

Healthcare Employee Engagement, Recognition, and the Ceca Award Program

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CecaFoundation.org

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Introduction

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President

Ceca Foundation



*“To improve the human experience in
healthcare communities by honoring the
work of exceptional caregivers.”*

Ceca Foundation
Celebrating Caregivers

What is Employee Engagement?

Your staff is dedicated to their work,
inspired by their professional achievements,
and believes that the company they work for
supports them and has values in line with their own.

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Improving the Current State of Recognition and Engagement in Healthcare

Research shows that employee engagement in healthcare is not where it should be, and there are significant benefits involved with deploying comprehensive recognition programs.

Current State

- The healthcare industry is **ranked at the bottom** when it comes to employee engagement
- Only **21 percent of employees** say they are 'very engaged'... and nearly one in five say their manager or company is **'horrible' at recognizing them**
- The number-one reason most Americans leave their jobs is that they **don't feel appreciated**
- There is a **70% burnout rate** among nurses
 - 44 percent of nurses **worry their patient care will suffer** due to burnout



Ideal State

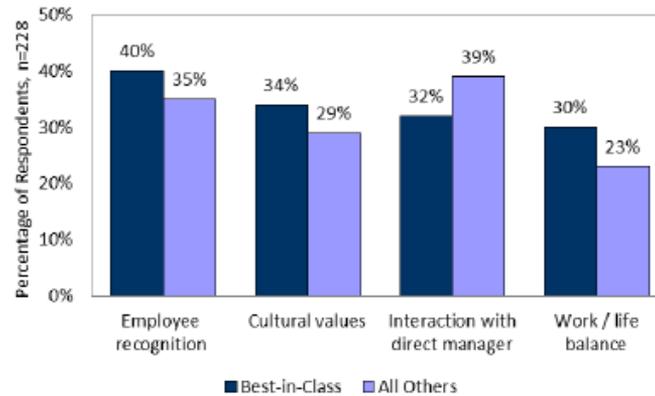
- Career opportunities, **recognition**, and organization reputation **seen as top engagement drivers**
- Companies **save money by reducing turnover**, which costs on average at least 25% of the position's salary
- Employee engagement directly correlates with improvements in **patient safety, quality, and patient experience** outcomes
- When companies spend 1% or more of payroll on **recognition**, 85% see a positive **impact on engagement**

Sources: Quantum Workplace 2018; Achievers 2019; CareerBuilder/Harris Poll; Kronos; Nurse Burnout in Healthcare 2017

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What Drives Employee Engagement?

Figure 1: The Greatest Impact on Employee Engagement



Source: Aberdeen Group, August 2013

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Research Shows...

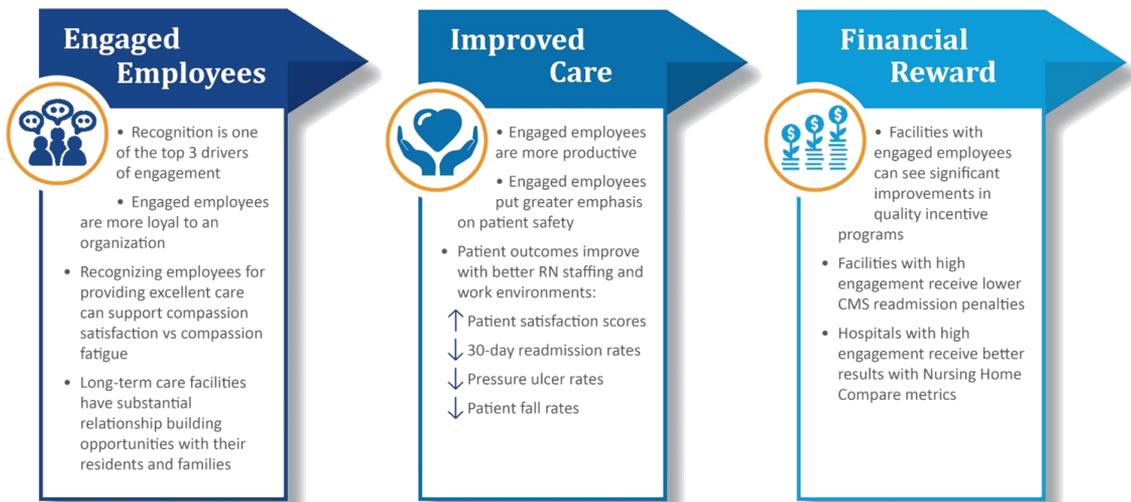
**Organizations with recognition programs
which are highly effective at
enabling employee engagement
had 31% lower voluntary turnover
than organizations with
ineffective recognition programs.**

Source: Bersin by Deloitte, The State of Employee Recognition 2012

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What Makes Recognition Beneficial to Care?



Sources: Press Ganey Associates, Inc. & ResearchGate

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Best Practices for Employee Recognition

Recognition should be...

- Crafted around and focused on your mission and values
- Supported by and include participation from your Executive Team
- Done in a timely fashion to maximize impact
- Seen publicly to advance employee confidence
- Accessible to all stakeholders (360°/ “Multidirectional”)
 - ✓ Front line staff
 - ✓ Managers
 - ✓ Leadership
 - ✓ Patients, residents and families
- For all roles, regardless of visibility (night shift, support roles behind-the-scenes, etc.)
- Supplement personal recognition around life events (years-of-service, birthdays, etc.)
- In a format that appeals to all demographics and roles of your workforce
- Rewarded—remember to thank those who thank others

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Easy and Affordable Recognition Opportunities

Common Employee Recognition Efforts

- Birthday, life event and tenure celebrations
- Nurse's Week/Social Work Week/etc.
- Employee of the Month/Quarter Award
- Lunch with CEO/Leadership
- "Spot recognition" with gift cards to onsite outlets, e.g. cafeterias, coffee/gift shops
- Flex scheduling employee of the month/quarter, e.g. honoree gets first selection for upcoming schedule
- Ideal parking space for employee of the month/quarter
- Include ALL recognition on social media and in newsletters, and talk about it in staff meetings/huddles

How Do You Measure Employee Engagement?



- The most effective method is surveying employees
- Recommended cycle is every 6 months—Tracking rate of change is key!
- 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 engagement to determine success

Celebrating *caregivers*

- Ceca (pronounced *See'-ka*) is a **501(c)(3) nonprofit** founded in memory of Matt Lawlor's mother Mary, a member of the Women's Army Corps during WWII and later life cared for at Knollwood Military Retirement Community.
- Ceca celebrates **caregiver excellence** and **quality care** by providing hospitals, nursing centers, integrated care communities and other healthcare partners a unique peer-to-peer recognition and engagement program.
- Ceca's program is one-of-a-kind, focusing on **"high-touch" acts of care** and **complements existing recognition programs**, such as years-of-service, employee-of-the-month, birthdays, and other initiatives.
 - **All staff are "caregivers," and eligible for recognition.** Typically about 30% of staff members are recognized each year, about a third of which are in support roles, which fosters teamwork across departments.
 - Ceca provides **funding, technology, and support services** for its healthcare partners. This increases program stability, reinforces your organization's objectives, and frees up your resources for other priorities.



Research Shows...

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

How Caregivers Are Recognized



Employees recognize fellow staff members for exceptional acts of care using Ceca's proprietary web-based and digital software.



De-identified nominations and Honoree photos are posted and honored publicly on TV monitors in high-traffic locations.



Our mobile app is available for download on Apple and Android devices, making for an easy, convenient way for staff to recognize one another.

Ceca Award Honorees

- **Selected** by an Independent Panel and **Honored** by your Healthcare Organization
 - Three panel members representing Organization Leadership, the Patient Community, and Ceca Foundation
- **\$250 Monthly or Quarterly Award for Honorees**
- **Other Awards (Based on Partnership)**
 - \$50 awarded Monthly/Quarterly to outstanding nominator
 - Award Honorees are automatically considered for the \$2,500 Annual Regional Award



Ceca Award Presentations

- Schedule during a staff meeting/town hall/party to maximize impact & public recognition
- The CEO/President/Administrator/DON should lead award Celebrations, showing leadership support and integrating your organization's mission into the purpose of the program.
- Create certificates for each nominee
- Emphasize caregiver ownership - Nominations are essential!
- Have the Ceca representative apply the pin to the Honoree and say a few words
- Open the floor to the Honoree's manager, peers and others in attendance to speak
- Allow the Honoree to say a few words
- Present the Nominator Prize gift card and thank the recipient for their participation
- Encourage more nominations from all staff members

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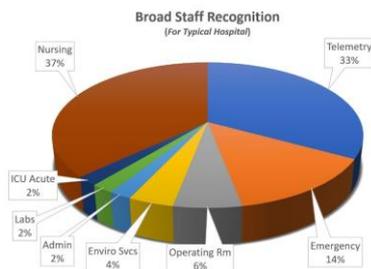
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Metrics and the Ceca Award Program

Measured by Caregiver Recognition

- Typically about a third of staff in Ceca partner facilities are recognized, an engagement metric used by Gallup, ABC. Broad recognition across multiple departments is also common.



Measured by Net Promoter Score

- The NPS is a measure of *reputation*. In the marketplace, your reputation is everything. We poll the employees, who are typically more rigorous than patients, to determine your "eNPS".



Ceca Partners improved
their eNPS by 20%

Measured by Employee Retention

- Recruiting, hiring, training—costs between \$20-60k for a single RN.



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The Part That Can't Be Measured



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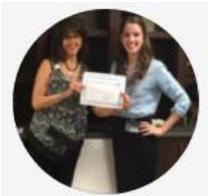
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What Ceca Honorees Are Saying



“Being selected was one of the *highlights of my career*. The Ceca Award is truly a *valuable, powerful program*, because it shows the employee that they are *valued by the organization*, and that’s speaking from the heart.”

Joyce Roberson, RN MSN CIC
Infection Control Manager, Local Hospital



“To be nominated and *acknowledged in front of my peers was entirely rewarding*. There are no words for being recognized by others in your field, and family members of residents. To have a *program that goes out of their way to acknowledge these unseen heroes*, and to give them recognition in front of their peers as well as higher levels of staff, is *simply invaluable*.”

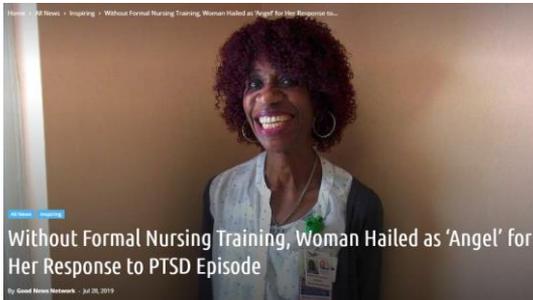
Jessica Herpst
Activities Assistant, Local Retirement Community

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How They're Being Honored



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Pennsylvania Health Care Association Partnership

PHCA Members are automatically pre-qualified
for participation in the Ceca Award Program,

This is the first partnership of its kind in the country

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American Health Care Association Members

AHCA Silver Quality Award Requirements

The AHCA certifies members for various levels of quality in their organizational management, which can appeal to potential consumers. For organizations considering applying for the Silver Quality Award (and above), a program like Ceca's Caregiver Award Program 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.



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What is Involved in Partnering with Ceca?

Initial Set-up and Launch			Ongoing Support		
Executive	Choose panel representatives	varies	Executive	Selection panel (per award period)	15 min
Program Manager	Ensure timely completion of action items, follow-up	2 hrs	Program Manager	Honoree celebrations (per period)	15 min
				Update staff database (per hiring period/automation)	15 min
IT	CecaTV installation	1 hr	IT	Ensure CecaTV is connected and running properly (per period)	15 min
	IT whitelisting and linking	30 min			
HR	User account creation	2 hrs	HR	New employee training (per hiring)	5 min
Marketing	Create promotional materials	15 min	Marketing	Promote participation among staff	15 min
Staff	Staff training (per employee)	20 min	Staff	Honoree celebrations (per period)	15 min

- Costs** Annual Network Membership Fee:
- \$2,500 (quarterly award package)
 - \$5,500 (monthly award package)

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Questions?

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