Becoming An Employer of Choice in the 21st Century:

The Case for Values Based and Impact Driven Recognition Programs

Nate Hamme

President and Executive Director

Ceca
A Network for Celebrating Caregivers

Learning Objectives

- *Understand the science of care worker recognition, why it's essential and how it differs from employee appreciation and recognition;*
- *Discover how activating storytellers in your organization can build culture, engagement and the resident experience;*
- *Learn how focusing recognition efforts on your mission and values drives improved operational outcomes;*
- *Build, implement, and measure impactful recognition programs that have credibility and stand the test of time.*

Celebrating caregivers

- 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.
  - *To improve the human experience in care communities by honoring the work of exceptional care workers*
- Ceca's program focuses on ***"high-touch" acts of care***, and ***complements existing recognition programs***, such as tenure, employee-of-the-month, birthdays, etc.

Quick Show of Hands

- How many of you have an employee recognition initiative in your community?
- How many of you feel like you have a highly effective or utilized program in your community?
- How many of you have data to show that your team members feel appreciated and recognized?

What's Your Focus?

Experience

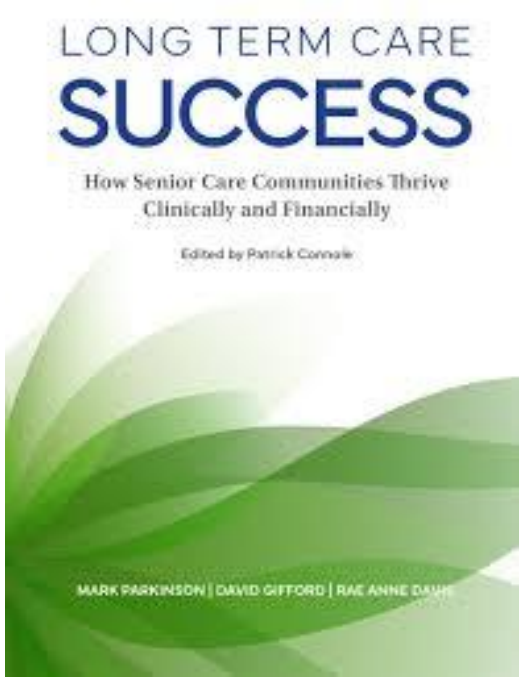
Quality

Workforce

What's the Most Important Measure of Success?

"The most important measure in any organization is employee engagement and satisfaction…it's very hard to achieve any goals if employees are not engaged and satisfied."

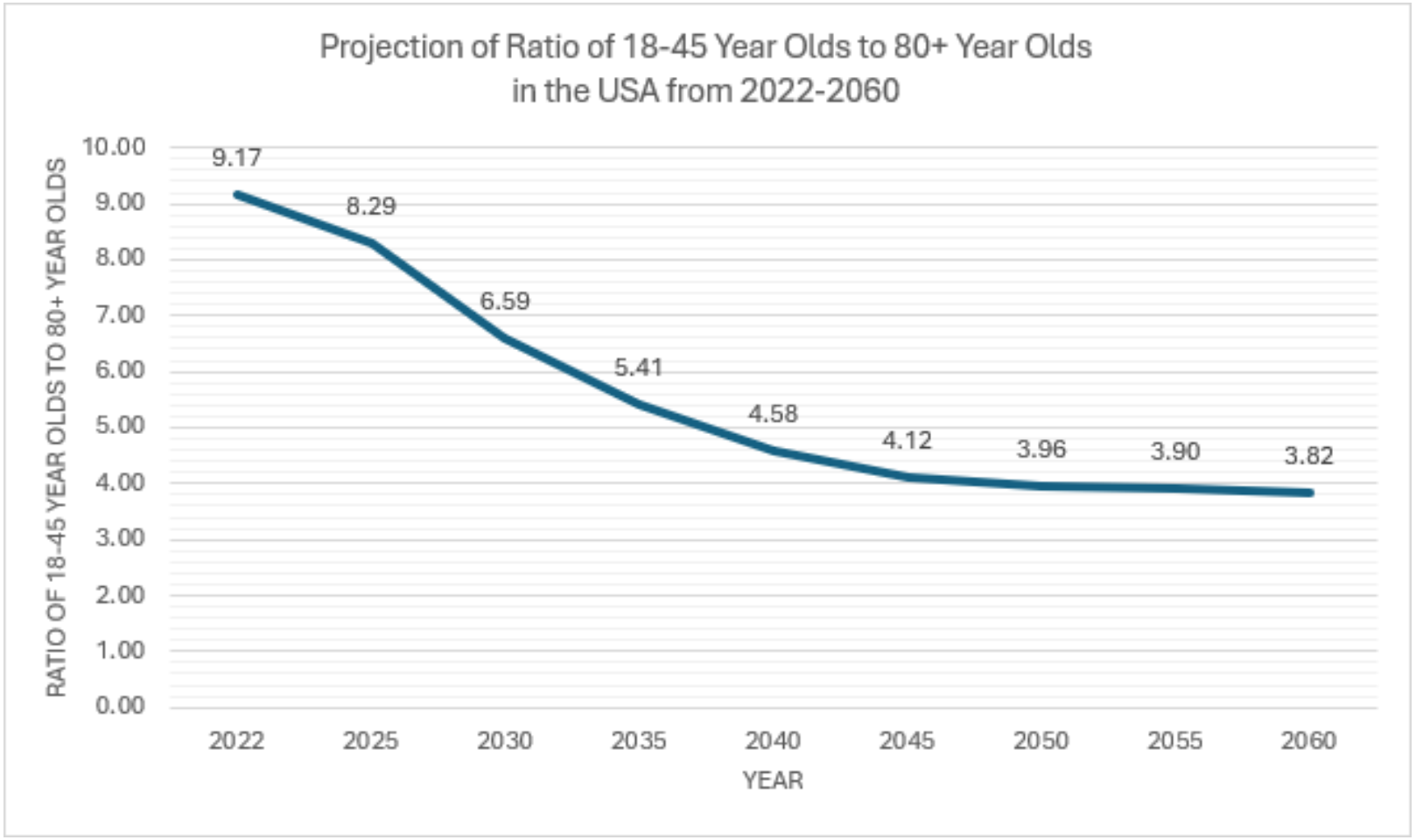
-Mark Parkinson, Former CEO of AHCA/NCAL



Your Responsibility is A Reason For Being (There)

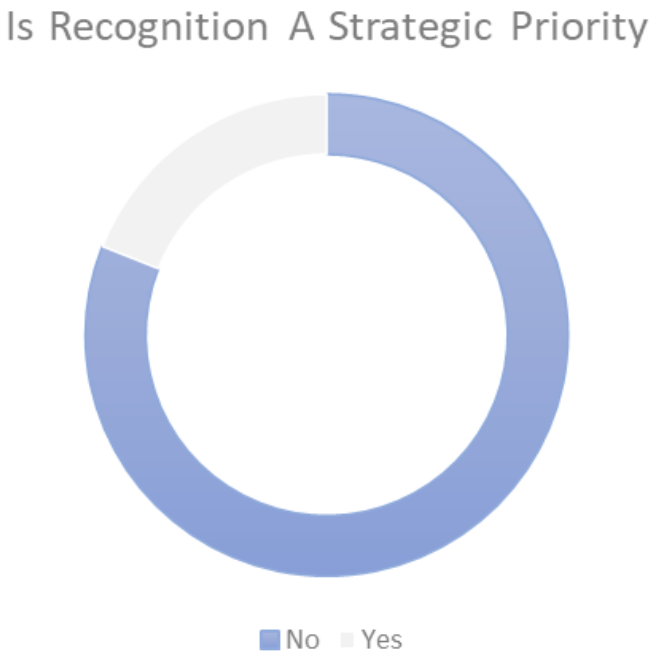
Don’t want to be here

You Can't "Dig Up"



Data Source: US Census Bureau 2023 National Population Projections. This incorporates the results of the 2020 Census and uses official estimates of the resident population on July 1, 2022 as the base for projecting the U.S. population from 2023 to 2060.

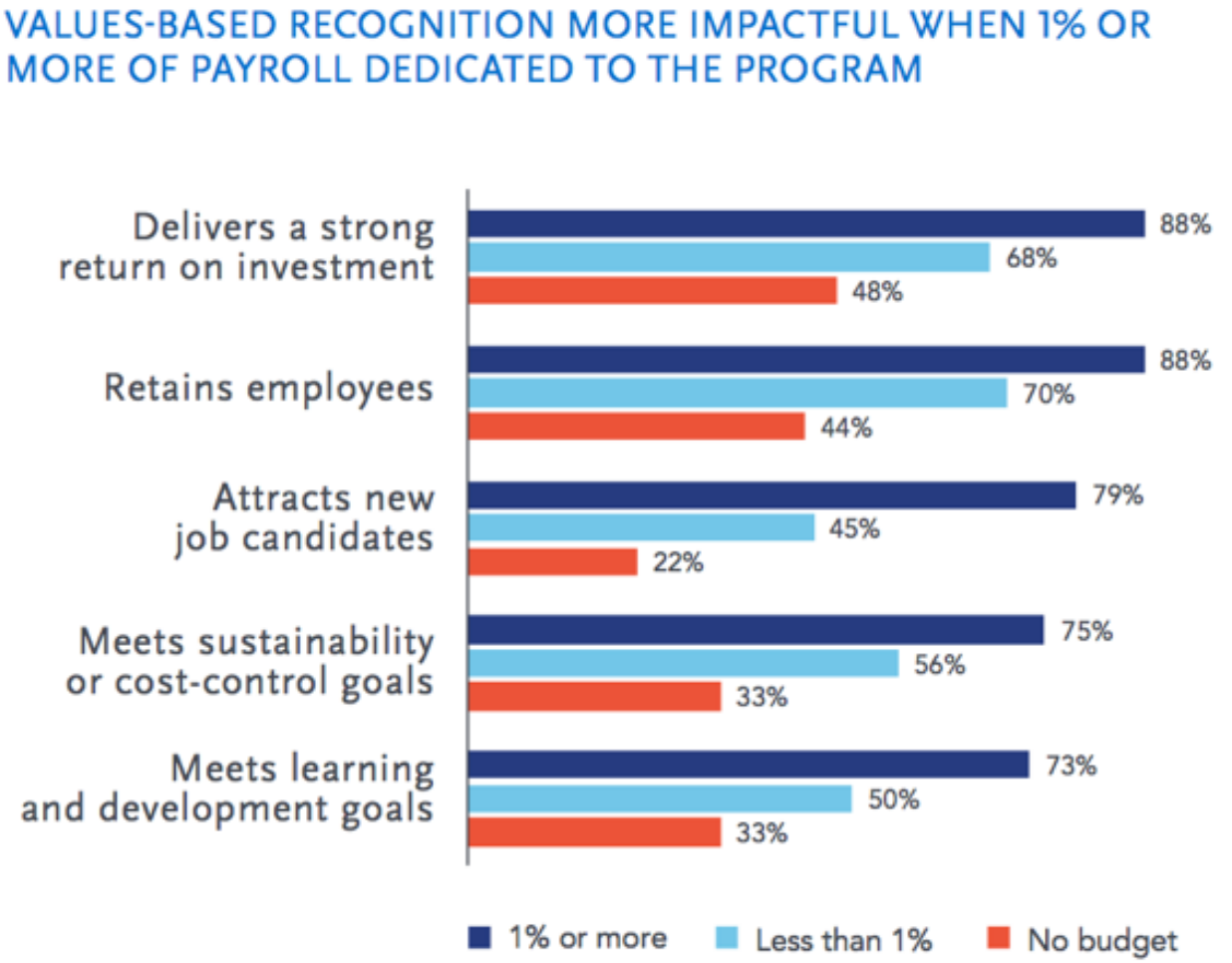
Underestimating Recognition



"Too costly"
"Too time consuming"
"Only for top performers"
"Not impactful"

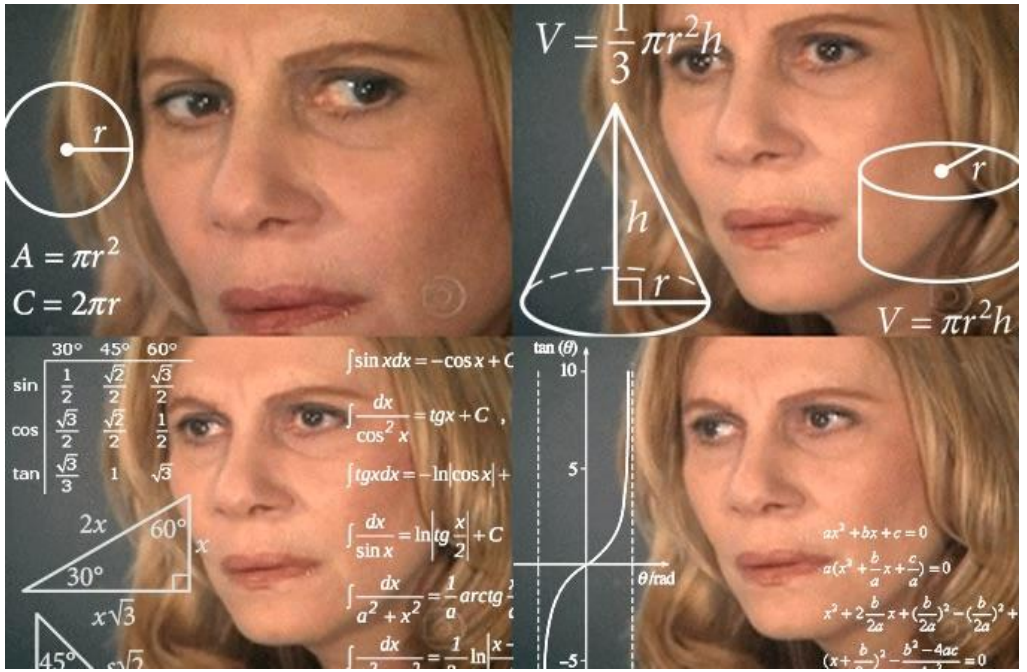
https://www.gallup.com/analytics/392540/unleashing-recognition-at-work.aspx

Not Costly—An Investment

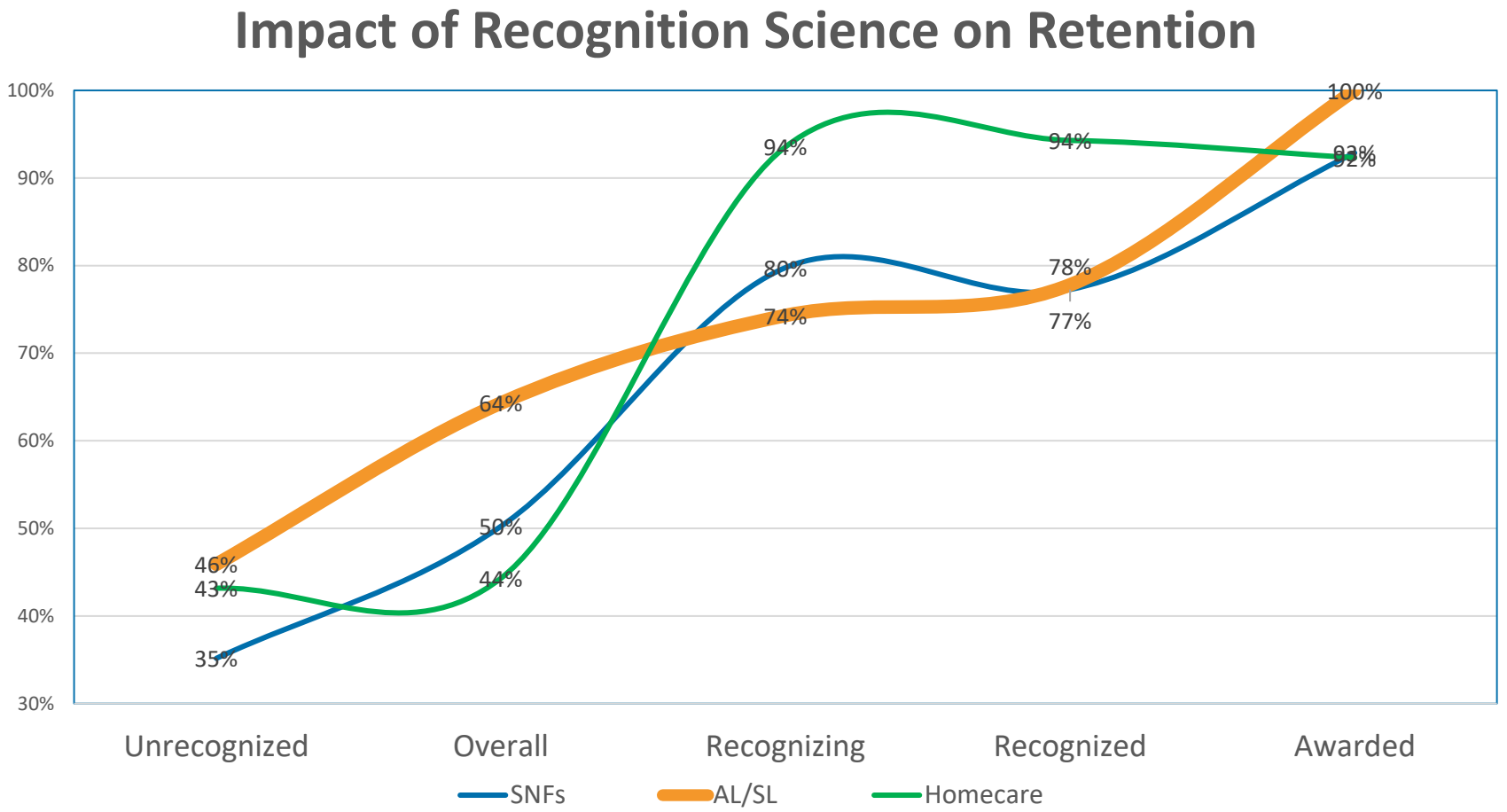


Not Time-Consuming—Inefficient

- No Tech
  - Paper based and multi-point collection
- Low Tech
  - Email repository for aggregation
  - Web form and database storage
- High Tech
  - Platform-based and multi-directional with automated, custom segmented systems



Not Impactful—Not Doing It Right



BONUS - Effective Recruitment

- Holleran Consulting report on employee retention/recruitment
  - "Most effective ways to retain staff"
    1. Competitive wages
    2. *Employee recognition*
  - "Most effective recruitment strategies"
    1. Online posting platforms (Indeed, Zoe, etc.)
    2. *Word-of-mouth referrals*
       - "Retention of a referred employee is higher than by other recruitment sources"

Recruiter's Commandment: "your top recruitment strategy is utilizing internal talent"

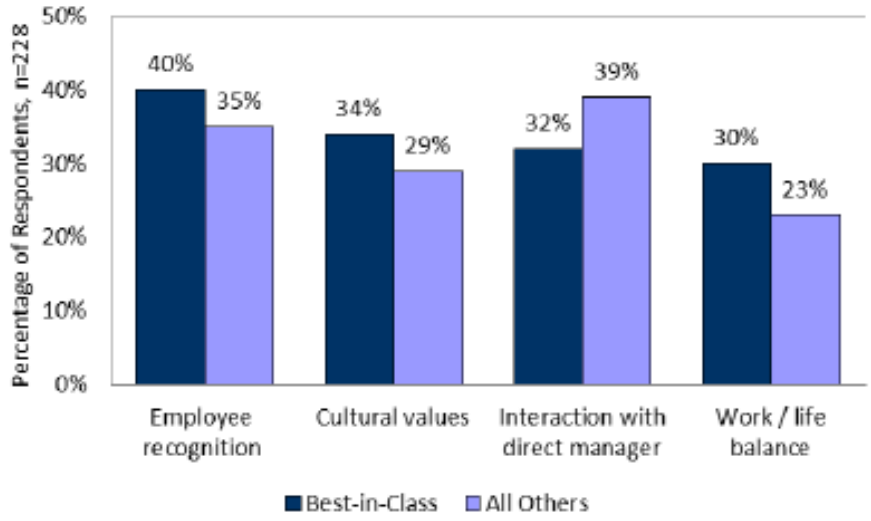
Holleran-Argentum Workforce, 2024

What Do Team Members Want?

- Fair/Competitive Pay
- Career Development
- Interesting Work
- Meaning and Purpose

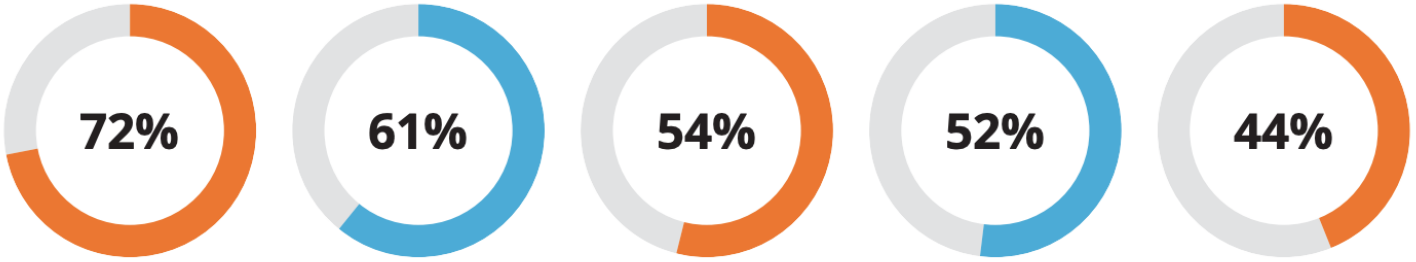
What Drives Employee Engagement?

Figure 1: The Greatest Impact on Employee Engagement



Source: Aberdeen Group, August 2013

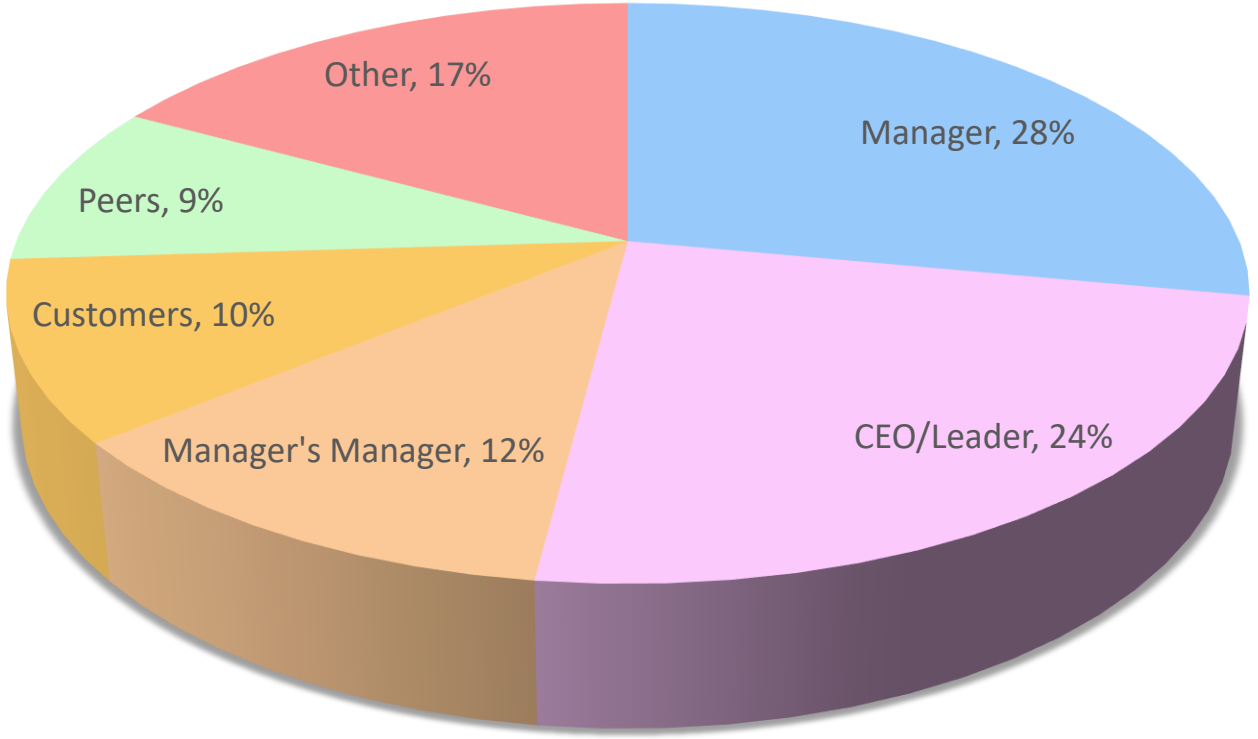
The Greatest Impact on Employee Engagement



Employee Recognition	Tuition Reimbursement	Diversity and Inclusion	Perks	Wellness
Rec	Perf.	App	App	App

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

Who gave you your most meaningful recognition?



What is your ideal compliment/recognition?

Personal	Per-fessional	Professional

• Aesthetic
  • Attractive/Graceful
• Personality Traits
  • Charismatic/Funny
• Character
  • Honest/Kind
• Relational
  • Family-Oriented/Loyal
	• Intelligence
	  • Capable/Resourceful
	• Talents
	  • Artistic/Athletic
	• Communication
	  • Persuasive/Eloquent
	• Service
	  • Helpful/Useful
		• Leadership
		  • Influential/Foresight
		• Performance
		  • Abilities/Achievement
		• Work Ethic
		  • Dedication/Persistence
		• Impact
		  • Legacy/Mentorship

How do you most like to be recognized?

32% ↑

40%↓

8% ↔

20% ↓

Symbolic Recognition for Care Workers

"Research suggests that employees in fields such as health care, social work, and education tend to be more motivated to do work that has a positive impact on others, to place a higher value on social recognition, and to be less motivated by salary than their private sector counterparts, meaning that…symbolic recognition may be especially important to support these workers."

Harvard Business Review

https://hbr.org/2021/03/research-a-little-recognition-can-provide-a-big-morale-boost

Examples of Symbolic Recognition

- Wristbands
- Challenge Coins
- Scrubs/Team Branded Items
- Toothbrush
- Coffee Mug w/ Mission and Values Statements
- Plants/Seed Note Cards

Tactical and Relational Leadership

- Tactical
  - Emphasizes efficiency and the execution of immediate tasks
  - Prioritize structure and clear directives to ensure daily operations run smoothly and short-term goals are met
  - **Indispensable during periods requiring quick action and decisive resource management.**
- Relational
  - Centers around strong interpersonal connections
  - Focus on fostering trust, collaboration, and open communication, creating an environment where team members feel valued and motivated
  - **Essential for long-term adaptability and engagement**

Leadership Development: Exploring Relational Leadership Implications in Healthcare Organizations, NIH

Who Tells Your Story?

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

Storytelling Show (Don't) Tell

Tanya is a very dependable employee. She is caring and will go to above and beyond to make sure our residents are happy. She knows everyone's likes and dislikes and provides person-centered care on a daily basis. The residents love her!

VS.

Tanya recently came in early to cover an open shift due to illness. I found her later that morning comforting an upset resident who was having a rough day. Using a calm tone and active listening she was able to turn his tears into laughter. After stepping away briefly she reappeared with the resident's favorite breakfast pastry! The smile on his face lit up the room and he told her he was thankful she was here.

The Art of Bonsai

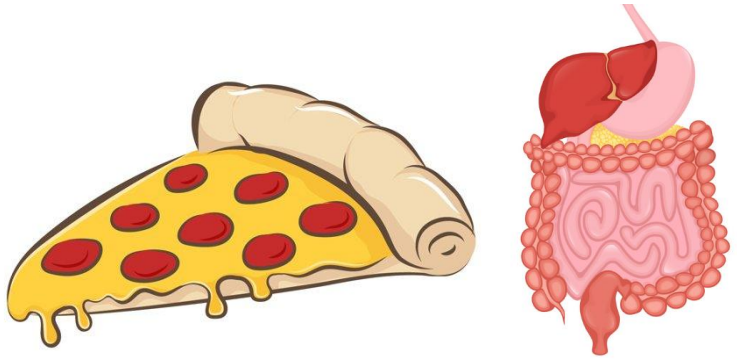
Relationships Make Challenges Surmountable

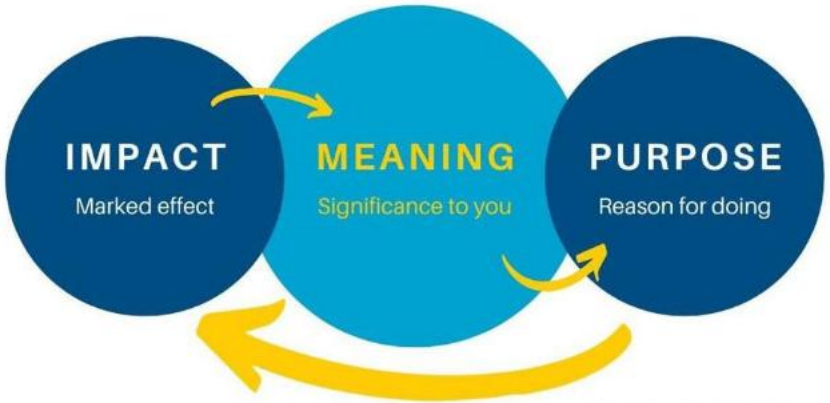
https://pmc.ncbi.nlm.nih.gov/articles/PMC3291107/

Types of Appreciation and Recognition

Related But Distinct

- Employee Appreciation
  - Holiday Parties
  - BBQs, Cupcakes and Pizza
  - Holiday and Birthday Gifts/Cards
- Employee Recognition
  - Tenure/Years of Service
  - Employment Based/Employee of the Month
- Caregiver Recognition
  - Focused on Specific Actions Improving Patient Experience
  - Sourced from Your Patients and Clients
  - Tell Stories About What Happened and Its Impact





Genuine and Broadly Appealing?

“Culture Eats Strategy for Breakfast”

(In)Toxic(ating) Positivity

Your Employee Experience IS Resident Experience

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HUMAN EXPERIENCE RESOURCES EVENTS LEARNING COMMUNITY ABOUT CONTACT

Patient Experience Begins with Employee Experience: The Impact of Recognition Programs

By Nate Hamme

*This blog is **Part One** of a two-part series on the impact that employee recognition has on patient experience. Next month, **Part Two** of the series will detail how misconceptions about employee recognition can be addressed with effective planning and cross-department leadership support and will explain how achievable goals can be attained.*

There is a wealth of research on processes and procedures that produce higher patient experience scores. Effective communication, body language, and human resource allocation serve as prime examples. But we often overlook the basic drivers of workforce engagement and motivation—

RELATED CONTENT

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Developing an Interactive Behavioral Based Training Program

This webinar, How to Develop an Interactive Behavioral Based Training Program that Aligns with Employee and Patient Feedback around Improvement Opportunities, will provide step by step guidance to develop a training program with a focus on behavioral based learning. The program uses storytelling and staff and patient feedback to "connect the dots" in the human

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HUMAN EXPERIENCE RESOURCES EVENTS LEARNING

Building IMPACTFUL Recognition Programs – Without Breaking the Bank or Staff

By Nate Hamme

*This blog is **Part Two** of a two-part series on the impact that employee recognition has on patient experience. The full series has detailed how misconceptions about employee recognition can be addressed with effective planning and cross-department leadership support.*

As I travel around the country speaking on the topic of care worker appreciation, I'm continually confronted with the belief that employee recognition isn't a strategic priority because "it's time consuming, too expensive, and insufficiently impactful." My message to those leaders remains

Source: Press Ganey; Holleran Consulting Resident Engagement Index

The Science of Recognition

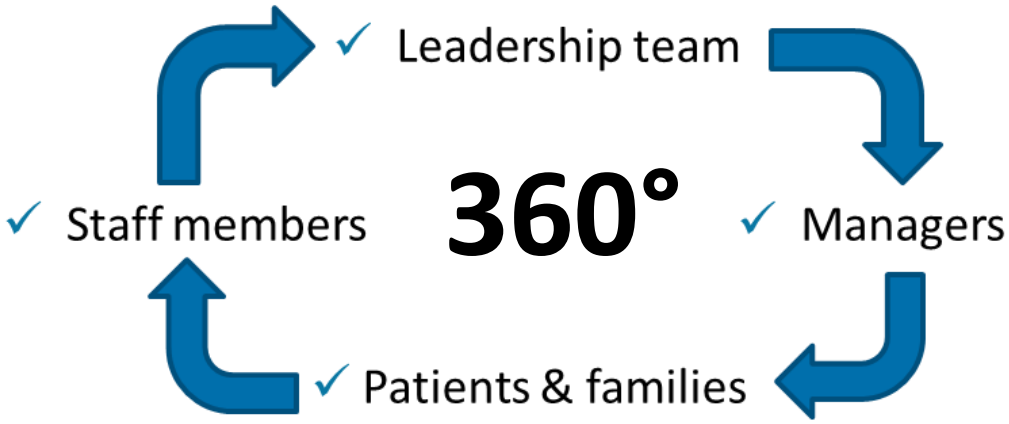
When building recognition programs, think about…

I-M-P-A-C-T

Best Practices for Employee Recognition

Inclusive

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

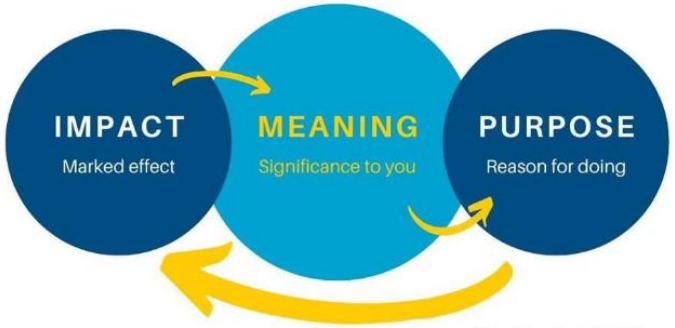


I-M-P-A-C-T

Best Practices for Employee Recognition

Mission-Aligned

- ❑ *“Reflecting values and priorities”*
- ❑ Tied into every piece of recognition
- ❑ Supported by your leadership teams



I-M-P-A-C-T

Best Practices for Employee Recognition

Public

- ❑ *"Visible to all stakeholders to connect-the-dots"*
- ❑ Allows for leadership servitude
- ❑ Digital/bulletin boards, newsletters, SM

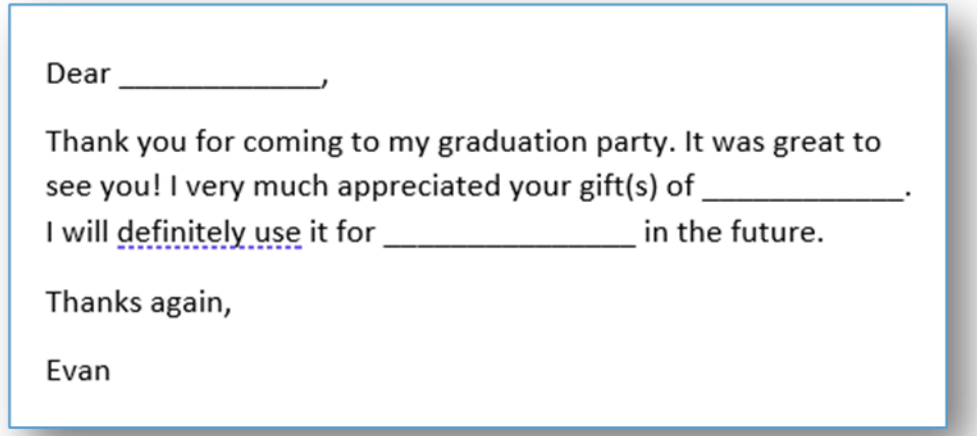
I-M-P-A-C-T

Best Practices for Employee Recognition

Authentic

- ❑ *"Never cookie-cutter" but personalized to the individual*
- ❑ Specific—who did what when for whom?
- ❑ Eye contact or hand written

I-M-P-A-C-T



Dear _____,

Thank you for coming to my graduation party. It was great to see you! I very much appreciated your gift(s) of _____. I will definitely use it for _____ in the future.

Thanks again,

Evan

Best Practices for Employee Recognition

Consistent

- ❑ *"Culture is an everyday 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!

- ❑ Fun! Be creative and make it joyful
- ❑ Unified. Encourage storytellers from all roles--and reward them.
- ❑ Legitimate. Partnerships lend credibility and meaning

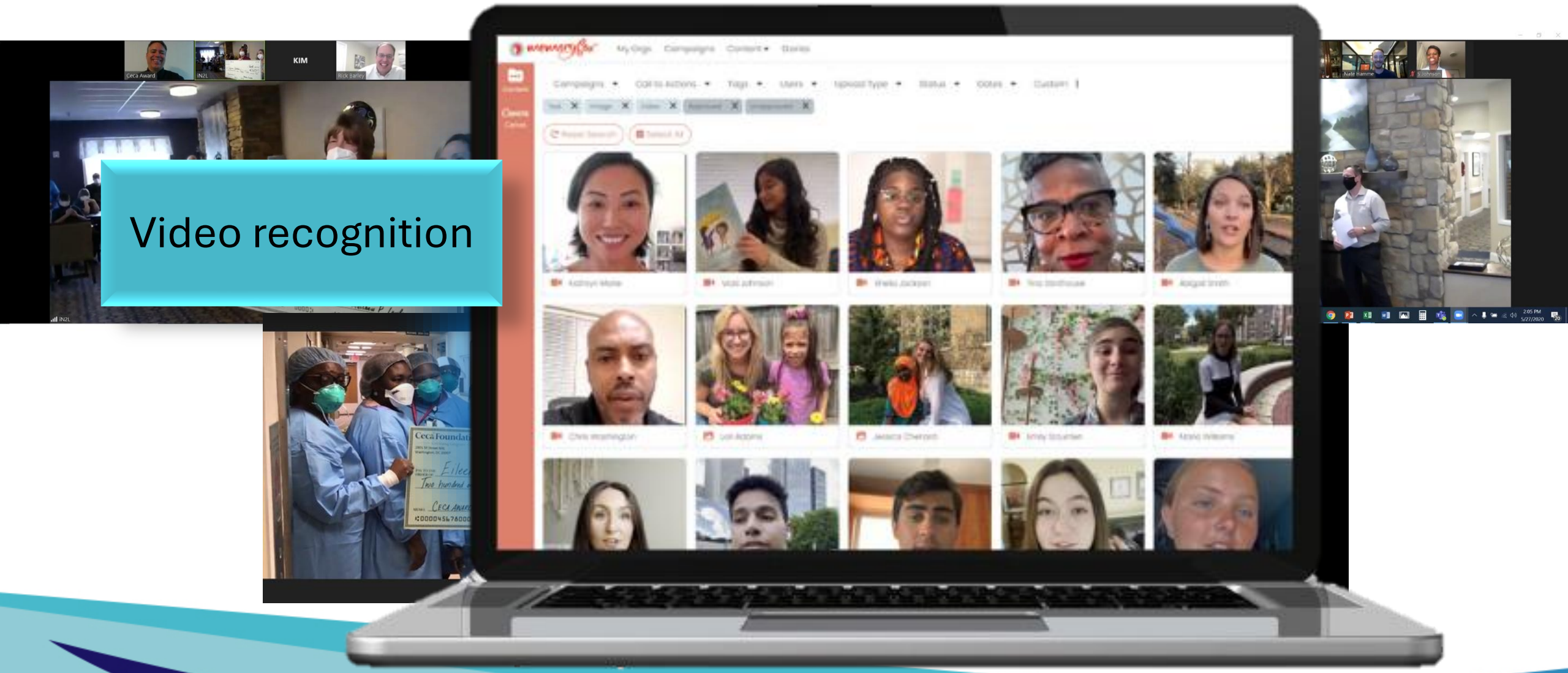
I-M-P-A-C-T-F-U-L

Best Practices for Employee Recognition

PAUSE FOR APPLAUSE

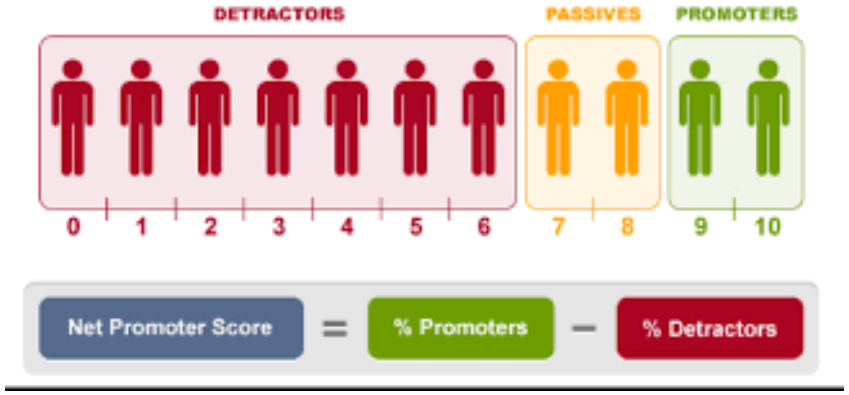
- ❑What fun things have you done to as a genuine thank you to your team member? Appreciation or recognition.

Increased Inclusiveness Through Technology



How To Measure Success

- **Ask Your Team (The Right Way)**
  - Ask specifically if they feel appreciated and recognized through anonymous surveys, at least 2x/year, using validated questions—ex. The Advisory Board Engagement Index, Gallup Q12, Press-Ganey, HCAHPS
- **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?
- **Idea-Driven Organizations**
  - The best way to make your clients happy, is to generate ideas from your employees—engaged employees understand the problem and WANT it fixed!



Any Questions?

Ceca Recognition Grants

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CecaFoundation.org

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Celebrating Caregivers