaged: *		
	Respondents	Current Mean	Last Mean (Recast)	Current Topbox	Mean Percentile Rank - Gallup Overall	Company Overall Current Mean
Q00: On a five-point scale, where 5 means extremely satisfied and 1 means extremely dissatisfied, how satisfied are you with your organization as a place to work?	31	4.32	3.88	42	65	3.84
Q01: I know what is expected of me at work.	32	4.72	4.47	72	70	4.41
Q02: I have the materials and equipment I need to do my work right.	32	4.63	3.47	66	80	4.04
Q03: At work, I have the opportunity to do what I do best every day.	32	4.69	4.06	72	84	4.05
Q04: In the last seven days, I have received recognition or praise for doing good work.	30	3.60	3.38	20	41	3.39
Q05: My supervisor, or someone at work, seems to care about me as a person.	32	4.56	4.06	63	66	4.02
Q06: There is someone at work who encourages my development.	32	4.50	4.29	56	77	3.78
Q07: At work, my opinions seem to count.	32	4.22	3.59	44	66	3.60
Q08: The mission or purpose of my organization makes me feel my job is important.	32	4.44	4.00	56	67	3.96
Q09: My associates or fellow employees are committed to doing quality work.	32	4.66	4.06	66	81	4.04
Q10: I have a best friend at work.	31	3.84	4.35	39	54	3.44
Q11: In the last six months, someone at work has talked to me about my progress.	32	4.47	4.19	63	70	3.67
Q12: This last year, I have had opportunities at work to learn and grow.	32	4.44	4.24	59	67	3.80

Build tomorrow together: Discover daily



Kickoff October 2022



CSI Academy

UC Irvine Health

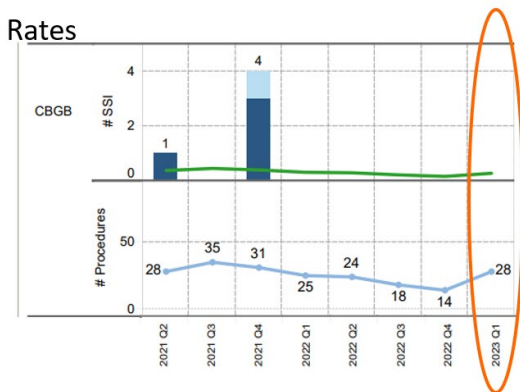
AMERICAN ASSOCIATION of CRITICAL-CARE NURSES



AMERICAN ASSOCIATION of CRITICAL-CARE NURSES

Preclinical and Post Clinical Data

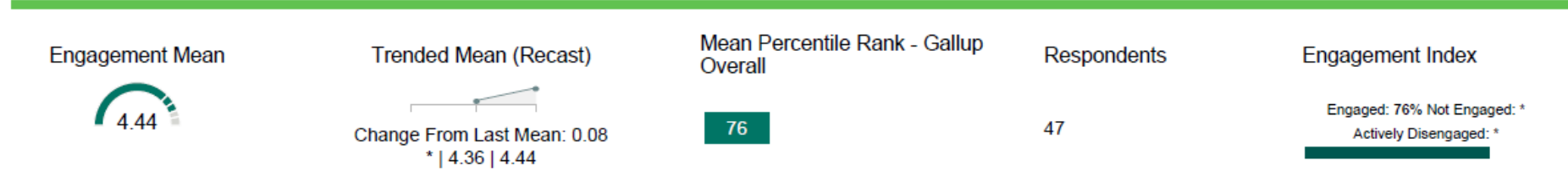
CABG SSI Rates



CSI Academy

UC Irvine Health





	Respondents	Frequency Distribution ■ 1 ■ 2 ■ 3 ■ 4 ■ 5	Current Mean	Change (Recast)	Mean Percentile Rank - Gallup Overall
Q00: On a five-point scale, where 5 means extremely satisfied and 1 means extremely dissatisfied, how satisfied are you with your organization as a place to work?	47	1:0% 2:0% 3:9% 4:26% 5:66%	4.57	↑ +0.37	82
Q01: I know what is expected of me at work.	47	1:0% 2:0% 3:2% 4:17% 5:81%	4.79	0.10	79
Q02: I have the materials and equipment I need to do my work right.	47	1:0% 2:0% 3:6% 4:23% 5:70%	4.64	0.10	80
Q03: At work, I have the opportunity to do what I do best every day.	47	1:0% 2:2% 3:2% 4:17% 5:79%	4.72	0.03	85
Q04: In the last seven days, I have received recognition or praise for doing good work.	40	1:5% 2:0% 3:25% 4:35% 5:35%	3.95	↑ +0.43	56
Q05: My supervisor, or someone at work, seems to care about me as a person.	46	1:2% 2:0% 3:9% 4:35% 5:54%	4.39	-0.07	52
Q06: There is someone at work who encourages my development.	47	1:2% 2:2% 3:9% 4:26% 5:62%	4.43	-0.03	71
Q07: At work, my opinions seem to count.	47	1:2% 2:2% 3:11% 4:45% 5:40%	4.19	0.11	63
Q08: The mission or purpose of my organization makes me feel my job is important.	47	1:0% 2:2% 3:6% 4:26% 5:66%	4.55	↑ +0.20	74
Q09: My associates or fellow employees are committed to doing quality work.	47	1:0% 2:2% 3:2% 4:23% 5:72%	4.66	0.08	81
Q10: I have a best friend at work.	42	1:2% 2:7% 3:19% 4:33% 5:38%	3.98	-0.02	63
Q11: In the last six months, someone at work has talked to me about my progress.	46	1:0% 2:0% 3:15% 4:22% 5:63%	4.48	-0.02	71
Q12: This last year, I have had opportunities at work to learn and grow.	46	1:2% 2:2% 3:7% 4:24% 5:65%	4.48	0.04	69

Engaged Staff: Quality Patient Outcomes



Chandra Broadwater, MPH, MFA, CPHQ · 1st
Healthcare culture and systems transform...
8mo · Edited · 🌐

What an incredible testament to our commitment to patient safety and high reliability at **UCI Health**. Kudos to **Kay Lopez DNP, RN, CCRN** and her team!

What does 1,103 days (now 1,104!) of being CLABSI-free mean?

- ✓ It means less time for our most vulnerable patients spent in the hospital and more time at home with their loved ones.
- ✓ It means our coworkers prioritize safety and align best practice on a daily basis.
- ✓ It means we are highly reliable.

Kay Lopez DNP, RN, CCRN · You
Director of Medical Surgical Telemetry Nursing
8mo · 🌐

Celebrating 3 years without a CLABSI. That's 1,103 days without a Central Line Associated Bloodstream Infection. ...more

- 1311 days without Central Line Associated Bloodstream Infection (CLABSI)
- 1689 days without Catheter Associated Urinary Tract Infection (CAUTI)
- 4 years without a Hospital Acquired Pressure Injury (HAPI)

CVICU 2021

EMPLOYEE ENGAGEMENT REPORT | UCI 2021 Q12

Q12 Mean

The Gallup Q12 score represents the average, combined score of the 12 elements that measure employee engagement. Each element has consistently been linked to better business outcomes.



	Total N	Current Mean	Last Mean (Recast)	Current Topbox	Mean Percentile Rank - Gallup Overall	Company Overall Current Mean
Q00: On a five-point scale, where 5 means extremely satisfied and 1 means extremely dissatisfied, how satisfied are you with your organization as a place to work?	45	3.96	4.24	36	40	3.84
Q01: I know what is expected of me at work.	46	4.50	4.68	57	52	4.41
Q02: I have the materials and equipment I need to do my work right.	46	4.15	4.32	48	45	4.04
Q03: At work, I have the opportunity to do what I do best every day.	46	4.17	4.48	37	48	4.05
Q04: In the last seven days, I have received recognition or praise for doing good work.	44	2.77	3.52	16	11	3.39
Q05: My supervisor, or someone at work, seems to care about me as a person.	46	3.48	4.12	24	10	4.02
Q06: There is someone at work who encourages my development.	46	3.67	4.15	26	28	3.78
Q07: At work, my opinions seem to count.	46	3.24	3.82	20	16	3.60
Q08: The mission or purpose of my organization makes me feel my job is important.	46	3.72	4.24	26	22	3.96
Q09: My associates or fellow employees are committed to doing quality work.	46	4.02	4.29	35	39	4.04
Q10: I have a best friend at work.	45	3.80	3.70	38	52	3.44
Q11: In the last six months, someone at work has talked to me about my progress.	45	3.33	3.67	18	19	3.67
Q12: This last year, I have had opportunities at work to learn and grow.	45	3.82	4.21	31	29	3.80

Embrace human moments: Share an optimistic outlook

Congratulations ARIISE Finalists!

A message from the CEO

At UCI Health, we strive to uphold our ARIISE values – Accountability, Respect, Integrity, Innovation, Service and Excellence. Each year, an ARIISE Award is presented to six individuals and one team or department who best exemplify our organization’s core values.

Thank you to everyone who has nominated a deserving co-worker for this year’s ARIISE Awards. It is with great pleasure and pride that I announce the 2021 ARIISE Awards finalists.

Accountability

Carrie Mitchell
Dorothy Ong
Valerie Alyssa [Geletko](#)

Respect

Jeffrey Vu
Quy Tran
Cilla Ziemlanski

Integrity

Michelle Kim
Stefanie Yoshii
Jennifer [Greenlund](#)

Susan Huang, MD
Chris Porto

Team

UCI Health Epidemiology & Infection Prevention (EIP)

Team Lead: Susan Huang, MD, executive director, Epidemiology & Infection Prevention

COVID-19 Vaccination Leadership Core Team

Team Lead: Nasim Afsarmanesh, MD, Chief Operating Officer

Surgical ICU

Team Lead: Gregory Mignano, nurse manager, Surgical ICU

CVICU/MICU RN Staff

Team Lead: Kathryn Anotado Lopez, nurse manager, Surgical Step Down

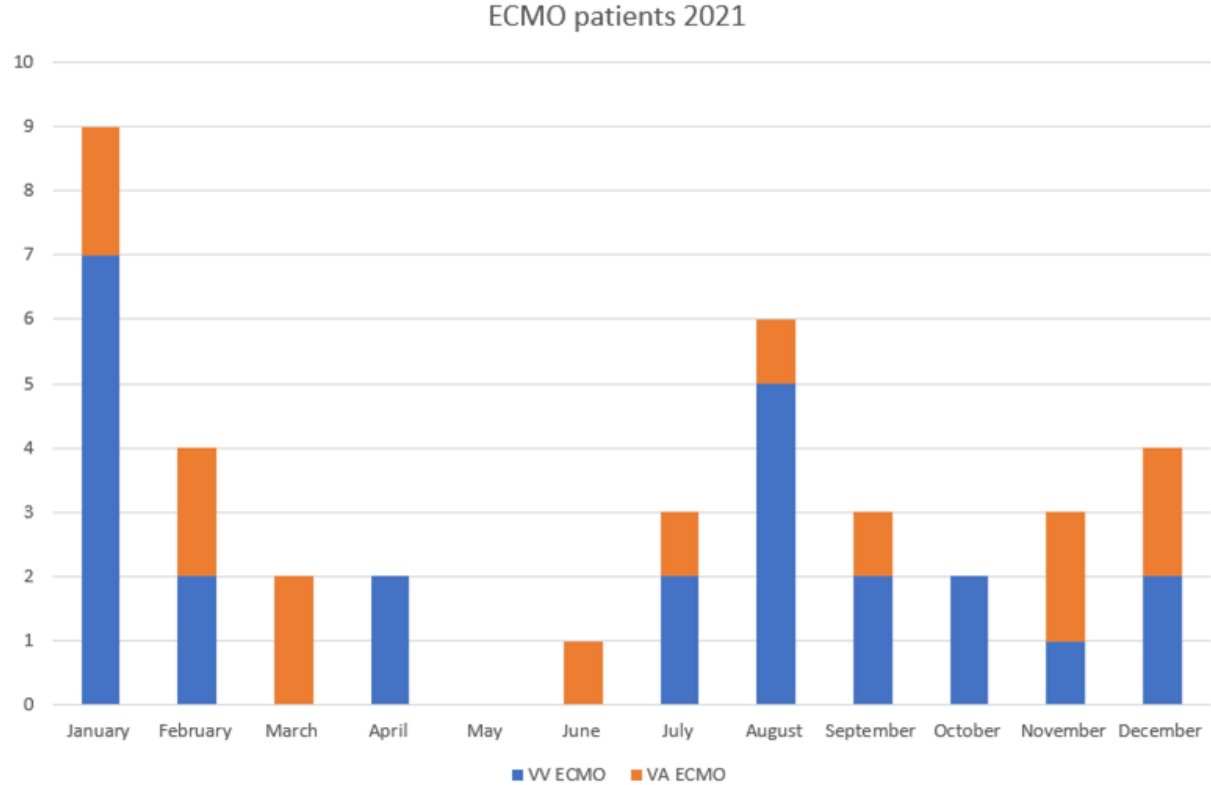
The decisions were extremely difficult due to the number of outstanding nominations, and every nominee should be proud of their exemplary contributions to UCI Health. Congratulations to all 316 nominees, and a special congratulations to our finalists.

Winners will be announced live during the ARIISE Awards ceremony at the [All Co-worker Town Hall](#) on Wednesday, Oct. 13 at 9 a.m. Please mark your calendars and join us for this virtual event.

Own our excellence: Share the reasons why ...

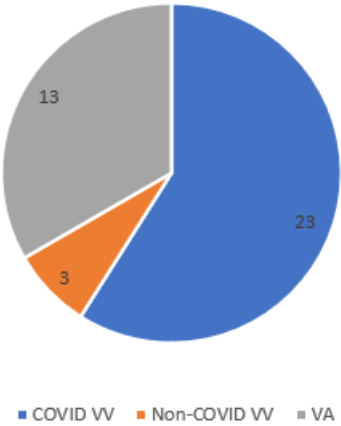
Just wanted to share with you the growth that has happened this year.

- CVICU had a total of 39 ECMO patients in 2021; almost twice as many as the 22 in 2020.



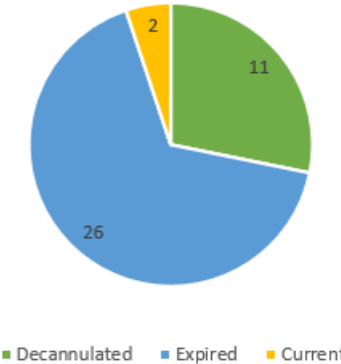
- Their reasons for cannulation differed.

Reason for Cannulation



- Thirty-three percent (33%) of our ECMO patients were able to spend more time with their family.

ECMO Outcomes



Build tomorrow together

“And the faces of the patients that you have saved:



LVAD

- 10 patients since program began
- 4 patients have received heart transplants including our first LVAD patient



Build tomorrow together

We champion a forward-thinking environment where curiosity drives innovation and continuous improvement. By embracing diverse perspectives and encouraging creative exploration, we transform challenges into opportunities that energize our organization and advance patient care.

- Collaborate to innovate
- Try new things

2022 Nurse Excellence Preceptor of the Year



Own our excellence

We believe personal accountability and collaborative support drive exceptional care. By trusting our colleagues to lead while standing ready to assist, we create an environment where excellence is both an individual commitment and a collective achievement.

Confidently step up, Generously support each other & Celebrate shared achievement



Alexis received a DAISY for sunshine therapy for the whole family

Embrace human moments: See the whole person



Own our excellence: Celebrate Shared Achievement



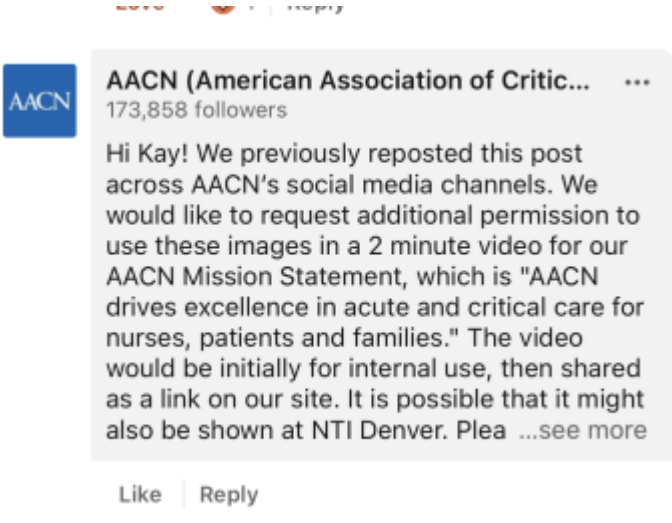
Happy Certified Nurses' Day!!

Thank you all for your commitment to excellence and lifelong learning.

Did you know:

- 75% of our CVICU staff is certified?
- 13% hold a second certification – either Cardiac Surgery (CSC) or Cardiac Medicine (CMC)
- Charity has been certified for 20 years! Awesome job Charity!!
- Joe is our newest certified RN - getting his CCRN last week!!

Amazing work everyone! We are so proud of you!



Build tomorrow together: Try new things



Build tomorrow together: Collaborate to innovate



CVICU 2023

EMPLOYEE ENGAGEMENT REPORT | UCI 2023 Q12

Engagement Mean	Trended Mean (Recast)	Mean Percentile Rank - Gallup Overall	Respondents	Engagement Index	
<p>4.19</p>	<p>Change From Last Mean: $\uparrow +0.46$ * 3.73 4.19</p>	<p>57</p>	22	Engagement Index is unavailable for the currently selected scorecard.	
	Respondents	Frequency Distribution ■ 1 ■ 2 ■ 3 ■ 4 ■ 5	Current Mean	Change (Recast)	Mean Percentile Rank - Gallup Overall
Q00: On a five-point scale, where 5 means extremely satisfied and 1 means extremely dissatisfied, how satisfied are you with your organization as a place to work?	22	1.0% 2.5% 3.5% 4.55% 5.36%	4.23	$\uparrow +0.34$	58
Q01: I know what is expected of me at work.	22	1.0% 2.0% 3.0% 4.27% 5.73%	4.73	0.13	71
Q02: I have the materials and equipment I need to do my work right.	22	1.0% 2.0% 3.5% 4.41% 5.55%	4.50	$\uparrow +0.20$	72
Q03: At work, I have the opportunity to do what I do best every day.	22	1.0% 2.5% 3.9% 4.36% 5.50%	4.32	$\uparrow +0.37$	59
Q04: In the last seven days, I have received recognition or praise for doing good work.	22	1.14% 2.14% 3.23% 4.18% 5.32%	3.41	$\uparrow +0.61$	31
Q05: My supervisor, or someone at work, seems to care about me as a person.	22	1.0% 2.5% 3.27% 4.27% 5.41%	4.05	$\uparrow +0.70$	32
Q06: There is someone at work who encourages my development.	22	1.5% 2.0% 3.9% 4.32% 5.55%	4.32	$\uparrow +0.77$	64
Q07: At work, my opinions seem to count.	22	1.5% 2.23% 3.5% 4.36% 5.32%	3.68	$\uparrow +0.53$	32
Q08: The mission or purpose of my organization makes me feel my job is important.	22	1.0% 2.0% 3.14% 4.36% 5.50%	4.36	$\uparrow +0.61$	61
Q09: My associates or fellow employees are committed to doing quality work.	22	1.0% 2.5% 3.9% 4.45% 5.41%	4.23	0.18	50
Q10: I have a best friend at work.	22	1.0% 2.5% 3.14% 4.36% 5.45%	4.23	0.12	75
Q11: In the last six months, someone at work has talked to me about my progress.	22	1.0% 2.5% 3.9% 4.36% 5.50%	4.32	$\uparrow +0.95$	63
Q12: This last year, I have had opportunities at work to learn and grow.	22	1.5% 2.0% 3.14% 4.41% 5.41%	4.14	$\uparrow +0.39$	46

CVICU 2021 vs. 2023

EMPLOYEE ENGAGEMENT REPORT | UCI 2021 Q12

Q12 Mean Total N: 46

The Gallup Q12 score represents the average, combined score of the 12 elements that measure employee engagement. Each element has consistently been linked to better business outcomes.

Engagement Mean: **3.72** (Change (Recast): -0.38)

Mean Percentile Rank - Gallup Overall: **24**

Engagement Index: **Engaged: 28%**

	Total N	Current Mean	Last Mean (Recast)	Current Topbox	Mean Percentile Rank - Gallup Overall	Company Overall Current Mean
Q00: On a five-point scale, where 5 means extremely satisfied and 1 means extremely dissatisfied, how satisfied are you with your organization as a place to work?	45	3.96	4.24	36	40	3.84
Q01: I know what is expected of me at work.	46	4.50	4.68	57	52	4.41
Q02: I have the materials and equipment I need to do my work right.	46	4.15	4.32	48	45	4.04
Q03: At work, I have the opportunity to do what I do best every day.	46	4.17	4.48	37	48	4.05
Q04: In the last seven days, I have received recognition or praise for doing good work.	44	2.77	3.52	16	11	3.39
Q05: My supervisor, or someone at work, seems to care about me as a person.	46	3.48	4.12	24	10	4.02
Q06: There is someone at work who encourages my development.	46	3.67	4.15	26	28	3.78
Q07: At work, my opinions seem to count.	46	3.24	3.82	20	16	3.60
Q08: The mission or purpose of my organization makes me feel my job is important.	46	3.72	4.24	26	22	3.96
Q09: My associates or fellow employees are committed to doing quality work.	46	4.02	4.29	35	39	4.04
Q10: I have a best friend at work.	45	3.80	3.70	38	52	3.44
Q11: In the last six months, someone at work has talked to me about my progress.	45	3.33	3.67	18	19	3.67
Q12: This last year, I have had opportunities at work to learn and grow.	45	3.82	4.21	31	29	3.80

EMPLOYEE ENGAGEMENT REPORT | UCI 2023 Q12

Engagement Mean Trended Mean (Recast)

Engagement Mean: **4.19** (Change From Last Mean: ↑ +0.46 | 3.73 | 4.19)

Mean Percentile Rank - Gallup Overall: **57**

Respondents: 22

Engagement Index: Engagement Index is unavailable for the currently selected scorecard.

	Respondents	Frequency Distribution	Current Mean	Change (Recast)	Mean Percentile Rank - Gallup Overall
Q00: On a five-point scale, where 5 means extremely satisfied and 1 means extremely dissatisfied, how satisfied are you with your organization as a place to work?	22	1.0% 2.5% 3.5% 4.55% 5.36%	4.23	↑ +0.34	58
Q01: I know what is expected of me at work.	22	1.0% 2.0% 3.0% 4.27% 5.73%	4.73	0.13	71
Q02: I have the materials and equipment I need to do my work right.	22	1.0% 2.0% 3.5% 4.41% 5.55%	4.50	↑ +0.20	72
Q03: At work, I have the opportunity to do what I do best every day.	22	1.0% 2.5% 3.9% 4.36% 5.50%	4.32	↑ +0.37	59
Q04: In the last seven days, I have received recognition or praise for doing good work.	22	1.14% 2.14% 3.23% 4.18% 5.32%	3.41	↑ +0.61	31
Q05: My supervisor, or someone at work, seems to care about me as a person.	22	1.0% 2.5% 3.27% 4.27% 5.41%	4.05	↑ +0.70	32
Q06: There is someone at work who encourages my development.	22	1.5% 2.0% 3.9% 4.32% 5.55%	4.32	↑ +0.77	64
Q07: At work, my opinions seem to count.	22	1.5% 2.23% 3.5% 4.36% 5.32%	3.68	↑ +0.53	32
Q08: The mission or purpose of my organization makes me feel my job is important.	22	1.0% 2.0% 3.14% 4.36% 5.50%	4.36	↑ +0.61	61
Q09: My associates or fellow employees are committed to doing quality work.	22	1.0% 2.5% 3.9% 4.45% 5.41%	4.23	0.18	50
Q10: I have a best friend at work.	22	1.0% 2.5% 3.14% 4.36% 5.45%	4.23	0.12	75
Q11: In the last six months, someone at work has talked to me about my progress.	22	1.0% 2.5% 3.9% 4.36% 5.50%	4.32	↑ +0.95	63
Q12: This last year, I have had opportunities at work to learn and grow.	22	1.5% 2.0% 3.14% 4.41% 5.41%	4.14	↑ +0.39	46

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Own our excellence: DAISY Team Award 2024



Confidently step up

Each of us takes action from our individual role to advance our mission of excellence, achieving more together.

Generously support each other

Show up for co-workers with resources, knowledge and encouragement because their success is ours too.

Celebrate shared achievement

Recognize and elevate wins to acknowledge how our collective efforts create meaningful impact.

Build tomorrow together

Early Mobilization with Verticalization Therapy in the Cardiovascular ICU (CVICU)

Phat Dang, MD; Kathryn Kay Lopez DNP, RN; Cheryl Simkins, MSN, RN; Kei Togashi, MD; Trung Vu, MD, FCCM, CVICU

Problem Description

- Early mobilization is critical in the recovery of cardiovascular surgical patients
- In the CVICU, our interdisciplinary team has led early mobilization of all patients. inclusive of

Collaborate to innovate

Reach out and be open to varied perspectives that help us better understand the whole picture.

upport (MCS)
ne
ercutaneous

Interdisciplinary collaboration with our multiple team members allows for patient-focused care including early mobilization. Team Members include:

- Anesthesia and Critical Care Medicine (ACCM)
- Cardiovascular Surgery
- CVICU Nurse
- Pharmacy
- Heart Failure
- Perfusion
- Physical Therapy
- Occupational Therapy
- Respiratory Therapy
- Dietary
- Social Work
- Case Management



Goal or Target Improvement

Verticalization Therapy:

- Allows the patient to improve lung capacity
- Reduces deconditioning, muscle wasting, and ventilator dependence due to bed rest.

Discover daily

Grow your personal impact in small and large ways through everyday curiosity and professional development.

Root Cause Analysis

Cardiovascular surgery patients are placed on verticalization therapy while on mechanical circulatory support to allow weight-bearing, transition to dangling at the bedside, standing in place and ambulation.



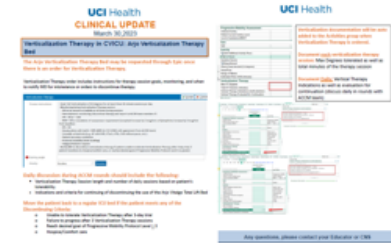
Try new things

Approach problems with curiosity and explore creative solutions to improve outcomes.



- Early mobilization is coordinated among nursing, respiratory therapy, physical therapy and occupational therapy.
- Patients on mechanical circulatory support (MCS) devices and advanced pulmonary interventions including nitrous oxide ambulate daily with this coordinated effort.

Implementation Plan



- Daily discussions occurred during ACCM rounds at 0800 and 2000
- Therapy session goals included length and number of daily sessions based on patient's tolerance

Follow-up Actions

Verticalization therapy begins the mobilization for CV patients. Once they can stand and march in place, patients can qualify for transplant, including lung, heart and kidney. Early mobilization has allowed our CV surgery patients to receive transplants and return to visit.



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UCI HR

Improving Nurse Retention through Collaborative Support during Orientation

Kathryn Kay Lopez DNP, RN, CCRN; Cheryl Simkins MSN, RN, CCRN; Angela Gillies BSN, RN, CCRN-CSC

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Impact

- 2022 NSI National Health Care Retention & RN Staffing Report (2023) stated the turnover for staff RNs was 27.1%.
- At UCI Health, the CVICU had a turnover rate of 43%: leading cause was interdepartmental transfers out of high-acuity unit to lower acuity.

Structured, Collaborative Support (Team approach to onboarding)

Schedule progress meetings with manager/supervisor, educator, orientee, and preceptor

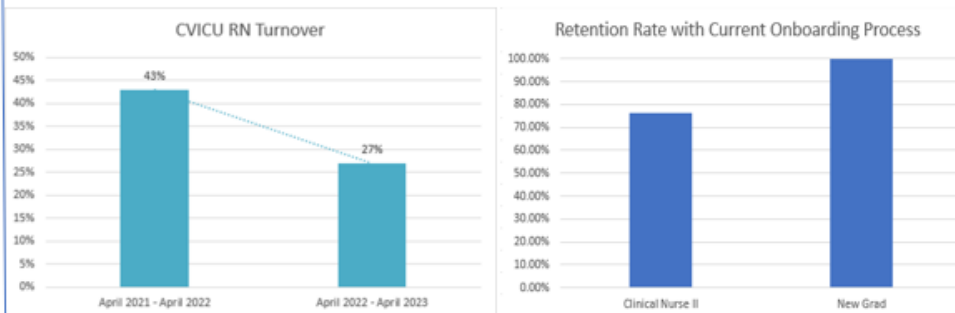
Identify strengths and opportunities for both orientee and preceptor

Turn opportunities for improvement into SMART goals and develop a plan for orientation

Collaborate on strategies to support both orientee and preceptor on the plan for orientation

Communicate plan to charge nurses and back up preceptors

Outcomes



Application to Other Settings

- Structured, collaborative approach between unit leadership, nursing education, preceptors and new hires during the orientation process can be applied to all settings with newly-hired RNs.

Lessons Learned

- An effective hiring process includes screening for nurses who choose the specialty
- Establishing trusting relationships through open communication with nursing leadership and clinical nurse educators improves retention

Practical Takeaways

- Set expectations from initial interview through the orientation process
- Provide structured, ongoing support to preceptors and orientees
 - ❖ Encourage open communication and collaboration with nurse leadership and nurse educators
 - ❖ Strengthen staff skills for reflection and formative and summative feedback

UCI Health

Structured Support Tools



Literature available upon request

AONL 2024
INSPIRING LEADERS

UCI HR

Staff Engagement & Meaningful Recognition in Acuity-Adaptable Unit Produces Quality Outcomes

Kathryn Kay Lopez DNP, RN, CCRN; Angela Gillies BSN, RN, CCRN-CSC

Impact

- Having a highly engaged nursing workforce helps to improve quality outcomes and the patient experience
- Meaningful recognition is a component of the American Association of Critical Care Nurses (AACN) Healthy Work Environment (HWE). Nurses are recognized and recognize others for the value that each person brings to the unit and to the organization
- The cardiovascular surgical unit (CVSU) is an acuity-adaptable, primary nursing care unit. Acuity-adaptable units:
 - Allow the patients to recover in one room throughout their stay from admission to discharge
 - Improves nurses' workflow, patient comfort, and overall patient experience
 - Cardiac surgery patients have a specific clinical pathway for recovery. Having dedicated registered nurses (RN) and physician teams in cardiac surgery from admission to discharge allows the patients continuity of care, active communication, trusting relationships and the knowledge and skill to care for these patients, anticipating any complications. The quality of nursing care and anticipation of complications lead to best patient outcomes and a good patient experience.
- The CVSU creates a Healthy Work Environment with an engaged work force using a shared mental model, setting expectations of competency, collaboration, and compassion, while recognizing the contributions of each staff member.



Shared Mental Model, (Manges, 2020)

- Shared mental model
 - Flexibility, adaptability & teamwork
 - Interprofessional collaboration
 - Transparency
- Hybrid nurse
 - Competencies and skills of critical care & medical-surgical
 - Train to specific patient population

Outcomes

The top two tables show engagement scores and quality metrics. The left table shows a score of 4.40, and the right table shows a score of 4.44. Both tables include columns for Engagement Score, Change (Points), and various quality metrics.

	Days Since Last Pt Harm Event (higher is better)	Patient Falls	Reportable HAPI	CLABSI	CAUTI	CDIFF	MRSA
Step Down/Telemetry	8	8	258	63	18	35	672
	132	149	2073	132	230	382	2726
	18	33	258	171	18	108	821
Cardiovascular Surgical Tele - DH44	59	59		920	1250	141	1338



- Gallup Staff Engagement Mean 2021: 4.40
- Gallup Staff Engagement Mean 2023: 4.44
- 1124 days since last Central Line Bloodstream Infection (CLABSI)
- 1454 days since last Catheter Associated Urinary Tract Infection (CAUTI)
- Zero Hospital-Acquired Pressure Injuries since opening in 2020

Application to Other Settings

- Acuity-adaptable units allow the nurses to create meaningful relationships with their patients and provide the best patient care.
- The Cardiovascular Surgical Unit has had 8 DAISY Award Honorees since opening in April 2020 for the Excellent patient care that they give.



UCI Health



Scan QR code for References



Embracing human moments: See the whole person



Meaningful recognition impacts well-being and improves patient outcomes



Rapid Change Project Pilot: Nurse Leader Visits

Caitlin McLaughlin, BSN, RN, RN-BC, NE-BC
Nurse Manager
DH 48 & 58, Trauma & Acute Care Surgery



Results to Date (April-May, 2025)

Question	FY '24 Baseline	'25 FYTD Score (7/1/24-3/31/25)	Pilot Implementation to Date (4/1/25-5/24/25)
Nurses Courteous and Respectful	74.3%	66.9%	88.1
Nurses Listened Carefully	65.9%	59%	70.6
Good Communication Between Staff	60.2%	54%	69.4
Facility Would Recommend	61.4%	52.6%	77.8

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**“Recognition that is meaningful to the individual endures over time, often lasting throughout a person’s life, making a substantial impact and a difference”
(Patton, 2024)**

?

QUESTIONS

ONE CENTRAL PLACE FOR RESOURCES

- Leader Resource Series Webpage

LEADER RESOURCES

- Leader Resource Series webpage dedicated to housing resources for driving engagement
- Resources added after each session
- Always available and organized with busy manager in mind
- <https://hr.uci.edu/partnership/empowered/engagement-moments/index.php>



[Home](#) • [How We Measure Engagement](#) • [Training Opportunities](#) • [Program & Events](#) • [Leader Resources](#)

LEADER RESOURCE SERIES

Easy Solutions for Driving Engagement

The Leader Resource Series is a solution created in alignment with UC Irvine's and UCI Health's engagement goals of enhancing leadership capabilities and creating opportunities for professional growth and development. The series will help people leaders foster team engagement in easy and impactful ways.

The series includes five one-hour training sessions that focus on the main drivers of engagement, and how to use them to enhance engagement during the moments that matter most to co-workers. Attendance in the training sessions is optional but encouraged.

Each session in this series will be accompanied by resources that leaders can access anytime to drive engagement – both in everyday interactions, and during those pivotal moments that matter most.

THE 5 KEY DRIVERS OF ENGAGEMENT



PURPOSE



DEVELOPMENT



A CARING
MANAGER



ON-GOING
CONVERSATIONS



A FOCUS ON
STRENGTHS

?

QUESTIONS

THE ENGAGEMENT TEAM

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<https://hr.uci.edu/partnership/empowered>





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TO MAKE A DIFFERENCE