

Staff Recognition:

Motivating and Keeping Your Employees Happy

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CentraState Healthcare System



Monmouth Crossing

- CentraState Healthcare System
 - Acute care hospital
 - ALF
 - SNF
 - CCRC
- Non-profit
- 76 units
 - 60 assisted living
 - 16 assisted living w/memory related disorders
- Licensed capacity 92
- Steel, concrete, bricks and mortar



Monmouth Crossing

- 51 FTEs
 - 37 FT
 - 29 PT
 - 31 PD
- Table of organization
 - Front line staff
 - Directors of nursing, marketing, dining, activities, building services
 - Administrator
 - VP of Senior Services, CSHS



Organization Philosophy

- Recognition program has the full support of the Board of Directors and executive management
- We recognize that our employees truly make the facility a great place to work
- Each employee is valued for his or her contribution toward the common goal of outstanding resident care
- We recognize the dedication, commitment, and effort of all employees and want them to thrive in their careers



Plan...Plan...Plan

Resident Services Plan

Plan of Correction

Marketing Plan

Emergency Preparedness Plan

Evacuation Plan

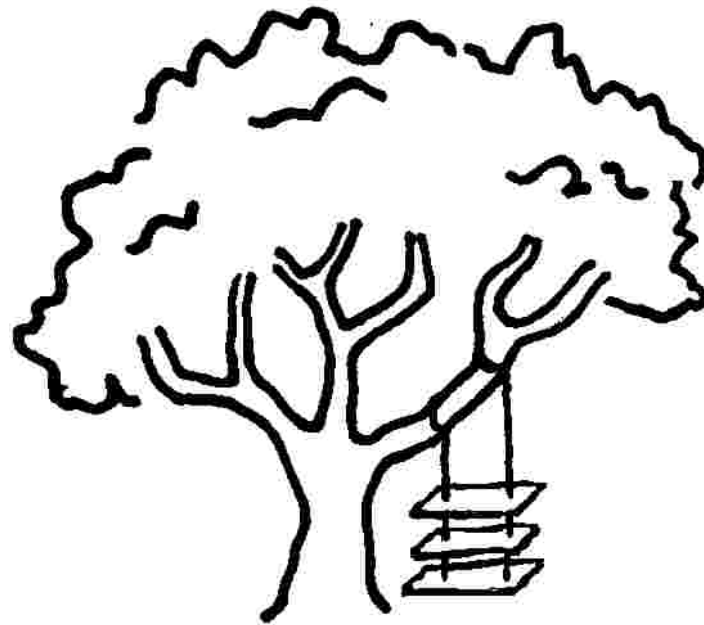
Housekeeping and Maintenance Plan



Develop a Recognition Plan

- Scope
 - How many people
 - How often
- Budget
 - Per employee per year
 - Low cost to elaborate
- Types of recognition
 - Individual, small group, large group
 - Formal or informal
 - Tangible or intangible

Meaningful Recognition



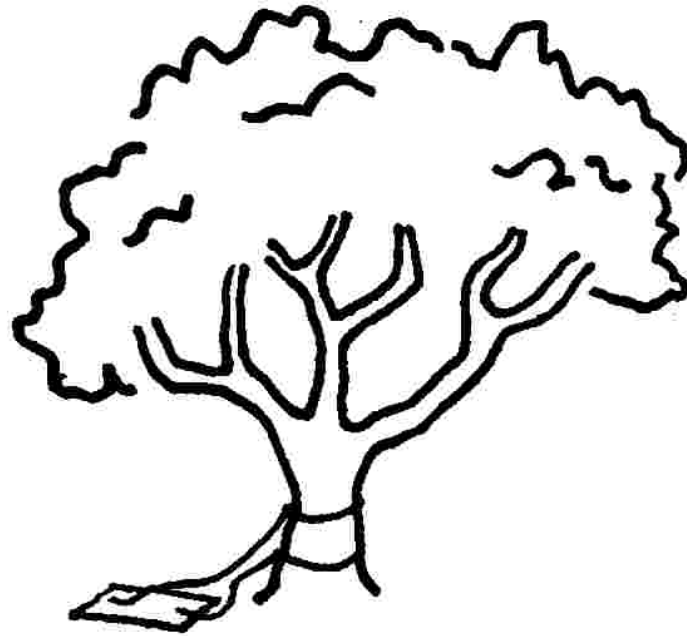
What marketing suggested

Meaningful Recognition



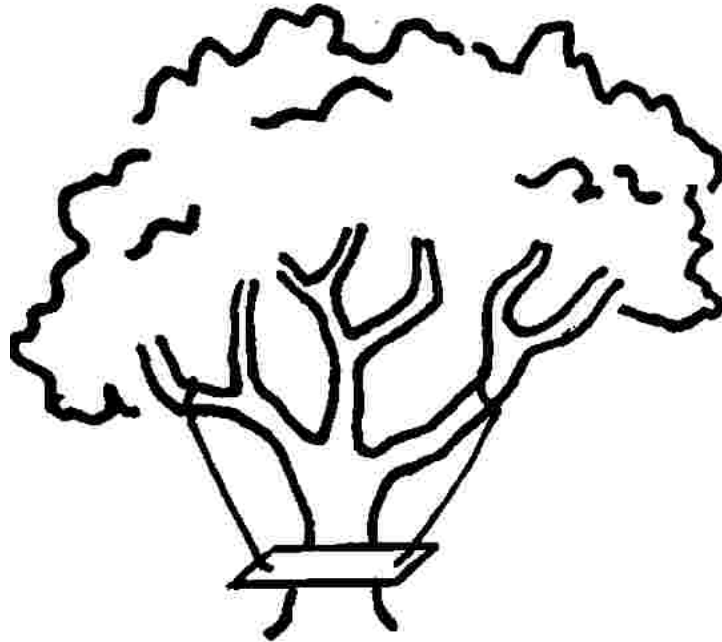
What management approved

Meaningful Recognition



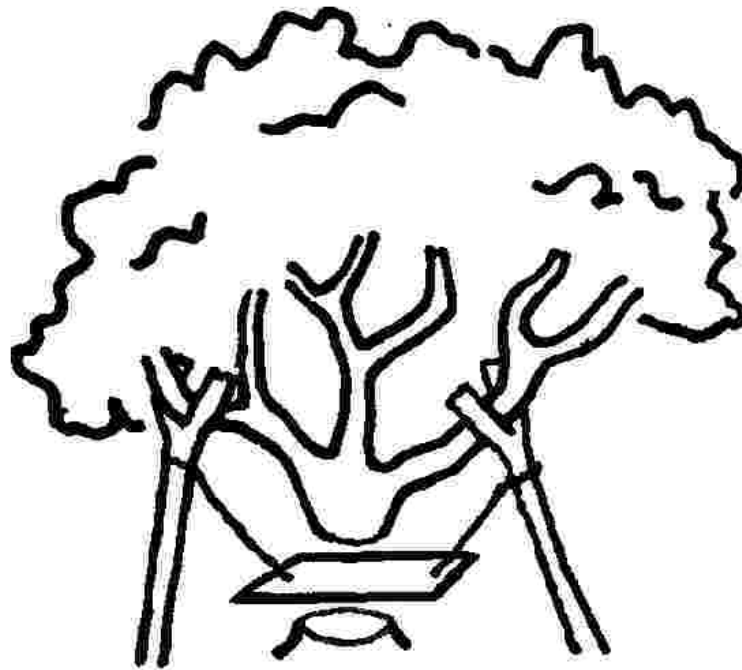
What engineering designed

Meaningful Recognition



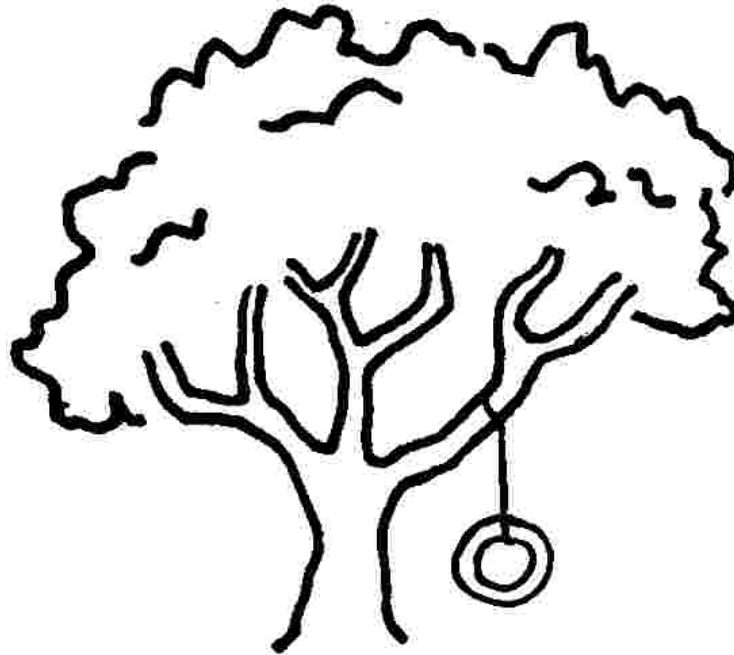
What was manufactured

Meaningful Recognition



How maintenance installed it

Meaningful Recognition



What the customer wanted



Develop a Recognition Plan

- Staff input
 - Recognize in a manner that is meaningful to them
 - EOM Parking
- Timely
 - Do not delay
 - Reward in public
- Appropriate
 - Sick out bonuses

Individual Recognition Programs

- EOM
 - Selected by staff and residents
 - Announced at our monthly staff meeting
 - Recipient receives a \$100 check, a certificate signed by the CEO and a dedicated parking space
 - Their photo, along with a brief description of why they received the award, is published in the employee newsletter, and a photo is prominently displayed in the community
- Intranet recognition
 - Employees have access to the organization intranet and are encouraged to recognize their peers with notes of thanks, etc.
- Gift Cards
 - When employees go out of their way to re-arrange their schedule to accommodate a staffing need, we issue gift cards as an added thanks.
- Informal recognition
 - Dining services employees place “serving you today” cards, with their name on it, on the tables. This allows residents to speak to the staff by name, rather than “hey you.”



Group Recognition Programs

- Staff Meetings
 - Conducted monthly
 - Read complimentary letters from residents and families
 - Recognize employees celebrating employment anniversaries that month; milestone anniversaries in five year increments receive a gift
 - Conduct raffles which are tied to participation in the meeting
 - Provide food
- National Recognition Weeks
 - Each department is recognized during their national recognition week at one of their meetings
 - Driven by the department head and has included lunch, cake, promotional products, etc.



Organization Recognition Programs

- Winter Movie
 - Arranged with a local movie theater
 - All employees are invited to attend with their children, at no cost, and children are provided with movie snacks
- Service Awards Dinner
 - Annual event
 - Employees celebrating milestone anniversaries are invited to a formal dinner
 - Employees receive a certificate, a gift and have a photo taken with the CEO, which is placed on the electronic message board and published in the employee newsletter
- Employee Picnic
 - Annual event
 - Employees and their families are invited to an offsite facility for an afternoon of fun and relaxation
- Annual Holiday Party
 - All employees are invited to an annual holiday party, held at an off-site location
- System Week
 - All employees are recognized throughout the week
 - Free meal
 - Car wash, where employees are invited to drive up and have their car washed by members of the management team
 - Promotional give-away

The Results

- EOS – Overall Job Satisfaction
 - Monmouth Crossing = 92%
 - CentraState Healthcare System = 79%
 - Peer group = 70%
- Turnover Rate
 - 2006 = 22%
 - 2007 YTD annualized = 10%
 - Fosters better relationships among staff, residents and families
- Resident and Family Satisfaction Survey
 - Press, Ganey = 94th percentile
- NOI
 - Exceeding budgeted expectations



It's Not About the Benjamins

- Monetary compensation has not been mentioned
- While competitive salaries and benefits are important, more important is comprehensive, organized and frequent recognition



Barriers to Implementation

- Staff resistance/sarcasm
 - “I would have rather received nothing than this”
 - “That won’t work here because...”
 - Include staff to identify meaningful rewards and recognition
- Cost
 - Recognition is not measured in monetary units
 - It’s the thought that counts
 - Implement programs within your budget



Program Implementation

- Organization philosophy
 - Obtain Board support
- Write a plan
 - Your consultants are already on your payroll
 - Involve residents when possible
 - Develop a multi-faceted program that recognizes staff throughout the year - a once a month recognition program is not enough
 - Overcome the barriers
- Steal with dignity
 - Don't re-invent the wheel...there are books with thousands of different ideas for ways to recognize employees

In Recognition...

- Screening Panel Members
 - NJAHSA
 - HCANJ
 - NJHA
 - Office of the Ombudsman
 - DHSS – Division of LTC Systems
 - Administrator and Nursing professional
- Each of you

Questions???

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