

# Rewards and Recognition

## Facilitator Guide

This Facilitator Guide provides guidance for Administrative Leaders and Frontline Managers to assess their current HAI related rewards and recognition approaches, and to develop and implement new rewards and recognition. The intent of this guide is to help you identify opportunities to improve the rewards and recognition that you offer your employees. In addition to this Facilitator Guide, additional materials for the Facilitator include the following:

1. Rewards and Recognition Slides and Script
2. Assessment Forms
3. Mini-Cases

The materials will provide an overview of why rewards and recognition are important for your hospital's patient safety related goals, an opportunity to reflect on existing rewards and recognition to identify opportunities to make these acknowledgments more impactful or to develop new efforts, and mini-cases that serve to demonstrate how these approaches can be applied in practice and offer opportunities for discussion.

### Rewards and Recognition Slides and Script

Use the Rewards and Recognition Slides to orient your audience, including Administrative Leaders and Frontline Managers, who can benefit from understanding how to design effective rewards and recognition for HAI prevention. These slides and the accompanying script can be used to explain the rationale and strategies for implementing rewards and recognition, and to also guide audience members through the different learning materials (e.g., Assessment Forms).

At the conclusion of this presentation, it is suggested that the audience use the Assessment Forms to help determine rewards and recognition that are currently offered throughout your hospital, as well as the Mini-Cases to apply and discuss the content described in the presentation. These forms help the audience engage with the material presented in the slide presentation and apply the information in order to improve rewards and recognition. The Assessment Forms and Mini-Cases are meant to be completed by either Frontline Managers or Administrative Leaders, as appropriate, and serve as an approach to analysis to inform discussion. As such, they are not required to be turned in to the Facilitator.

## Assessment Forms

Use the Assessment Forms to better understand how rewards and recognition are currently used in your hospital to acknowledge the success of HAI prevention or reduction efforts. These forms can be used as a component of the Rewards and Recognition Slides, or on their own to inform Administrative Leaders and Frontline Managers about opportunities to improve rewards and recognition.

The Assessment Form for Administrative Leaders is used to elicit perspectives on how HAI rewards and recognition are currently incorporated and used at your hospital. This form should be used by audience members to reflect on any barriers to reward and recognition implementation and to identify opportunities to design or tailor rewards and recognition programs to support the reductions of HAIs across hospital units.

The Assessment Form for Frontline Managers is used to elicit perspectives regarding how rewards and recognition are used on specific hospital units. This form should be disseminated to and completed by Frontline Managers so they can identify opportunities to improve current approaches to rewarding and recognizing frontline staff and to consider the implications of developing a new type of reward and recognition program.

## Mini-Cases

The Mini-Cases describe a particular scenario where a reward and recognition program is leveraged to improve performance. They offer a solution, and include discussion questions. They are intended to prompt discussion amongst a group, and thus there is no right or wrong answer to these questions. There are two Mini-Cases: one for Frontline Managers; and one for Administrative Leaders. However, group discussions that include representatives of both stakeholders would be beneficial to facilitate broad perspectives on the issues raised in the Mini-Cases.

## Facilitator Guide Script

### SAY:

This presentation provides an overview of how Frontline Managers and Administrative Leaders can improve their use of rewards and recognition to support healthcare-associated infection (HAI) reductions.

### Slide 1



### SAY:

We will cover three topic areas during this presentation: What rewards and recognition are, designing meaningful rewards and recognition, and the role of Administrative leaders.

### Slide 2

#### Rewards and recognition topics

What are rewards and recognition?

Designing meaningful rewards and recognition

Role of Administrative Leaders

**SAY:**

To begin, let's define what rewards and recognition are.

Rewards are tangible incentives used to motivate high performance in individuals. There are really 3 categories of Rewards – monetary rewards, such as paid time-off; tokens of appreciation, such as gift cards; and emblematic awards, such as certificates. Recognition, on the other hand, is an acknowledgment of high performance communicated to individuals, either publicly or privately. Recognition is typically non-financial, though it could include a temporary or permanent title, such as “Employee of the Week”. Recognition can also occur along with a reward.

Leaders can provide rewards and recognition to staff to highlight their impact on infection prevention, and this can occur at either the individual, unit, or hospital-wide levels.

**SAY:**

Leaders can provide rewards and recognition to staff to highlight their impact on infection prevention, and this can occur at either the individual, unit, or hospital-wide levels.

Throughout this presentation, Leaders refers to two types of individuals: Administrative Leaders, and Frontline Managers. Administrative Leaders are those in hospital-wide leadership positions, such as a Chief Nursing Officer, Patient Experience Director, or a Chief Quality and Safety Officer. Frontline Managers typically are unit level leaders, such as a Nurse Manager for a particular unit.

**Slide 3**

**Slide 4**
**Defining rewards and recognition**

- ✓ Rewards are tangible incentives used to motivate high performance in individuals.
- ✓ Paid time off (i.e., monetary)
- ✓ Gift cards (i.e., tokens of appreciation)
- ✓ Trophies and certificates (i.e., emblematic)
- ✓ Recognition is an acknowledgment of high performance communicated to individuals, either publicly or privately.
- ✓ Non-financial (i.e., temporary or permanent title)
- ✓ Sometimes occur in concert with rewards

**Slide 5**
**Role of leaders**

- ✓ Leaders can provide rewards and recognition to staff to highlight their impact on infection prevention.
- ✓ Can occur at both the individual and unit levels
- ✓ Administrative Leaders include Chief Nursing Officer, Chief Patient Safety Officer, Chief Quality and Safety Officers, and others
- ✓ Frontline Managers include unit level leaders/managers

**SAY:**

Recognizing the essential contribution of team members is an important factor in any role. With all the demands facing healthcare workers, managers can miss the opportunity to appreciate the work that they do. When staff are overlooked and feel underappreciated, they can show:

- A loss of interest and morale
- Resistance to change
- Decreased cooperation
- Reduced productivity
- Increased turnover

However, rewards and recognition can increase staff engagement and can be a powerful tool in encouraging individuals' high performance.

When the importance of individuals is acknowledged, they are more confident in their ability to prevent avoidable HAIs. When staff feel recognized and rewarded for their work, evidence shows that the experience increased:

- Motivation
- Morale and excitement
- Job satisfaction and retention
- Productivity
- Collaboration and teamwork
- Creativity and problem solving

**Slide 6**
**Why are rewards and recognition important?**

- ✓ When staff feel overlooked and feel underappreciated, they can exhibit:
  - ✓ A loss of interest and morale
  - ✓ Resistance to change
  - ✓ Decreased cooperation
  - ✓ Reduced productivity
  - ✓ Increased turnover
- ✓ When staff feel recognized and rewarded, they have increased:
  - ✓ Motivation
  - ✓ Morale and excitement
  - ✓ Job satisfaction and retention
  - ✓ Productivity
  - ✓ Collaboration and teamwork
  - ✓ Creativity and problem solving

**SAY:**

Next, we'll look at designing meaningful and effective rewards and recognition.

While some organizations have system-wide reward and recognition programs, high-performing hospitals have also instituted programs within departments and units.

In any institution, leaders can think about how they acknowledge the contributions of staff. Rewards and recognition do not have to come from the organization as a whole; rather, they can come from individual leaders. In developing these programs, there are 6 considerations that leaders should consider:

- Who approves?
- Who delivers?
- How often?
- How visible?
- How much?
- Under what conditions?

Rewards and recognition that embrace these considerations are going to reinforce excellence. When individuals don't know the actions that create rewards, they can't model the behavior required to receive them. We will now describe each of these in more depth.

**Slide 7**

**Slide 8**
**Designing meaningful and effective rewards and recognition**

- ✓ Systems that reward and recognize the contributions of staff frequently occur at many levels of the organization.
- ✓ Rewards and recognition should consider:
  - ✓ Who approves?
  - ✓ Who delivers?
  - ✓ How often?
  - ✓ How visible?
  - ✓ How much?
  - ✓ Under what conditions?



**SAY:**

The first consideration is who approves the reward or recognition. The approval process can require signoff from different members of the organization, sometimes within a unit but often outside of the unit. The reward or recognition may have a formal review process, or it could be more informal.

**Slide 9**
**Who approves?**

- ✓ Signoff from various members of the organization
- ✓ Organizations or departments may establish a formal review process
- ✓ Award determination could be more informal in nature


**SAY:**

The second consideration for designing meaningful rewards and recognition is who delivers them. There are different approaches to delivery. A reward or recognition can be given using a top-down approach, meaning an Administrative Leader confers the award to a staff member, or a bottom-up approach, meaning a Frontline Manager gives an award to an Administrative Leader. Or, an award can be given using a peer-to-peer approach, meaning from one colleague to another. Lastly, an award can be given from external stakeholders to a staff member, such as from a patient representative or from a professional society. It is worth noting that the impact and noteworthiness of a reward or recognition can differ depending on the delivery approach. For instance, recognition from a national organization can be very prestigious but recognition by one's peers can be emotionally meaningful.

**Slide 10**
**Who delivers?**

- ✓ Delivery approach:
  - ✓ Top-down (e.g., an Administrative Leader)
  - ✓ A bottom-up (e.g., Frontline Managers to Administrative Leader)
  - ✓ Peer-to-peer (e.g., a colleague)
  - ✓ External stakeholder (e.g., patient representative or professional society)
- ✓ The impact of a reward or recognition can vary depending on who delivers it.
- ✓ Example: Recognition from a national organization can be very prestigious, but recognition by peers can be emotionally meaningful.

**SAY:**

The third consideration is how often will a reward or recognition be offered. The frequency of the acknowledgment could signal its importance, or relate to how long it takes to earn the specific accolade. For instance, a unit could earn a pizza if it reaches 100 days without an infection. This reward would demonstrate a value of consistency. Alternatively, a “good catch” that is recognized during a team huddle can happen immediately as it occurs and can reinforce that a team needs to recognize its successes regularly to maintain encouragement.

**Slide 11**
**How often?**

The frequency of an award could signal its importance; it might take time for the award to be earned.

- |  |            |  |
|--|------------|--|
| <ul style="list-style-type: none"> <li>✓ A unit may earn a pizza party if it reaches 100 days without an infection</li> <li>✓ Places a value on consistency</li> </ul> | <b>vs.</b> | <ul style="list-style-type: none"> <li>✓ Recognizing a “good catch” in a huddle</li> <li>✓ Can happen as it occurs</li> <li>✓ Reinforces that the team needs to recognize those moments regularly</li> </ul> |
|--|------------|--|

**SAY:**

The fourth consideration is how visible is a reward or recognition – particularly with respect to who the audience is. Any reward or recognition needs to understand what it symbolizes and to whom this symbolism is meaningful. For instance, acknowledgment of high performing individuals or teams makes accomplishments of staff members visible. On the other hand, one-on-one praise or acknowledgment might be best for individuals who prefer that their performance or achievements remain private. Group recognition may help in situations when an organization is attempting to establish a new, more transparent recognition program.

**Slide 12**
**How visible?**

- ✓ Programs need to understand their audience.
- ✓ Acknowledgment of high performing individuals or teams makes accomplishments of staff members visible.
- ✓ One-on-one praise or acknowledgment might be best for individuals who prefer that their performance or achievements remain private.
- ✓ Group recognition may help in situations when an organization is attempting to establish a new, more transparent recognition program.

**SAY:**

The fifth consideration is focused on the financial cost of the reward or recognition. Rewards and recognitions don't have to cost anything.

But, if you choose to use an approach that has a cost, you need to understand who bears responsibility for that cost. This is important for the success of the reward program. As an example, consider that offering paid time-off may cost the organization while offering a pizza party may cost a particular unit.

**Slide 13**
**How much?**

- ✓ Rewards and recognitions don't have to cost anything.
- ✓ If you choose to use one that has a cost, you need to understand who bears responsibility for it.
- ✓ Important for the ongoing success of the reward program
  - ✓ Offering paid time off may cost the organization
  - ✓ Offering a pizza party may cost a particular unit
- ✓ Consistency is essential.
- ✓ If cost is a limiting factor, one should choose an approach that is sustainable in the long term



The costs issue is particularly important because consistency of a reward or recognition is essential, and if cost is a limiting factor, one should choose an approach that is sustainable in the long term.

**SAY:**

The sixth and final consideration is under what conditions should a reward or recognition be offered. At a high level, these programs should acknowledge desirable behaviors and outcomes – with the goal of catching an individual or a unit doing something the organization values as positive. It can be difficult, however, to determine what these desirable behaviors or outcomes are and how to measure them. Some things leaders can do to support this effort, though, are to have transparent, clear, and objective criteria by which rewards and recognition are judged. These help maintain fairness and create buy-in and legitimacy about the reward or recognition. It can also be an opportunity to consider the feedback of patients when deciding on which staff members deserve a reward or recognition – as patient care remains the ultimate goal of hospital staff.

**Slide 14**
**Under what conditions?**

- ✓ Programs should recognize behaviors and outcomes.
- ✓ The goal should be to "catch them doing good."
- ✓ Having transparent, clear, objective criteria can:
  - ✓ Maintain fairness
  - ✓ Garner buy-in
  - ✓ Create legitimacy of the reward and recognition
- ✓ When possible, consider the feedback of patients when deciding on which staff members deserve some time in the limelight.

Examples of rewards and recognition programs that embrace these design aspects are available on our SMART website ([smart.osu.edu](http://smart.osu.edu)). These examples were identified from over 2,000 hours of interviews with high performing hospitals that had adopted approaches for recognizing their staff.

**SAY:**

Finally, let's take a look at the role of Administrative Leaders.

As a result of the authority and visibility of their positions, Administrative Leaders play an outsize role in rewards and recognition. So we will now turn to describing the role that Administrative Leaders play and how they can support the use of reward and recognition programs. There are three specific areas in which Administrative Leaders can influence rewards and recognition:

- Education
- Informing staff members regarding their importance
- Helping to align reward and recognition programs with hospital HAI goals

Through these approaches, Administrative Leaders support a culture of rewarding and recognizing employees for high performance. Administrative Leaders can also serve as role models and demonstrate to members of their organization examples of behaviors that deserve recognition. Finally, Administrative Leaders can also assist with selection of metrics that relate to HAI performance to assess engagement and performance.

**SAY:**

There are many factors for Administrative Leaders to consider as they seek to inform staff members about how to best use reward and recognition programs to achieve HAI goals and drive high performance. We will now describe, and then go into more detail, about 4 of these issues:

- How to communicate the importance of reward and recognition programs
- How to use rewards and recognition to complement talent management
- How to align rewards and recognitions with hospital HAI goals
- How to select behaviors that should be recognized and rewarded

**SAY:**

Administrative Leaders can communicate to Frontline Managers and staff, in both word and deed, the value of rewards and recognition. Administrative Leaders should use a variety of modes, such as in-person meetings, emails, and social media, to discuss rewards and recognition. They should also do more than just remind people about the availability of these programs. One way to do this is to reference prior achievements in a way that shows that these programs are valued.

**Slide 15**

**Slide 16**
**Support from Administrative Leaders**

- ✓ Play an outsize role in rewards and recognition
- ✓ Can support use of reward and recognition programs:
  - ✓ Education
  - ✓ Informing staff members regarding their importance
  - ✓ Helping to align reward and recognition programs with hospital HAI goals
- ✓ Support a culture of rewarding and recognizing employees for high performance
- ✓ Demonstrate to members of their organization examples of behaviors that deserve recognition
- ✓ Assist with selection of metrics that relate to HAI performance to assess engagement and performance

**Slide 17**
**Considerations for Administrative Leaders**

- ✓ How to **communicate** the importance of reward and recognition programs
- ✓ How to **use** rewards and recognition to complement talent management
- ✓ How to **align** rewards and recognitions with hospital HAI goals
- ✓ How to **select** behaviors that should be recognized and rewarded

**Slide 18**
**Communication**

- ✓ Administrative Leaders can communicate to Frontline Managers and staff, in both word and deed, the value of rewards and recognition.
- ✓ Mention of reward and recognition programs should:
  - ✓ Use a variety of modes
  - ✓ Extend beyond reminders of their availability
  - ✓ Reference prior achievements in a way that shows that these programs are valued

**SAY:**

Administrative Leaders should remind staff members why a particular reward or recognition is important, why it was achieved, and what it means to the organization and its goals. Similar to rewards and recognition themselves, this communication should be consistent in terms of frequency and tone.

**Slide 19**
**Messaging**

- ✓ Messaging should remind individuals and staff members about:
  - ✓ The importance of the acknowledgment
  - ✓ Why it was achieved
  - ✓ What it means to the organization
- ✓ Just as important, communication efforts should be consistent.


**SAY:**

The second consideration for Administrative Leaders is how to use rewards and recognition to complement talent management. It is important to note that talent management and rewards and recognition are complementary, and work to reinforce the importance of HAI prevention. Administrative Leaders can communicate how reward and recognition programs align with other talent management efforts, such as compensation, career development opportunities, or performance management.

**Slide 20**
**Complementing talent management**

- ✓ Administrative Leaders can align rewards and recognition with other talent management efforts.
  - ✓ Compensation, career development opportunities, or performance management


**SAY:**

With respect to compensation, talent management may provide financial incentives in employees' contracts based on HAI prevention or reduction achievements that support desired behavior around HAIs and influence satisfaction/retention. It is important for Administrative Leaders to pay attention to duplication of efforts in order to maximize resources. For instance, a reward program that offers paid time off for high performance on HAIs is likely duplicative and may not motivate performance gains if compensation plans also incentivize high HAI performance.

**Slide 21**
**Compensation**

- ✓ May be financial incentives in employee contracts based on HAI prevention or reduction
- ✓ Supports desired behavior with respect to HAIs and influences satisfaction and retention
- ✓ Pay attention to duplication of efforts
  - ✓ Rewards that offer paid time off for HAI goals may not motivate performance if compensation plan also incentivizes HAI goals

**SAY:**

Career development is another area that both talent management and rewards and recognition may focus on and that can support HAI goals. One important way that Administrative Leaders can contribute to career development is by allowing employees to engage in the development of policies/practices. As an example, Administrative Leaders could nominate a nurse to serve on a Patient Safety Council who has consistently advocated for patients on occasions when the patient's Foley catheter should be removed. In that position, that nurse could provide recommendations for what they think could improve overall adherence to evidence-based care guidelines to reduce HAIs.

**Slide 22**
**Career development**

- ✓ Supports HAI goals
- ✓ Allows employees to engage in the development of policies/practices
  - ✓ Nominate a nurse who has consistently advocated for patients on occasions when the patient's Foley catheter should be removed to serve on a patient safety council
- ✓ Opportunity to provide recommendations to improve overall adherence to evidence-based care guidelines to reduce HAIs

**SAY:**

The third area for Administrative Leaders to consider to support use of rewards and recognition programs is how these efforts align with hospital HAI goals. Administrative Leaders can help to align hospital-wide patient safety goals related to rates of HAIs with rewards and recognition programs. This process begins with clear communication of HAI related goals from Administrative Leaders to Frontline Managers and unit staff.

**Slide 23**
**Aligning with HAI goals**

- ✓ Administrative Leaders can align hospital-wide patient safety goals related to HAIs with rewards and recognition programs.
- ✓ The process begins by clear communication of HAI goals from Administrative Leaders to Frontline Managers and unit staff.


**SAY:**

Administrative Leaders can also support Frontline Managers by providing them with necessary data to assess HAI performance at the unit, team, or individual level. To the extent that rewards and recognition align with hospital goals, this data is likely preprocessed and already available. Related to this issue is clear definition of reward or recognition criteria, such as rewarding a unit or team for having no reported HAI incidents during a defined period of time (e.g., monthly, quarterly, annually). In this example, knowledge of HAI incidents over the defined period of time is required, and this strategy aligns to an aspirational hospital-wide goal of zero HAIs.

**Slide 24**
**Supporting Frontline Managers**

- ✓ Administrative Leaders can support Frontline Managers by providing them with the necessary data to assess HAI performance at the unit or individual level.
- ✓ Units can be rewarded for having no reported HAI incidents during a defined period of time (e.g., monthly, quarterly, annually).
  - ✓ The reward requires knowledge of HAI incidents over the defined period of time
  - ✓ This aligns to an aspirational hospital-wide goal of zero HAIs.

**SAY:**

The fourth way that Administrative Leaders can support use of rewards and recognition is by considering how to select behaviors that should be recognized and rewarded. It is important for Administrative Leaders to develop a system or process to easily identify behaviors that make a difference. This process can start by participating in daily huddles and documenting examples or stories of how team members stepped up to help one another or their patients. Administrative Leaders can report what they learned during these team huddles, and identify and congratulate employees who went above and beyond to improve the quality or safety of patient care.

**Slide 25**
**Selecting behavior**

- ✓ It is important for Administrative Leaders to develop a process that will allow them to easily identify behaviors that make a difference.
- ✓ Participate in daily huddles and document examples or stories of how team members stepped up to help one another or their patients.
  - ✓ Identify and congratulate employees who went above and beyond to improve the quality or safety of patient care.



**SAY:**

Administrative Leaders should also determine how the performance of individuals and teams will be assessed – such as a quantitative assessment, a qualitative assessment, or using both approaches. This criteria should be made accessible to all employees.

Lastly, Administrative Leaders can ensure that managers and employees use rewards and recognition appropriately. They can do this by clearly articulating achievable criteria for success, and by communicating the ways the reward and recognition program may change over time – such as discontinuing the use of a trophy or certificate.

**Slide 26****More on selecting behavior**

- ✓ Administrative Leaders should determine how performance of individuals and teams will be assessed.
- ✓ Qualitative, quantitative, or both
- ✓ Make this criteria accessible to all employees
- ✓ Administrative Leaders can ensure that managers and employees use rewards and recognition appropriately.
- ✓ Articulate clear and achievable criteria for success
- ✓ Communicate the ways the reward and recognition program will change over time (e.g., discontinuing the use of a trophy or certificate)

**SAY:**

For next steps, as mentioned earlier, you can view examples of rewards and recognition for both Frontline Managers and Administrative Leaders on the SMART website. These examples were identified from over 2000 hours of interviews with over 400 individuals at 18 different high-performing hospitals. You can use the Rewards and Recognition Assessment Forms available from the SMART website to assess your current rewards and recognition and identify additional opportunities to improve or expand use of rewards and recognition in your unit to reduce HAIs. Finally, you can also discuss the Mini-Cases also available on the SMART website.

**Slide 27****Next steps**

- ✓ Examples for Frontline Managers and Administrative Leaders on SMART website
  - ✓ Identified from over 2,000 hours of interviews with high-performing hospitals during SMART study
- ✓ Complete the Rewards and Recognition assessment forms
  - ✓ Assess your current Rewards and Recognition
  - ✓ Identify opportunity to further use Rewards and Recognition to reduce HAIs
- ✓ Discuss the accompanying Mini-Cases

**SAY:**

The key takeaway from this presentation is this: Administrative Leaders and Frontline Managers can develop rewards and recognition programs that engage Frontline Staff in meeting HAI prevention goals.

**Slide 28****The key takeaway is ...**

- ✓ Administrative Leaders and Frontline Managers can develop rewards and recognition programs that engage Frontline Staff in meeting HAI prevention goals.