



## Belonging at Work: How Loretto Hospital Builds Trust, Recognition & Community

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Chief Nursing Officer



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## Session Objectives



### By the end of this session, participants will:

1. Understand the strategic importance of belonging in healthcare workforce vitality.
2. Recognize how Loretto Hospital's approach aligns with national frameworks.
3. Explore practical interventions that build trust, recognition, and community.
4. Evaluate early outcomes and consider scalability across diverse hospital settings.
5. Engage in dialogue about replicating and adapting the model within their own institutions.

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## Purpose & Vision: Why Joy at Work Matters



Launched in January 2025 to combat burnout and improve morale



Addresses burnout or “caregiver fatigue” and disengagement in healthcare settings



Fosters a culture of meaning, connection, and vitality.



Aims to build a connected, resilient, and purpose-driven workforce.



Grounded in evidence-based strategies and staff feedback

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## Meet the Committee Members

- Leslie G. Rienzie-Barry, HRCI-SPHR, SHRM-SCP, HR Consultant
- Lynda Fisher-Brown, Purchasing
- Crystal Carey, RN, BSN, Director, Patient Care Services
- Shane Carillo, Legal Assistant
- Brenda Gayden, CADC, Crisis Department
- Niraj Gandhi, PharmD, MBA, Director of Pharmacy
- Lawrence Manetti, Talent Management Specialist
- Mary Rinder, Director of Diagnostic Imaging & Cardiopulmonary Services
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- Stacie R. Santangelo, RN, MS, CHFN, CNS-BC, APRN, Manager, Professional Development
- Ruby Smith, MA-Law, BBA, EVP, Chief Human Resources & Compliance Officer
- Sherrie A. Spencer, AGNP-BC, Chief Nursing Officer
- Sade Taylor, Senior IT Analyst
- Eunice Webb, CNA, Patient Care Services- 5<sup>th</sup> floor

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## The Case for Belonging is Strategically Imperative



1 in 3 healthcare workers **report feeling disconnected** from their teams (AMA, 2023)



**Belonging** is linked to lower burnout, higher retention, and better patient outcomes



Post-pandemic recovery demands **more than resilience** it requires reconnection



Loretto Hospital is piloting a model that centers trust, recognition, and community

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## The Evidence



WHAT THE LAST 5 YEARS HAVE TAUGHT US



IHI'S 9-COMPONENT FRAMEWORK OFFERS A ROADMAP FOR RESTORING JOY



NACCHO'S 2022 TOOLKIT EMPHASIZES "**WHAT MATTERS TO YOU?**" CONVERSATIONS



PEER SUPPORT AND LEADERSHIP VISIBILITY ARE **CRITICAL LEVERS FOR CHANGE**

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## Workforce Vitality Starts with *Belonging*

### What the Data Tells Us

- ❖ **Belonging** is the #1 predictor of engagement in healthcare teams (Gallup, 2022)
- ❖ **Recognition and psychological safety** drive performance and retention
- ❖ **IHI Framework: Joy** is a strategic imperative
- ❖ **Mayo Clinic: Joy** boosts engagement, retention, and innovation
- ❖ **ResearchGate: Well-being** initiatives reduce burnout and absenteeism
- ❖ **Loretto's approach** integrates national frameworks with local innovation



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## The Moment We're In: Why This Matters Now

Healthcare teams are emotionally exhausted—belonging offers a path forward

Fragmented well-being efforts miss the human element: **connection**

Loretto's pilot is designed to be scalable, measurable, and deeply human

This is not just a program **it is** a cultural shift.

**"Belonging isn't a soft metric—it's a survival strategy."**

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## Baseline & Follow-up Survey Questions

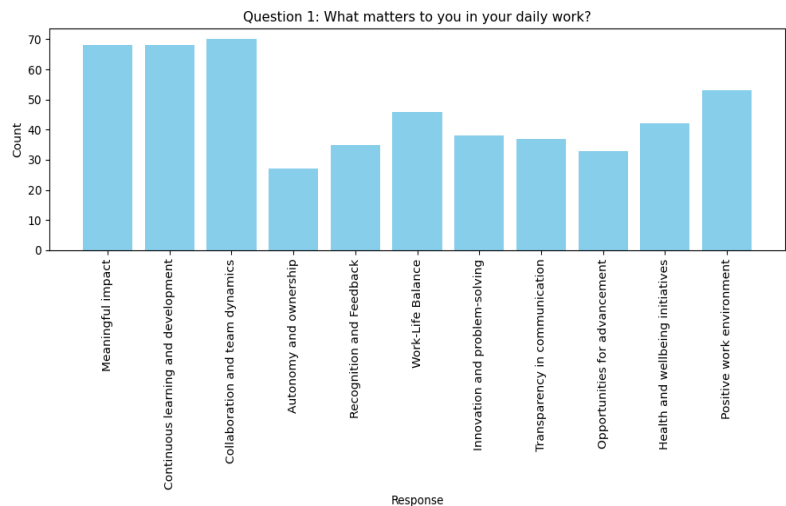
### 1. What matters to you in your daily work? (*choose all that apply*)

- A. Meaningful impact
- B. Continuous learning and development
- C. Collaboration and team dynamics
- D. Autonomy and ownership
- E. Recognition and Feedback
- F. Work-Life Balance
- G. Innovation and problem-solving
- H. Transparency in communication
- I. Opportunities for advancement
- J. Health and wellbeing initiatives
- K. Positive work environment

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### Question #1: What matters to you in your daily work?

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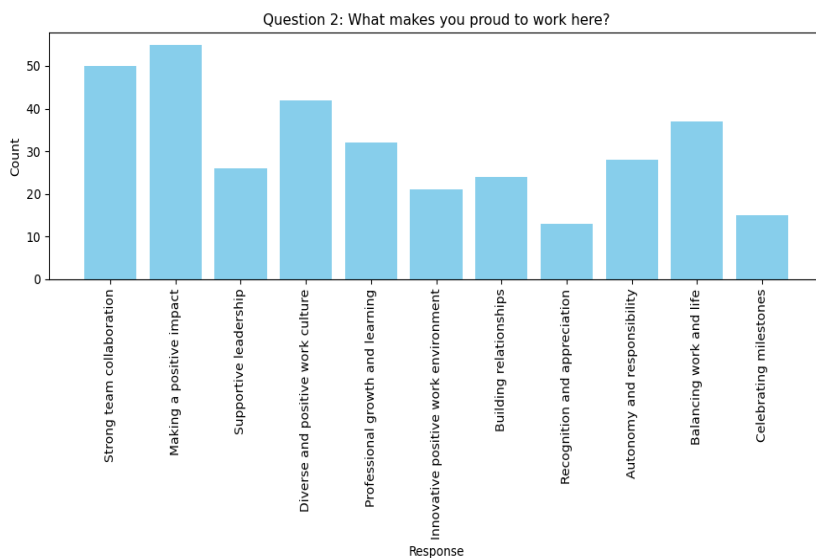
## Baseline & Follow-up Survey Questions

2. What makes you proud to work here?  
(choose all that apply)

- A. Strong team collaboration
- B. Making a positive impact
- C. Supportive leadership
- D. Diverse and positive work culture
- E. Professional growth and learning
- F. Innovative positive work environment
- G. Building relationships
- H. Recognition and appreciation
- I. Autonomy and responsibility
- J. Balancing work and life
- K. Celebrating milestones

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Question #2:  
What makes  
you proud to  
work here?



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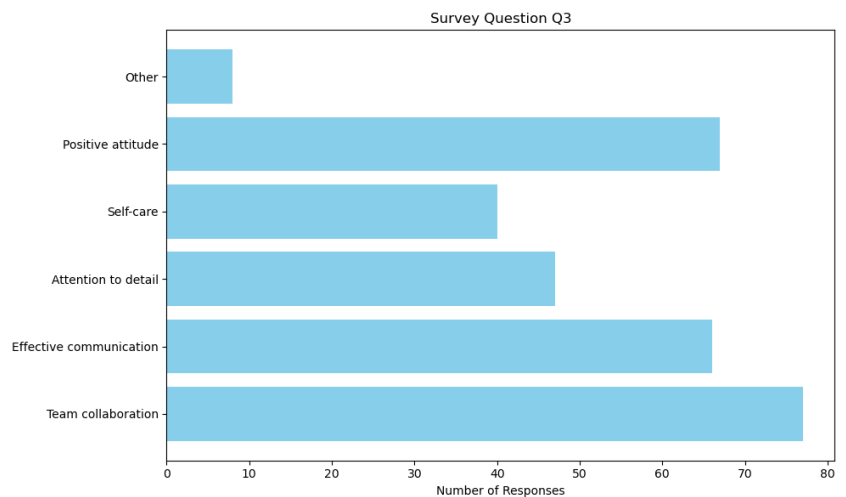
## Baseline & Follow-up Survey Questions

**3. When we are at our best, what does that look like? (choose all that apply)**

- A. Team collaboration
- B. Effective communication
- C. Attention to detail
- D. Self-care
- E. Positive attitude
- F. Other

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**Question #3:  
When we are at  
our best, what  
does that look  
like?**



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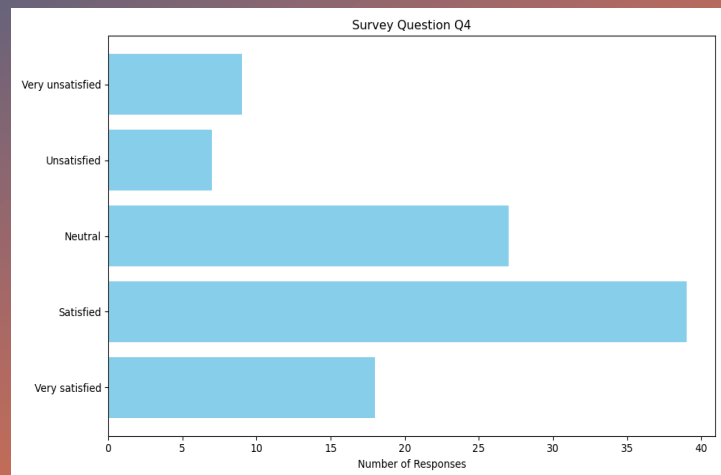
## Baseline & Follow-up Survey Questions

**4. How would you rate your current level of satisfaction and overall wellbeing in the workplace? (choose all that apply)**

- A. Very satisfied
- B. Satisfied
- C. Neutral
- D. Unsatisfied
- E. Very unsatisfied

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**Question #4:**  
How would you rate your current level of satisfaction and overall wellbeing in the workplace?



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## Baseline & Follow-up Survey Questions

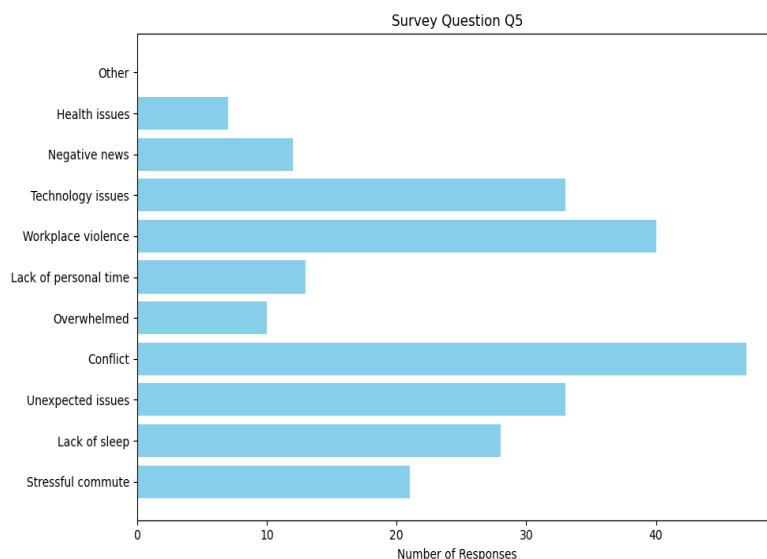
### 5. What gets in the way of the good day? (choose all that apply)

- A. Stressful commute
- B. Lack of sleep
- C. Unexpected issues
- D. Conflict or miscommunication
- E. Feeling overwhelmed
- F. Lack of personal time
- G. Workplace violence
- H. Technology issues
- I. Negative news or events
- J. Health issues
- K. Other



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### Question #5: What gets in the way of the good day?



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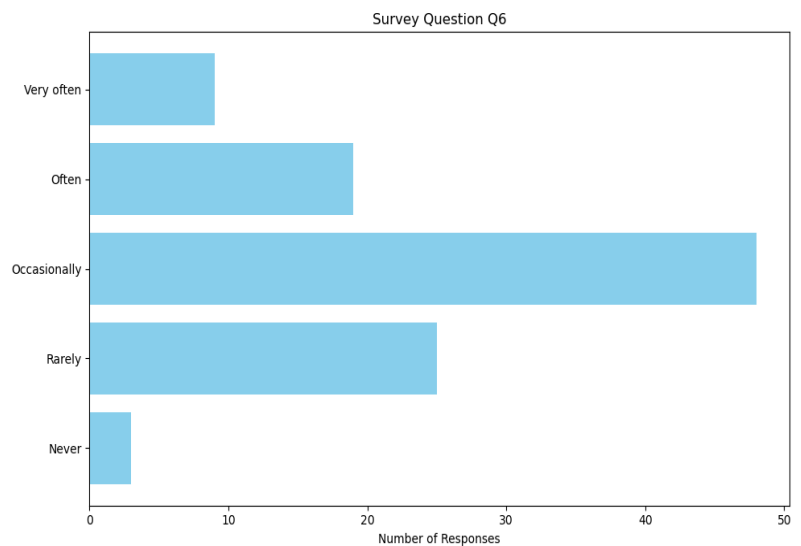
## Baseline & Follow-up Survey Questions

**6. How often do you experience burnout or excessive stress in your daily routine?**

- A. Never
- B. Rarely
- C. Occasionally
- D. Often
- E. Very often

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**Question #6:  
How often do you  
experience  
burnout or  
excessive stress  
in your daily  
routine?**



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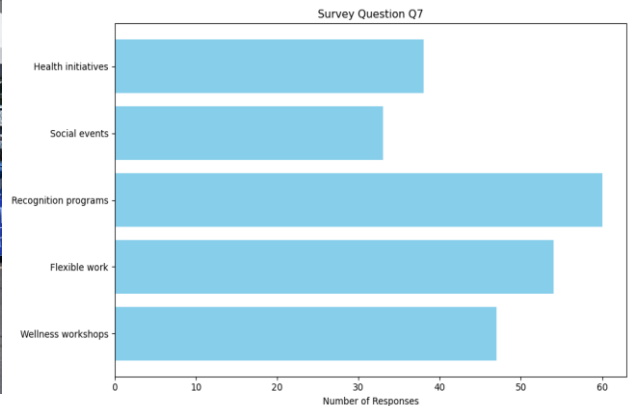
## Baseline & Follow-up Survey Questions



**7. What specific activities do you believe would enhance joy and wellbeing in the workplace? (choose all that apply)**

- A. Wellness workshops
- B. Flexible work arrangements
- C. Recognition and appreciation programs
- D. Social events and team building activities
- E. Health and fitness initiatives

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### Question #7:

**What specific activities do you believe would enhance joy and wellbeing in the workplace?**

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## Baseline & Follow-up Survey Questions

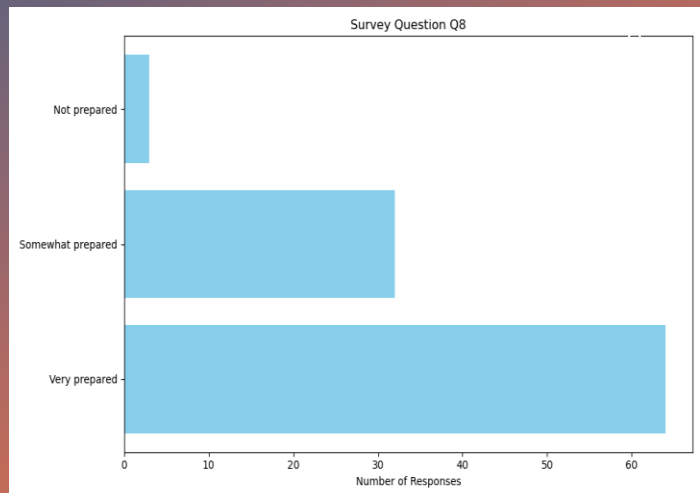
**8. Do you feel adequately prepared or trained to handle potential issues of work-related violence?**

- A. Yes, very prepared
- B. Somewhat prepared
- C. Not prepared at all



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**Question #8: Do you feel adequately prepared or trained to handle potential issues of work-related violence?**



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## Key Insights from Our Baseline Survey:

Question	Most Selected	Least Selected	Insight
#1 What matters to you in your daily work?	Collaboration and team dynamics (70)	Positive work environment (0)	<b>Teamwork is a top priority.</b>
#2 What makes you proud to work here?	Making a positive impact (55)	Celebrating milestones (0)	<b>Purpose-driven work matters most.</b>
#3 When we are at our best, what does that look like?	Team collaboration (77)	Other (0)	<b>Collaboration defines excellence.</b>
#4 Satisfaction and wellbeing?	Satisfied (39)	Very unsatisfied (0)	<b>Most staff feel moderately satisfied.</b>
#5 What gets in the way of a good day?	Conflict or miscommunication (47)	Other (0)	<b>Communication is a key challenge.</b>
#6 Burnout or excessive stress?	Occasionally (48)	Never (3)	<b>Burnout is present but manageable.</b>
#7 Activities to enhance joy?	Recognition and appreciation (60)	Social events (0)	<b>Recognition is more valued than socializing.</b>
#8 Preparedness for workplace violence?	Yes, very prepared (64)	Not prepared at all (3)	<b>Staff feel confident in their training.</b>

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## Listening First: What Our Team Told Us



**Top priorities: Collaboration, meaningful impact, recognition**



**Challenges: Miscommunication, burnout, lack of sleep**



**Satisfaction: Majority "Satisfied" but room to grow**

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## Interventions Implemented

- **Turning Insight into Action**
- Huddle Boards for transparency
- “Joy at Work” Cart for appreciation
- Loretto Lighthouse Newsletter
- National Nurses Week celebrations
- Enhanced onboarding & compensation
- 24-Hour Pharmacy Service
- Leadership rounds and open-door policy

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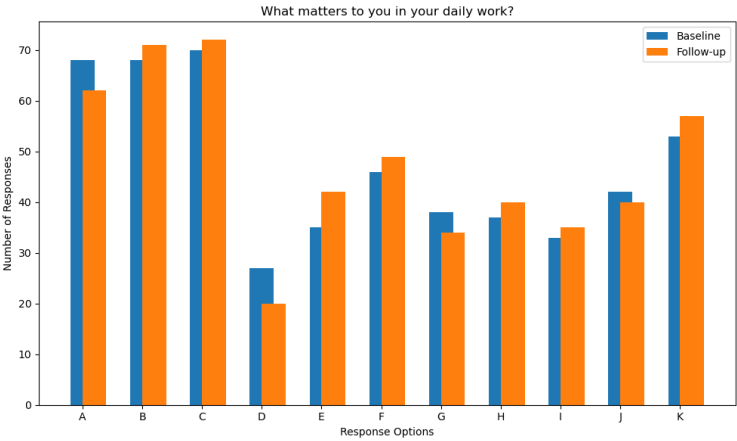
## Joy at Work Events

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# Follow-up Survey Results: Performed May 2025

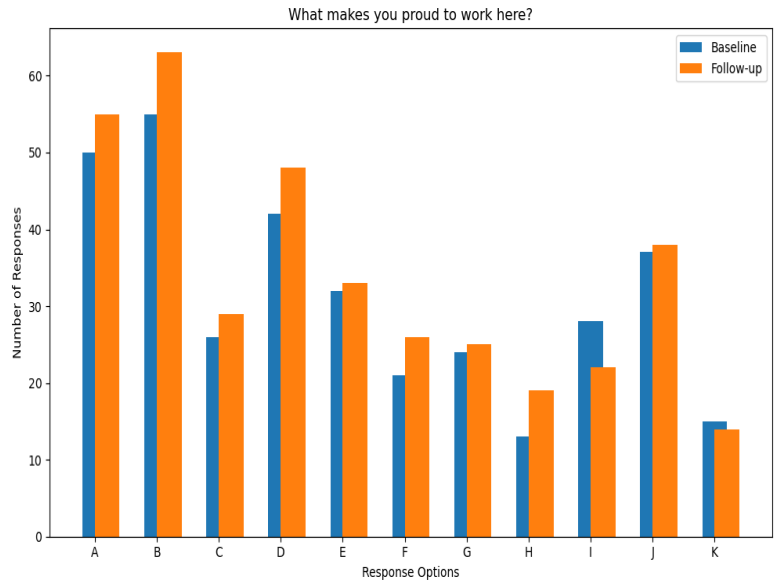
Question	A	B	C	D	E	F	G	H	I	J	K
1	62	71	72	20	42	49	34	40	35	40	57
2	55	63	29	48	33	26	25	19	22	38	14
3	79	68	43	40	61	8					
4	39	59	31	11	11						
5	17	29	50	41	12	15	39	38	13	9	
6	12	23	50	15	7						
7	41	60	60	40	30						
8	72	37	8								

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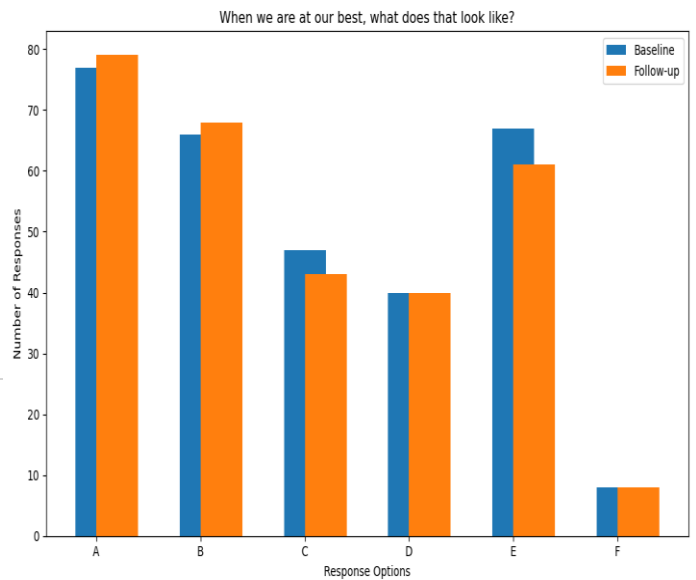


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here?



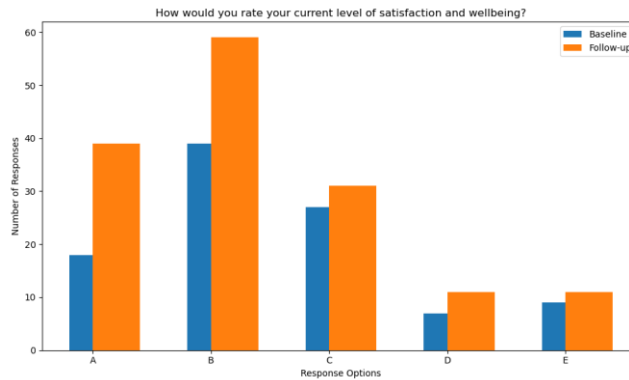
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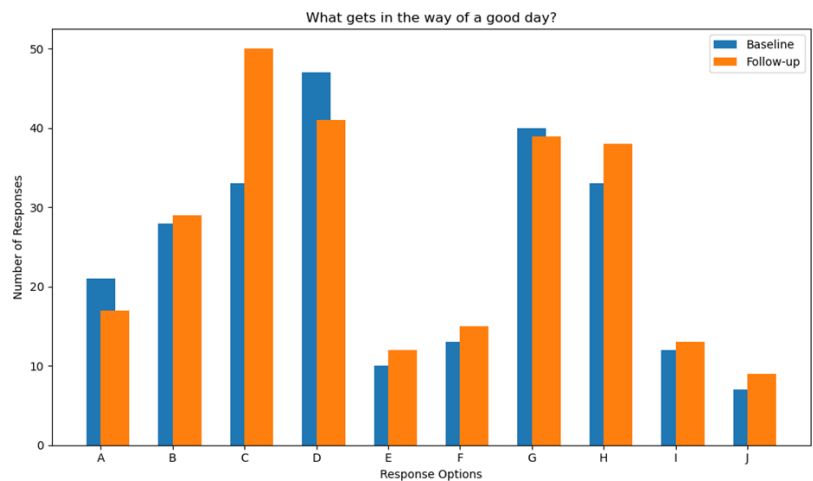
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## Question #4: How would you rate your current level of satisfaction and overall wellbeing in the workplace?

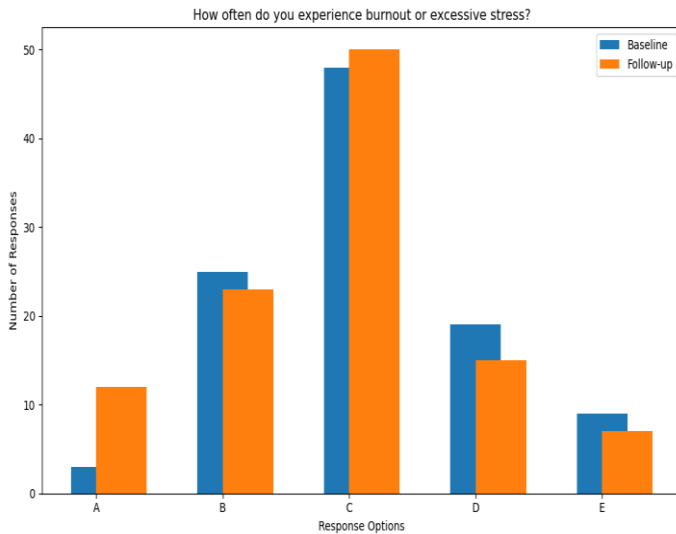


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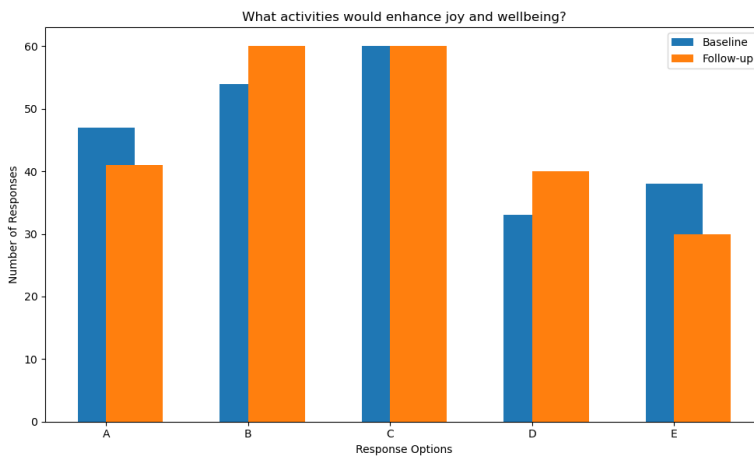


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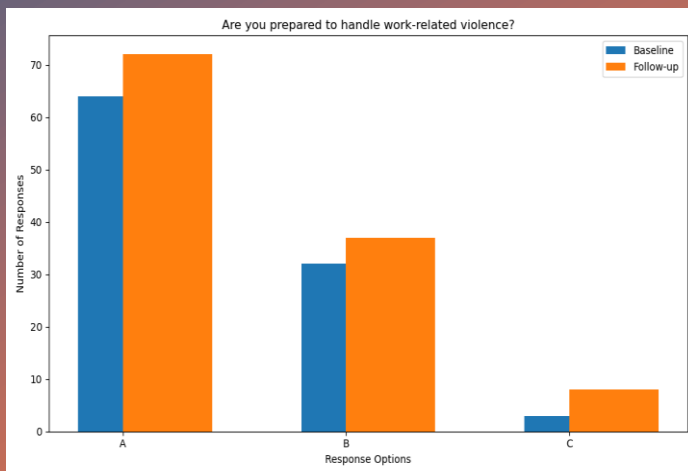


**Question #7:**  
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**Question #8:**  
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## Key Learnings: What We've Learned

**Joy is not fluff—it's foundational**

- Launched the **Joy at Work Cart**, offering snacks and appreciation tokens during leadership rounds.
- Created the **Wellness Room** for staff to decompress, meditate, or take quiet breaks.

**Recognition > social events**

- Set up **Voting Stations** for peer recognition during Nurses Week.
- Distributed **Kudos Notes** from the Chief Nursing Officer to highlight exceptional contributions

**Communication is both a challenge and a solution**

- Implemented Employee Huddle Boards to improve transparency and daily updates.
- Revised the onboarding process to include clearer role expectations and feedback channels.

**Leadership visibility drives trust**

- CNO Sherrie Spencer adopted an open-door policy and conducts regular unit rounds.
- Leadership personally delivered meals during Support Staff Appreciation Week.

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## What Changed and Why It Matters

- **Daily Work Priorities:** Rise in recognition, wellness, and positive environment
- **Pride in Workplace:** More appreciation for leadership and milestone celebrations
- **Team Dynamics:** Stronger collaboration and morale
- **Wellbeing:** Shift toward satisfaction and reduced burnout
- **Barriers to Good Days:** Less overwhelm and miscommunication
- **Joy-Enhancing Activities:** Greater interest in recognition, social events, and fitness
- **Preparedness:** Increased confidence in handling workplace violence

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## What's Next: Building on Momentum

- **Wellness & Recognition:**
  - ✓ Monthly Joy at Work Cart
  - ✓ Kudos Notes from CNO
  - ✓ Wellness Room & Snack Carts
- **Professional Growth:**
  - ✓ Nursing Education Room
  - ✓ Shared Governance Councils
  - ✓ Offsite Team-Building for Leadership
  - ✓ Nurse Extern Program
  - ✓ Nursing Grand Rounds
- **Fall and Winter Activities**
  - ✓ Attitude of Gratitude with a gratitude "tree"  
Journals provided to staff to document one thing they are grateful for daily
  - ✓ Employee Variety Show
  - ✓ Hayrides in the parking lot
- **Community & Connection:**
  - ✓ Vendor Fairs
  - ✓ Summer Employee BBQ
  - ✓ Quarterly Loretto Lighthouse Newsletter
  - ✓ Community Outreach & Podcasts

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## Lessons Learned & Leadership Insights



Listening to staff drives  
meaningful change



Recognition and visibility  
matter more than assumed



Joy is measurable and  
scalable



Culture transformation is  
possible with intentional  
action!

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## Call to Action! Reimagining the Healthcare Culture



Joy at Work isn't just a project-  
it's **a movement**



Let's **commit to building**  
workplaces where people thrive

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## References

1. [IHI Framework for Improving Joy in Work | Institute for Healthcare Improvement](#)
2. [JOY-IN-WORK-TOOLKIT-VFINAL-7-20-22.pdf](#)
3. [Belonging Is A Top 2024 Workforce Strategy, Not RTO](#)
4. [Remote, Disconnected, or Detached? Examining the Effects of Psychological Disconnectedness and Cynicism on Employee Performance, Wellbeing, and Work–Family Interface – PMC](#)
5. [What keeps healthcare workers engaged? New report points to trust and teamwork | Press Ganey](#)
6. [AMA says physician burnout rate drops below 50% for first time since 2020](#)
7. [Health Workers Face a Mental Health Crisis | VitalSigns | CDC](#)

