

# Appreciative Inquiry: Employee Engagement and Satisfaction in Ambulatory Setting



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**Introduction**  
 Joy at work directly affects nursing staff's satisfaction, engagement, and turnover rates.

**Background & Significance**

- Employee Engagement Survey (EES) fell to the 27<sup>th</sup> Percentile at the national benchmark.
- Turnover (TO) was 10% higher than the national average.
- The cost is approximately \$45,000 per nurse lost in retraining and orientation costs.

**Clinical Question**  
 Nursing staff receiving AI approach interventions will feel more joy and increased engagement and satisfaction at work.

**Purpose of Project**  
 To promote joy at work and explore the impact of appreciative inquiry (AI) techniques approaches on satisfaction and engagement to the ambulatory clinical nursing staff.

**Methodology**

- Design: A mixed method was used for the project.
- Setting: Ambulatory clinics in the community –based medical center located in Newark, NJ
- Sample: A total of 10 nursing staff at the clinics, including MA, LPN, and RN.
- Intervention: Series of AI workshops over 6 weeks.
- Measures: Pulse Survey was used to compare pre and post impact. Compared NDNQI Employee Engagement Survey (EES) data 2020 to 2021.

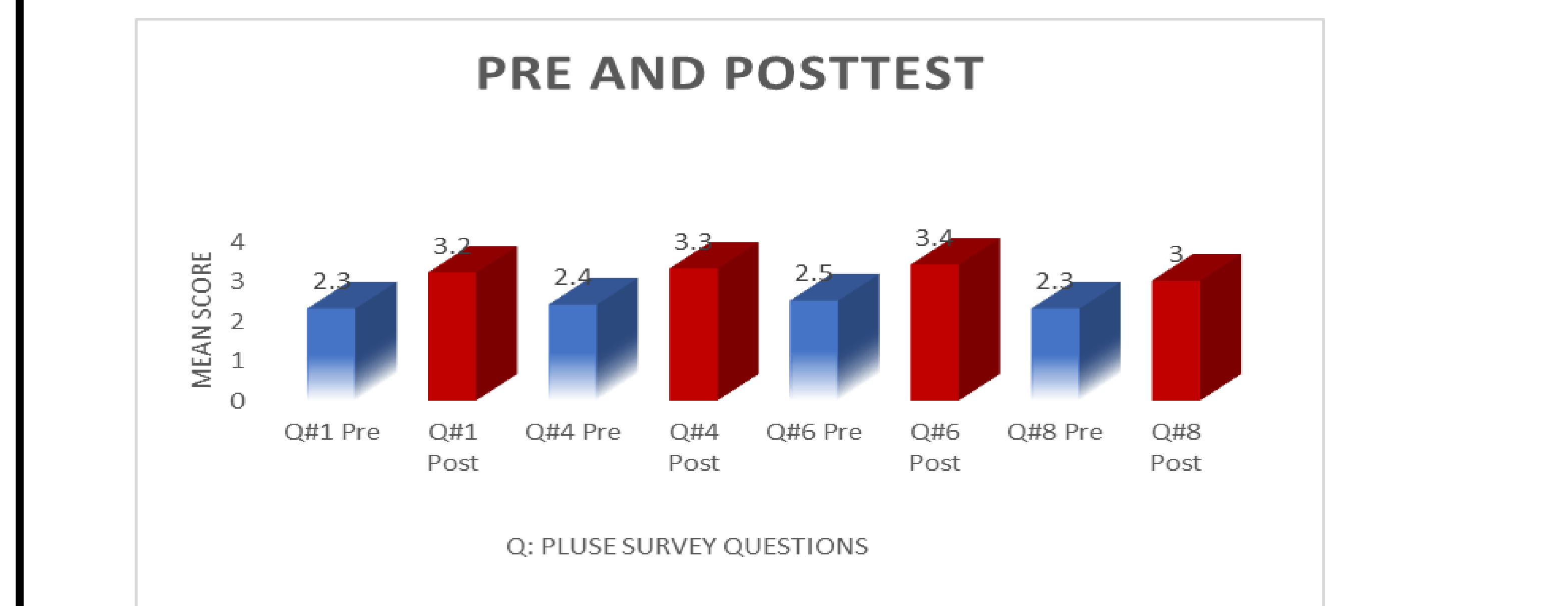
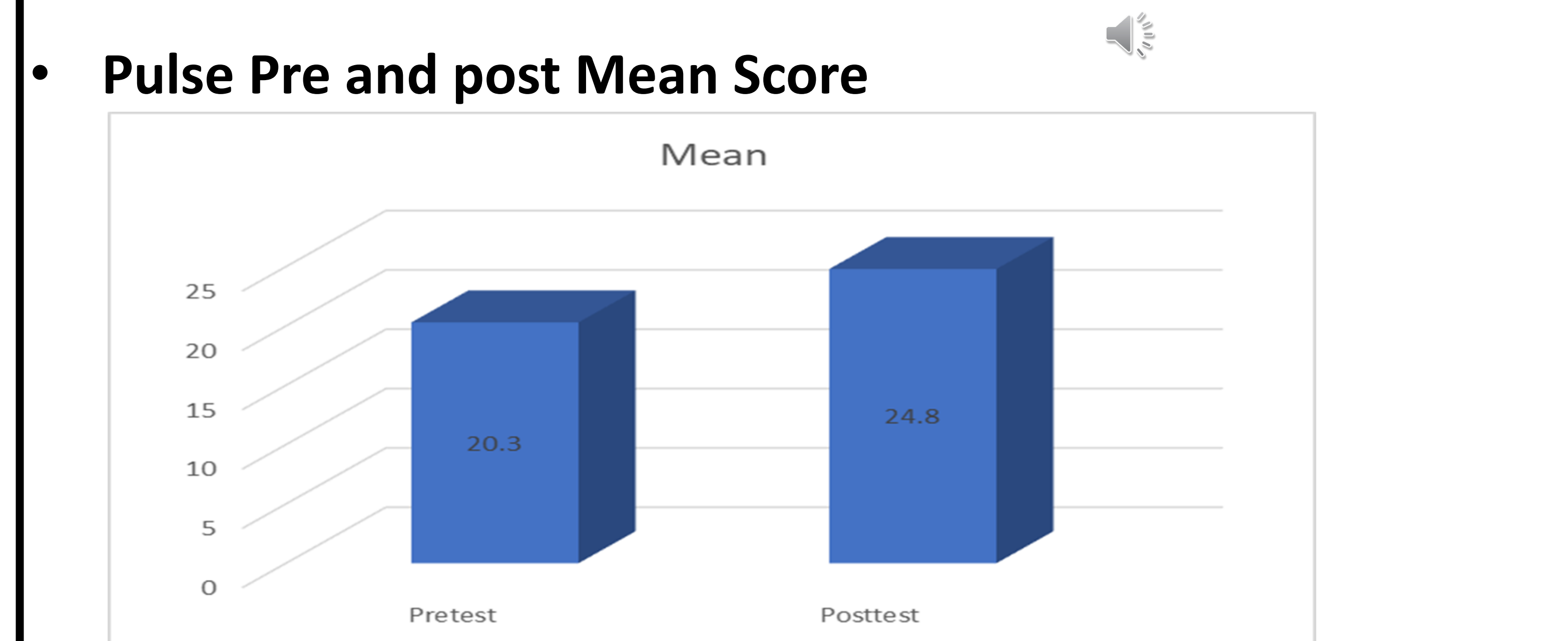
**Analysis**

- Inferential statistics: Pulse survey pre and post comparisons.
- Descriptive statistics: NDNQI engagement data (EES) 2020 and 2021.
- Qualitative: Comments from the three open-ended questions on the post survey.

**Results**

- Demographic

Characteristics	Non-RN	RN	Total
Male	0	0	0
Female	6	4	10
Average Tenure	4.5 yrs.	10 yrs.	



- Employee Engagement Survey

2020 EES indicator	2021 EES indicator
3.92	3.62

Qualitative Questions	Positive examples	Negative examples
1. What did you think about the workshops	"This is a great workshop, it gave me ideas to find more joy at work and learned new exercises to practice", "Stress free" "helpful and pleasant", "uplifting during the pandemic", "valuable and help me express my feelings", "allow me to be able to understand more about my colleagues", "I want more of AI workshops in the future"	
2. Do you feel more joy at work? Please explain your view about joy at work.	"I do. Good enough staff is my view of joy at work", "I feel joy when we work as a team like always, the fun Friday theme "It should be stress free feel wanted"	"No, because nothing has changed", "staff are leaving, cannot feel more joy at work"
3. How do you feel about coming to work in the morning?	"I look forward to working with my co-workers but sometimes the huddle brings down morale", "After the workshop I felt more energy coming to work in the morning"	"Not so excited, being short staff is very exhausting", "No desire to come to work, no energy", "Feel scary for patient safety because of not enough staff"

**Implications:**

- The intervention can be applied to most healthcare settings for leaders to promote joy at work and team building.
- Helps nurse leaders better understand staff's level of joy and the expectations at work.

**Limitations:**

- Impact of the COVID-19 Pandemic.
- Small sample size ( $n=10$ ) and gender imbalance.
- Staff were not be able to participate in the full 4D cycles without interruption.
- Leadership has changed during AI implementation period.
- Limited EES data were obtained from the organization.

References and surveillance tool available upon request  
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