

The HCA Story

The Situation

Like many large healthcare organizations, the Hospital Corporation of America (HCA) was looking to streamline recognition strategies throughout their 200+ hospitals and 225,000 employees in order to maximize program value and cost-effectiveness. To help accomplish this, HCA's leadership team hired an independent firm to look into its recognition and incentive strategies. Based on this research, they quickly realized two things:

- 1) With their dramatic growth, employees felt they were just a number, and the culture of acknowledgment was lacking
- 2) That each hospital location was left to fend for itself when it came to recognition, retention, and engagement improvement.

As a result, HCA invited the top companies in the Employee Engagement and Recognition Industry to participate in an extensive RFP. They wanted to evaluate these companies and see if they could help HCA enhance and streamline their programs to improve the corporate culture. The goal was to create a first-rate recognition platform while retaining the flexibility to provide regional locations with unique, individualized performance improvement tools.

Creating a Strategic Recognition Solution

HCA's leadership team worked with the independent consulting firm to determine that Incentive Services had the most experience and the best results with healthcare agencies with similar dynamics. After selecting Incentive Services as its strategic partner, the Incentive Services' design team began working with HCA to gather information from regional leadership, managers, and employees to help insure there would be local buy-in to the program.

The goal was to carry HCA values throughout the country to show a significant enhancement to each location's recognition program with a Hire to Retire recognition strategy, while still allowing for customization at the local level.

The conclusion was to create a two phase recognition approach starting in Phase 1 with a Service Award Program featuring a Triple Recognition Impact, branded to each location, recognizing employees for service anniversaries 1) at the home, 2) in person by their manager, and 3) by their CEO or Executive Leader with a handwritten note. Phase 2 of the strategy involved the integration of additional recognition programs into the recognition solution.

The Integrated Recognition Strategy has allowed corporate and local core values to be aligned within the program, but also includes the opportunity for local recognition initiatives at each hospital.

HCA Triple Impact





HCA is the largest health system in the US with 225,000 employees and 200+ hospitals.

> Service Award Program

- The service award program was designed and launched to create a consistent recognition process throughout the organization, yet still allow for branding at the local level.
- The program focuses on increasing the number of recognition touchpoints to the employee, and includes three communication pieces (the Triple Impact).
 1. Presentation Kit is sent to each employee's home, asking the employee to choose a gift of their choice for achieving a service milestone of 3, 5, 10, and 15+ years.
 2. Managers present a recognition card, which includes a handwritten note and jeweled lapel pin.
 3. The hospital's CEO or Executive Leadership Team present a notecard with a personal note.
- There was a focus with each rewards collection was to (1) Improve the value, (2) Include more top brands, and (3) Expand the number of choices.

> Integrating Additional Recognition Programs

- The integrated recognition strategy allowed individual hospitals to combine multiple recognition initiatives into one overall program.
- The strategy incorporates the core values from corporate, and also allows the opportunity for each hospital to include local recognition initiatives and values.
- Examples of recognition initiatives are:
 - On-Boarding
 - Hospital Appreciation Week
 - Patient Satisfaction Scores
 - Manager to Employee
 - Performance Achievement
 - Employee of the Month/Quarter/Year
 - Peer to Peer
 - Birthday
 - Holiday
 - Wellness
- The program uses a points system to award employees for the various recognition and performance initiatives. As points are earned, they are banked in individual online accounts and may be redeemed at any time for merchandise, travel, apparel, and gift cards.
- Hospitals are able to determine their own recognition investments, and are utilizing a recognition inventory process developed by Incentive Services. In most cases, the recognition investment levels have remained neutral to what the hospital was already spending on recognition.



Results

HCA realized immediate results after implementing the Strategic Recognition Solution with Incentive Services. Since the early stages after program launch, employees have conveyed that they are now feeling recognized, validated, and acknowledged in multiple ways throughout the year. Also, the processes put in place have been highly praised by management at both the local and corporate levels.

- > The service award program alone has realized an annual savings of over \$2,000,000.
- > Hospital locations have created robust integrated programs, including multiple recognition initiatives, and now have an organized way to review engagement and performance data.
- > Employees have experienced more acknowledgment and validation from leaders, managers, peers, and the hospital culture rating has continuously improved.