

# **Team Award Process**

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**VA Ann Arbor Healthcare System  
provides General Medicine, Surgical  
and Specialty Care for veterans in lower  
Michigan and Northwestern Ohio**

# Fiscal Year 2001 Activity

- ◆ Approximately 4200 inpatient admissions
- ◆ 200,000 Ambulatory Care Visits
- ◆ 1290 Full Time Equivalent Employees
- ◆ Major teaching affiliation is with the University of Michigan medical School

# Our Strategic Goals

- ◆ Improve patient access to specialty care
- ◆ Facilitate patient focused care
- ◆ Provide a safe environment for patients, employees and visitors
- ◆ Recruit and retain high quality staff
- ◆ Cultivate research and education programs
- ◆ Maintain financial stability

# Purpose of the Team Award Process

- ◆ Encourage teamwork
- ◆ Mechanism to encourage front line staff to engage in performance improvement activities
- ◆ Link award system with strategic goals
- ◆ Provide known rewards for successful outcomes- a contract for performance
- ◆ Encourage employees to understand organizational goals

# Incentive Award Committee (see Handout)

- ◆ Oversees team award process
- ◆ Reviews team proposals and recommends award amounts
- ◆ Evaluates final team reports
- ◆ Has multidisciplinary membership

# Team Formation

- ◆ Employees empowered to form cross-departmental teams to meet strategic goals
- ◆ Management may also encourage team formation to meet a performance improvement need

# Team Proposal (see handout)

- ◆ Easy to use, computerized template
- ◆ Identify: activity to improve, steps to take, and outcomes they hope to achieve
- ◆ Incentive award committee helps with proposals as needed

# Evaluation Process

- ◆ Each proposal is evaluated on the basis of...
  - Relationship to goals and performance measures, whether or not the activity is a normal duty function, interdisciplinary involvement, and whether work responds to an external recommendation for improvement.
- ◆ Rating determines award amounts

# Point System for Team Proposals (see handout)

		Points
<b>Related To Strategic Goals</b>	<b>Total</b>	<b>5 points</b>
	<b>Part. related</b>	<b>3 points</b>
<b>Related To A Performance Measure</b>		<b>5 points</b>
<b>Not A Normal Duty Function</b>	<b>Total</b>	<b>5 points</b>
	<b>Part. related</b>	<b>3 points</b>
<b>Interdisciplinary/ Interdepartmental</b>	<b>&gt; 5 depts.</b>	<b>5 points</b>
	<b>&gt;2-4 depts.</b>	<b>3 points</b>
<b>External Review Recommendation</b>	<b>Actual</b>	<b>5 points</b>
	<b>Potential</b>	<b>3 points</b>

# Employee Involvement

- ◆ Since the program began in 1998, 67 teams have completed their work
- ◆ Teams had an average of 7.6 members
- ◆ 512 total participants
- ◆ Average individual award: \$315
- ◆ Total expended: \$161,000+
- ◆ Participants may be on more than one team

# Results Achieved (Tangible examples)

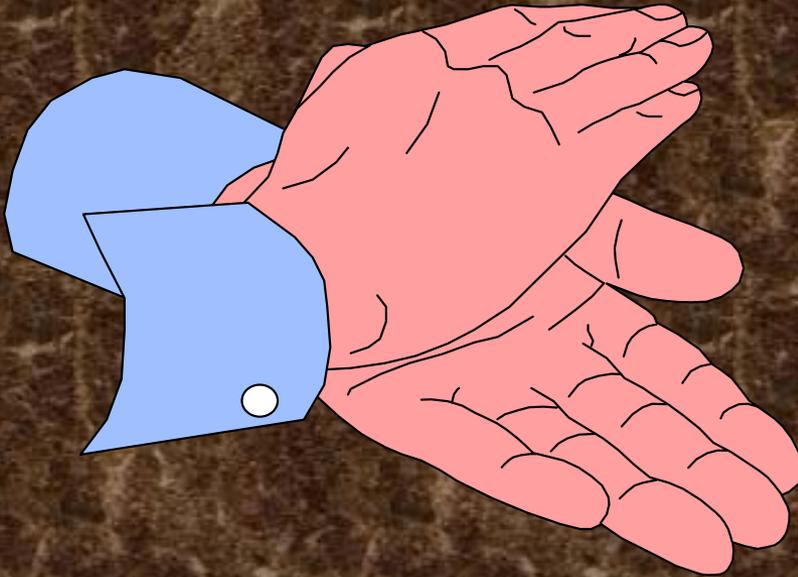
- ◆ Over \$2.6 M in tangible savings
- ◆ Improved energy efficiency
- ◆ Reduction in worker's compensation costs
- ◆ Decrease interest payments
- ◆ Decrease inventory; bulk purchasing

# Results Achieved

## (Intangible examples)

- ◆ Decrease lab specimen processing time
- ◆ Improve ventilator care
- ◆ Patient education results in changes in diet and improved lab values - Dialysis
- ◆ Reduced use of patient restraints

# Pros.....



- ◆ Encourages teamwork
- ◆ Awards linked to goals
- ◆ Mechanism for “ground up” performance improvement
- ◆ Consistency in payouts

# Cons...



- ◆ May not apply for all jobs
- ◆ Employee resistance if viewed as a replacement for other awards
- ◆ Viewed as a lot of work

# Lessons Learned

- ◆ Market to supervisors; they need to help and encourage employee participation
- ◆ Treat as a supplement to existing award programs, not in lieu of individual recognition
- ◆ Applaud successes and publicize

# *VA Ann Arbor Healthcare System*



*A Mission to Heal.....An Honor to Serve*



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