Road to Retention: Reward and Recognition

The right salary is one way to value your star performers—but how do you build an entire culture of recognition? This session will reveal strategies that will help you to retain your star performers and create a skilled, positive team. You’ll come away with new tactics for building morale, spurring your staff to succeed in our results-driven, pay-for-performance age.

Content Area: Administration

Content Level: Intermediate

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Objectives:
At the end of this session, participants will be able to:
1. Compare their current practice of recognition to that of other organizations.
2. Choose new reward ideas to incorporate into their practice.

Content Outline:
I. Importance of retention
   A. Morale booster
   B. Power of motivation
   C. Building teams
II. Challenges
   A. Time
   B. Resources
   C. Belief
III. Reward and recognition
   A. Authentic
   B. True appreciation
   C. Celebrate wins

Bibliography:


SESSION OBJECTIVES

➢ Discuss issues and trends related to retention
➢ Evaluate barriers to rewards and recognitions
➢ Develop strategies for retaining staff by reward & recognition
➢ Learn methods to develop reward and recognition resources and tools

WHY IS RETENTION SO IMPORTANT?

❖ Cost of Turnover
❖ Staff Replacement


COST OF TURNOVER

❖ Fiscal implications
❖ Patient Outcomes


TURNOVER RATES

❖ National Comparisons
❖ Predicted Rates


REPLACING STAFF CHALLENGES

❖ Nurse Shortage
❖ Finding the Right staff


REWARD & RECOGNITION

❖ Improved staff Satisfaction
❖ Improved Retention
Power of Motivation

HAPPY STAFF

HAPPY PATIENTS


Reap the Reward of Motivation

IMPROVED PATIENT SATISFACTION

IMPROVED STAFF SATISFACTION

IMPROVED RETENTION

Reward & Recognition

• Authentic

• True appreciation

• Celebrate

• Exemplars

Authentic & True Appreciation

• Always match the reward to the person

• Take timing into consideration

• Match the reward & recognition with the achievements

Celebrate & Exemplars

• Different ways to celebrate

• Unit/department councils

• Organizational

• National

Motivational Tips

• Call an employee into your office just to thank him or her – don’t discuss any other issues

• Post a thank you note on the employee’s office door

• Wash the employee’s car in the parking lot during lunch
Motivational Tips

- When discussing an employee’s or a group’s ideas with other people, peers or higher management, make sure you give credit
- Create a Hall of Fame wall with photos of outstanding employees (Dickey, P., Tenn Med. 2008 Mar; 101(3):31)

Survey Outcome

- How do you recognize your staff?
- Does your organization have a program?
- Describe your program
- Reward & Recognition: What does your organization/unit do for reward/recognition?
- Which recognition do you prefer? Thank you card, public recognition (like newsletter), bulletin board, in staff meeting, small gift, ceremonies, food? Provide detailed exemplars below
- What resources do you have that promote and support retention, rewards, and recognition?


NYP Way

Exemplars:
- NewYork-Presbyterian Reward & Recognition Programs
- Reminder: staff anniversary

NYP Way-Continued

Center for Professional Nursing Practice
- Sponsor the following: Nursing Excellence Awards
- Nurses Week: Recognition of nurses and nursing support staff members who exemplify excellence in patient care at our Nursing and Nursing Support staff ceremony-all campuses including our CAN
- Retention, Recruitment, Recognition (R3) Council on all campuses

NYP WAY-CONT.

Awards & Recognition Programs
- 2011 Physician of the Year Awards
- C.A.R.E. Award (Westchester): Established to recognize Courtesy, Attitude, Respect and Enthusiasm
- CARE Award-Cornell: Exemplifies our motto of “We Put Patients First” as well as the NYP Values: Respect, Teamwork, Excellence, Empathy, Innovation and Responsibility
- Employee of the Month
- Employee of the Month
- Employee of the Month
- Employee of the Month
- Nursing Awards
- Nursing Excellence Awards for LPNs and Support Staff
- Physician Assistant of the Year
- President’s Circle Award
- QPStar Recognition Program
- Retirement Recognition Program
- Service Recognition Programs
- Shining Star Program
- Social Work Awards

NYP-AMAZING People Recognition Program

An online, hospital-wide program, allows managers to easily recognize staff, enables staff to recognize their co-workers, and offers employees a wide array of gift choices. The AMAZING People Program includes the following NYP awards:
- Employee of the Month
- Resident of the Month
- Falcon Award
- Shining Star
- Congratulations!
- Flexible Floater Recognition
- Great Catch
- Thank You Program
- Work Safe
- Applaud a Teammate: A new award enables staff to recognize their co-workers
  Together, these programs allow the Hospital to celebrate the ongoing commitment to excellence demonstrated by NYP employees.
NYP Way-Continued

Nurse Excellence Awards categories
- Rookie of the Year/ Advanced Beginner Award
- Clinical Excellence in Nursing Award
- Nurse Leader Award
- Advanced Practice Nurse Award
- Friend of Nursing Award
- Nursing Excellence Award for Nursing Support Staff
- Helen S. Tanenbaum Award-Only Weill Cornell
- Nurse Preceptor Award

http://nyphwnursesnominations14.weebly.com/

Best Practices for Recognizing Your Employees

- Making It Better for Employees Plans
- The importance of saying thank you can not be underestimated
- Recognition Resources
  - Big Bang for Your Buck!: These ideas may cost a little more than the suggestions found in the Frugal Manager’s Guide to Recognizing Employees
  - Employee Preference Sheet: Ask your staff to complete this document so you know how each person prefers to be recognized
  - Certificate Templates: To recognize large staff accomplishments in a more formal way, use organizational templates to create a special certificate to present to your employee.
- Recognition Calendar: This easy-to-use calendar will enable you to document the employees you’ve recognized each month

http://infonet.nyp.org/Awards/ManagerRes/Shared%20Documents/FrugalManager's%20Guide.pdf

NYP Way-Continue

Example of nomination form process

Electronic nomination:
Nursing Excellence Award for Nursing Support Staff Nomination Preview

The first section of the nomination form will require you to clearly identify and provide contact information for the Nominee so please have the following information ready when beginning the nomination:

§ Name of Nominee
§ Email contact information for the Nominee
§ Unit of the Nominee
§ Job Title

NYP Way-Continue

Please keep responses under 1,500 words total

- Question 1: Please cite specific examples of how this employee has made a difference in impacting the delivery of excellent care, teamwork, and putting patients first. Include the employee’s achievement(s), any awards, any volunteer service, inspiration or support to others and performance. When writing the nomination narrative use “my/our nominee” rather than his/her name.

- The last page of the nomination form is reserved for the contact information for the Nominators and Supporters of the nomination. In this section please be sure to list the name and email for all of the supporters and nurse nominators.

Unit Specific-Example

- Team player of the month
- Because we work night shift or day shift
- Oncology Nurses Day

Reward & Recognition

- Improve patient outcomes
- Improve staff satisfaction
- Improve retention
- Improve employee engagement
- Improve morale
- Improve teamwork and collaboration
- Impact patient satisfaction
No Money?

- Does your organization provide a budget for reward and recognition?
  - Do you use it?

- With or without a budget, recognition needs to be:
  - Personalized
  - Specific
  - Timely

Personalized

- Know your team
  - What are their likes/dislikes?

- Handwritten notes
  - Not e-mails
  - Consider mailing to home address

No Budget – Simple

- Immediate praise when possible
- Food always works
- Recognize those mentioned in thank you cards, patient satisfaction comments or by patients
- Notice when team is having a particularly difficult time

No Time – Find the Time

- Block your calendar
- Recognize during rounding
- Talk with them
- Begin all meetings with positive feedback to team and individuals

Find A Way

- You can’t afford not to!!!

- Focus on the positives and work on the negatives!