Achieving Employee Retention and Engagement Goals Through IMPACTful Recognition

Inspiring, Honoring, and Engaging Your Team Members

Ceca Foundation
Celebrating Caregivers

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Introduction

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"To improve the human experience in care communities by honoring the work of exceptional caregivers."

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Objectives

- *Describe how employee recognition promotes joy, self-actualization, and engagement in healthcare professionals.*
- *Demonstrate why engaged healthcare employees provide better human experiences and quality of care.*
- *Identify essential best practices in the science of recognition that honor their team members and improve person-centered care.*

*Ce*lebrating *ca*regivers

- Ceca (***See´-ka***) is a *501(c)3 public charity* founded in memory of Mary Lawlor (*pictured at right*).

- Ceca celebrates *caregiver excellence* and *quality care* by providing partners with a unique peer-to-peer recognition and engagement program.

- Ceca's program focuses on *"high-touch" acts of care*, and *complements existing recognition programs*, such as tenure, employee-of-the-month, birthdays, etc.

- Ceca has been managing partner employee recognition programs since 2013, *resulting in a wealth of data and many impactful and actionable insights*.

Recognition in Achieving Organizational Excellence

Healthcare Delivery - Reach Beyond the Expected
- Successful employee recognition programs integrate the 'people' side of health care with business outcomes, such as quality of care, patient satisfaction and increased retention

Knowledge - Embrace New Learning
- Soliciting input from all stakeholders to help understand healthcare delivery from the perspective of consumers and source innovative ways to make an impact

People Strategies - Lead with Your Heart
- Connect employees to their 'higher purpose' and reinforce your desired culture and values by recognizing and rewarding specific acts of care to show impact on the human experience

Organizational Citizenship - Raise Your Voice
- Using all available channels to share stories of exceptional acts of care and build bridges between different communities in the care continuum

Personal Leadership - Exemplify Excellence
- Utilizing employee recognition as a tool to shine light on service excellence that champions the mission; displays passion and dedication in care of clients and families; and is inspiring to others
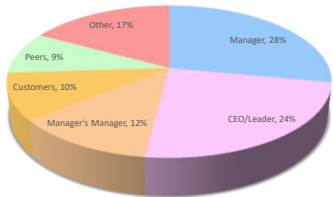
Who gave you your most meaningful recognition?

Other, 17%
Peers, 9%
Customers, 10%
Manager's Manager, 12%
Manager, 28%
CEO/Leader, 24%

How do you most like to be recognized?

20-25%

45%

6%

20-25%
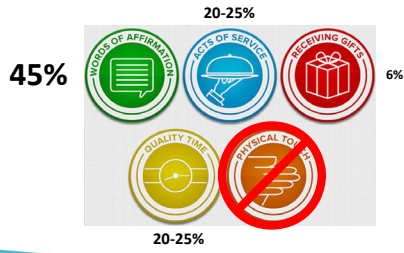
Large or Small? Surprised or Prepared?

Myers-Briggs

Men

Women

Extrovert
49%

Introvert
51%

Extrovert
46%

Introvert
54%

Extrovert
53%

Introvert
47%
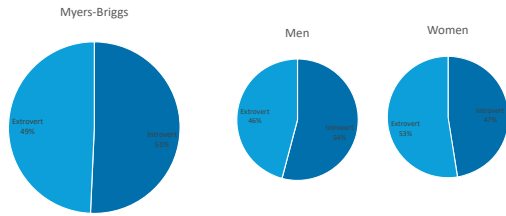
Recognition in Maslow's Hierarchy of Needs

Creates:

Calling   **Meaning**   Inspiration
          (Transformation)

Career   **Recognition**   Loyalty
          (Success)

Job   **Money**   Base
       (Survival)   Motivation
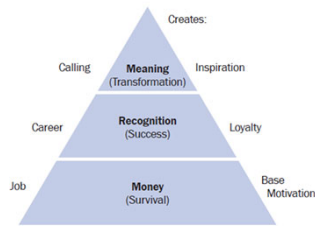
The Employee Pyramid

Chip Conley, Creating "PEAK" Patient
Experiences, The Beryl Institute (2011)

Engagement Defined

Engaged employees are willing to go above and beyond
to solve problems — without being asked to do so.
Engaged employees view their work as a calling and get a
sense of fulfillment in working with teammates. They give
maximum effort and strive to see their organizations succeed.

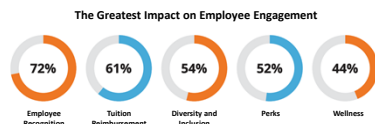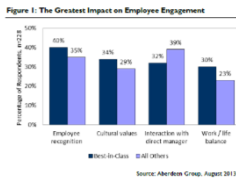## What Drives Employee Engagement?

Figure 1: The Greatest Impact on Employee Engagement

Source: Aberdeen Group, August 2013

The Greatest Impact on Employee Engagement

72%	61%	54%	52%	44%
Employee Recognition	Tuition Reimbursement	Diversity and Inclusion	Perks	Wellness

Source: Aptitude Research Partners, Hire, Engage, and Retain Study 2018, n=512

Symbiotic Engagement
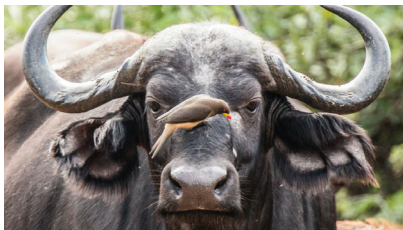
Source: Press Ganey; Holleran Consulting Resident Engagement Index

Where Do We Stand With Caregiver Engagement?

Research shows that employee engagement in care settings is suffering, and there are significant benefits involved with deploying comprehensive recognition programs.

Current State
- The healthcare industry is **ranked at the bottom** for employee engagement
- Up to **70% of healthcare workers report being burned out** due to the pandemic
- **63% of employees said they feel unappreciated,** and **46% have left a job** as a result
- **34% of nurses say it's 'very likely' that they'll leave** their jobs by year-end, with one-third planning to leave the field entirely
- **25% of hospitals currently report critical staffing shortages,** with RN turnover costing them as much as $6.5M annually

Ideal State
- Teamwork, **recognition,** and organizational culture **accepted as top engagement drivers**
- Companies devote 1% or more of payroll toward recognition, with **85%+ seeing a positive impact on engagement**
- Organizations commit to efforts to engage caregivers resulting in **improvements in safety, quality, and the customer experience**
- Companies ultimately **save money by reducing turnover** and stabilizing recruitment, hiring and training costs

Sources: Quantum Workplace 2018; Melnyk 2021; OnePoll/Bonusly 2022; Incredible Health 2022; NSI Nursing Solutions 2021; HHS 2022

"Culture Eats Strategy for Breakfast"

Are you stuck on the employee recognition *See-Saw*?

The Good News (and the Bad)

What you water, grows…

How Do I Go From 0-360?

Where Do You Already Receive Feedback?

- From the "horse's mouth" (your clients)?
  - "Suggestion" boxes, comment cards, newsletter responses/links
  - Comment phone lines/voicemails
  - Resident admissions/welcome packets
  - Discharge forms/surveys
  - Resident/Family Council meetings or other engagement forums
- From your team members?
  - Links on internal or external facing web or review sites
  - Annual/periodic employee evaluations (take notes!)
  - Human Resources
  - Employee of the month nomination forms/spot recognition cards

Best Practices—the Science of Employee Recognition

When building a recognition program for your teams, think about…

I-M-P-A-C-T

Best Practices for Employee Recognition

Inclusive

- ❑ *"For anyone, from anyone"*
- ❑ Across job roles and regardless of visibility
- ❑ Across demographics

✓ Leadership team
✓ Staff members **360°** ✓ Managers
✓ Patients & families

I-M-P-A-C-T

Best Practices for Employee Recognition

Mission-Oriented

- ❑ *"Reflecting your values and priorities"*
- ❑ Integrated into your organization
- ❑ Supported by your leadership teams

I-**M**-P-A-C-T

Best Practices for Employee Recognition

Public

- ❑ *"Visible to all stakeholders"*
- ❑ Helps to 'connect-the-dots'
- ❑ Allows for leadership servitude

I-M-**P**-A-C-T

Best Practices for Employee Recognition

Authentic

- ❑ *"Never cookie-cutter"*
- ❑ Specific—who did what when for whom?
- ❑ Personalized to the individual

I-M-P-**A**-C-T

Best Practices for Employee Recognition

Consistent

- ❑ *"Culture is an every day endeavor"*
- ❑ Do it frequently
- ❑ Do it across the employee lifecycle

"Employee [recognition] should be frequent – Gallup recommends every seven days – and timely to ensure that the employee knows the significance of the recent achievement and to reinforce company values."

I-M-P-A-**C**-T

Source: Gallup, 2016

Best Practices for Employee Recognition

Timely

- ❑ *"At the point of impact"*
- ❑ Immediate gratification for good deeds
- ❑ Clarity on the act or behavior

I-M-P-A-C-**T**

Best Practices for Employee Recognition

BONUS ROUND!

- ❑ *"Thank the Thankers"*
- ❑ You'll get more of what you want—exceptional stories!

I-M-P-A-C-T

COVID Has Disrupted Employee Appreciation

The COVID-19 pandemic has highlighted the need for tech-forward and virtual solutions to a wide array of key business processes and initiatives in the human services world.

Employee recognition is no different.

Can Technology Work For You?

- **Benefits**
  - Centralization
  - Automation
  - Visibility
  - Remote and "sterile"
  - Measurable
- **Pitfalls**
  - Training
  - Upkeep/maintenance
  - **COST**

More Technology?

- Small Investment, Small Tech
  - Paper based and multi-point collection
  - Email repository for aggregation
- Medium Investment, Medium Tech
  - Web form on a hosted site/Google Forms
  - Database storage of nominations
- Large Investment, Large Tech
  - Platform-based and multi-directional with automated, custom segmented systems
  - "All singing, all dancing"
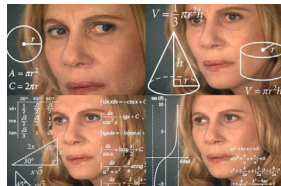
Why Peer-to-Peer?

Peer-to-peer [recognition] is 35.7% more likely to have a positive impact on financial results than manager-only recognition.

41% of companies that use peer-to-peer recognition have seen marked positive increases in customer satisfaction.

Sources: SHRM/Globoforce Employee Recognition Survey, 2012

Technology Can Help You Take Off All the Hats!

Kids these days…

"*Millennials prefer instant feedback*… With today's *mobile workforce* and the popularity of social media, turning to *web-based recognition technology* makes sense for organizations across industries."

Source: PreCheck.com

Technology Makes Recognition *Social*

Impact of Social Recognition on Talent Metrics

Using Social Recognition   Not Using Social Recognition

Business Impact of Social Recognition

4X More likely to improve stock prices

2X More likely to improve NPS scores

2X More likely to improve individual performances

Source: Aptitude Research Partners, Hire, Engage, and Retain Study 2018, n=512

Increased Inclusiveness Through Technology

How To Measure Employee Engagement

- Surveying employees is most effective
- Recommended cycle is at least every 6 months
- Use validated resources and expert companies to source questions
  - The Advisory Board Company's Employee Engagement Index
  - Gallup Q12 Employee Engagement Survey
  - Other Measures

You must *measure* to determine success

Idea Driven Organizations and the cNPS

- **The "caregiver Net Promoter Score"**
  - If a friend or family member was in need of care (service), how likely would you be to recommend your own organization?
  - Employees "see the sausage being made" and are often harder on their organizations than those who receive your services
- **Idea-Driven Organizations**
  - The best way to make your clients, customers, patients, etc. happy, is to generate ideas from your employees
  - Engaged employees will be able to find easier/better ways to do things

AHCA National Quality Awards and Recognition

AHCA Silver Quality Award Requirements

AHCA member quality awards can help you appeal to consumers. For organizations considering applying for the Silver or Gold Quality Awards, the Ceca Award or other recognition initiatives would help meet the requirements for performance excellence.

» Criteria 5.1a – *How do you build an effective and supportive workforce environment?*
  • A supportive environment might include formal and informal recognition.
» Criteria 5.2b – *How does your performance management system support high performance and workforce engagement?*
  • Performance management systems include compensation, recognition, and related reward and incentive practices. Recognition can include monetary and nonmonetary, formal and informal, and individual and group mechanisms.

AHCA
AMERICAN HEALTH CARE ASSOCIATION
NCAL
NATIONAL CENTER FOR ASSISTED LIVING

NATIONAL QUALITY AWARD
SILVER
Achievement in Quality

We Are Not Alone…

Any Questions?

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