SYSTEMS CHANGE
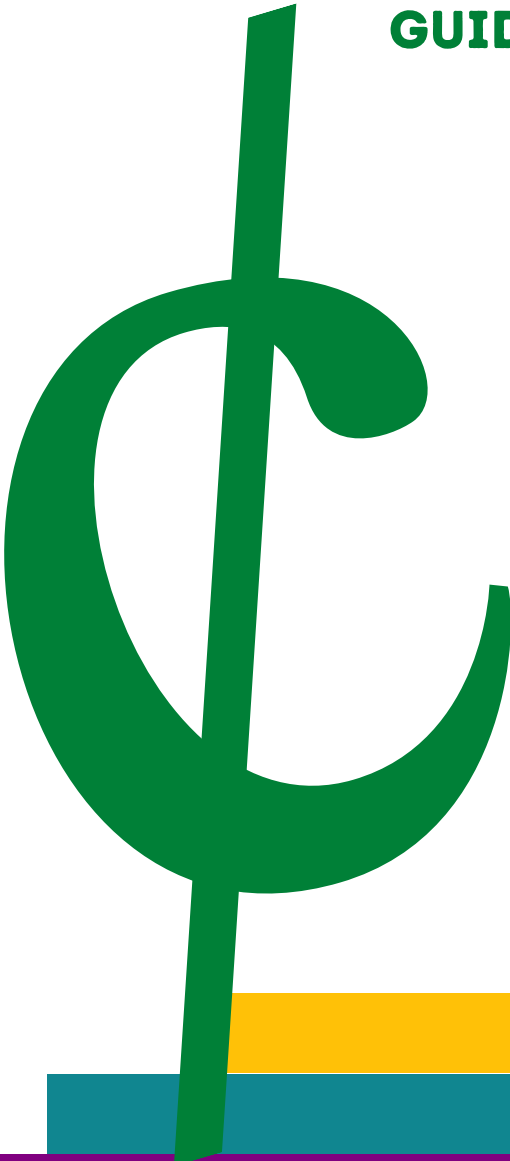
GBMC Rewards & Recognition Currency

GUIDE TO GIVING

GBMC

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PURPOSE OF SYSTEMS CHANGE

The purpose of the GBMC Reward and Recognition Currency, Systems Change, is to formally acknowledge both individuals and teams for behaviors and skills that contribute to systems thinking, team work, patient safety, and embodying GBMC's GREATER behaviors, mission, vision, and values.

Systems Change coined its name because the program is designed to empower and broadly recognize the workforce for their dedication and contributions to *changing the system* in positive ways through innovation, collaboration, and compassion. The "change" in Systems Change not only refers to these positive impacts, but also the coin that is earned by individuals or teams representing the positive impacts that they have made. Coins earned accumulate in a central location and teams are incentivized with rewards once a threshold has been met.

This Guide to Giving is intended for Coin Givers, the Executive, department, and local leaders who will be rewarding individuals and teams with Systems Change coins. This guide lays out the details of how Systems Change works and provides examples for where Coin Givers may find rewardable skills and behaviors displayed.

COIN GIVERS

INCLUDE ROLES SUCH AS

- Executives
- Directors
- Managers
- Supervisors
- Local Leaders
- PI/I Team

HOW TO REWARD A COIN

1

Have Eyes For

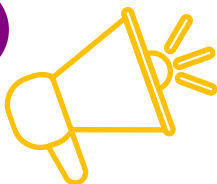Rewardable behaviors and skills detailed in this guide

2

See page 5 for more details!

Scan

The QR code on the back of the coin to complete a brief form about the coin recipient

3

Explicitly Describe

To the recipient what behavior or skill you are rewarding them for

4

Reward Coins

Directly to the individual or team when you observe a behavior or skill

SYSTEMS CHANGE TRACKER

The Systems Change Tracker Board acts as a visual dashboard, displaying the unit/area's progress in earning coins.

¢SYSTEMS CHANGE TRACKER
GBMC's Reward & Recognition Currency

HOW TO EARN A COIN

1 Demonstrate
Demonstrate rewardable behaviors and skills

2 Understand
Understand the behavior or skill that you were rewarded a coin for

3 Drop
Drop your coins into the tube

4 Celebrate
Celebrate when the tube is filled to the prize line by choosing a team prize
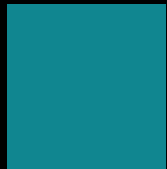
PEER TO PEER
Think your peer deserves a coin? Scan the QR code below to fill out a brief form to tell leaders why your peer should be rewarded!

CHANGE AGENT OF THE QUARTER
The Change Agent of the quarter is selected by the Performance Improvement and Innovation team for displaying leadership and taking personal accountability for improving GBMC.

GBMC

THE SYSTEMS CHANGE COIN

THE QR CODE WRITES THE HISTORY OF THE TRAVELING COIN!

Coin Givers scan the QR code on the back of the coin before they physically reward it to the individual or team.
Important: Take note of the coin number before rewarding.

The QR code prompts the **Coin Giver** to fill out a brief form about the **Coin Receiver** and how they earned the coin.

The form tracks the history of the coin as it continuously circulates throughout the organization. Each coin will have it's own story to tell!

WHAT CAN I REWARD A COIN FOR?

CRITERIA FOR REWARDING COINS IS AT THE DISCRETION OF THE COIN GIVER

Rewarding and recognizing individuals and teams should not be prescriptive, therefore there are <u>no rules or requirements</u> to reward someone a coin. However, this guide details several sources and GBMC frameworks that rewardable skills and behaviors may often be displayed. Using the guiding sources below, keep your eyes peeled for outstanding individuals and teams that embody what GBMC stands for.

LEAN MANAGEMENT SYSTEM (LMS)
LEADERSHIP SYSTEM
QUESTIONING ATTITUDE
DEEP DIVE
BARRIER IDENTIFICATION
GREATER BEHAVIORS
   Respect, Excellence, Accountability, Teamwork, Ethical Behavior, Results

THE LEAN MANAGEMENT SYSTEM (LMS)

The Lean Management System is GBMC's systematic approach to improvement with an emphasis on standard work development.

WHAT YOU SHOULD LOOK FOR

Individuals or teams who...

- Conduct a robust current state analysis
- Put rigor into the development of standard work
- Design innovative standard work
- Display significant problem solving or test of change efforts
- Identify unique barriers that prohibit the standard work from being followed
- Collaborate and problem solve with individuals or teams from other areas across the organization

THE LEADERSHIP SYSTEM

The Leadership System is about "Vision – "Action" – and "Results." We use the vision to set goals and build action plans to achieve results. Leaders role model, enroll, improve, reward and mentor the team.
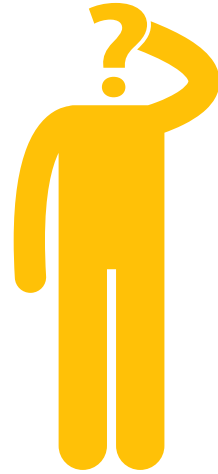

WHAT YOU SHOULD LOOK FOR

Individuals or teams who...

- Role models the GREATER Behaviors, mission, vision, and values
- Effectively enroll and gain commitment from another individual or team
- Give real time coaching and feedback to develop and mentor others
- Take accountability and initiative to put countermeasures into place
- Go above and beyond to share learnings broadly

QUESTIONING ATTITUDE

Encouraging questioning attitudes promotes psychological safety in our workforce and often prevents patient or employee harm and processes from going wrong.

WHAT YOU SHOULD LOOK FOR

Individuals or teams who...

- Question actions before they happen

- "Stop the line" and do not move forward with a process if they have a question or concern

- Raise their questions and concerns to the appropriate leaders

DEEP DIVE

Grab your scuba gear for this one! Deep diving is going beyond the surface to explore problems in detail.

WHAT YOU SHOULD LOOK FOR

Individuals or teams who...

- Take extreme ownership to analyze root causes of a problem and brainstorm or implement solutions
- Do not accept problems for what they are
- Actively engage to be a part of the solution

BARRIER IDENTIFICATION

Where would we be if people didn't identify the barriers to getting their work done? Barrier identification is essential to ensure we are continuously building upon the standards of care that we would want for our own loved ones.

WHAT YOU SHOULD LOOK FOR

Individuals or teams who...

- Identify how the next patient could be harmed
- Do not accept "work arounds" and identify the barriers getting in their way of performing work to standard
- Teach or coach others how to identify barriers
- Utilize the appropriate Chain of Command to escalate barriers
  (the Chain of Command can be found on the Infoweb)

"To feel or show honor or esteem for; hold in high regard."

WHAT YOU SHOULD LOOK FOR

Individuals or teams who...

- Make a positive impression on a patient or family member
- Consistently treat patients and co-workers with courtesy and kindness
- Foster a healing environment

"The fact or condition of excelling; superiority; surpassing goodness, merit, etc."

WHAT YOU SHOULD LOOK FOR

Individuals or teams who...

- Take pride in their work and strive for superior performance
- Strive to become an expert in their field or area of responsibility
- Display constant willingness to learn and persistence to not give up if/when they run into obstacles
- Share information and teach others to build capability and capacity
- Contribute to process and performance improvement initiatives

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ACCOUNTABILITY

"Holding ourselves responsible for the way we act, look and speak."

WHAT YOU SHOULD LOOK FOR

Individuals or teams who...

- Choose a positive, "can do" attitude every day
- Take consistent responsibility for their actions and words
- Pay close attention to detail and follow through on all tasks to completion
- Are empowered to take immediate action to fix things or find someone who can
- Ask for and accept feedback from others

"The combined action of a group of people, especially when effective and efficient."

WHAT YOU SHOULD LOOK FOR

Individuals or teams who...

- Consistently demonstrate active listening
- Work effectively across interdepartmental boundaries
- Seek opportunities to help others and contribute to team goals
- Ask questions when they do not understand
- Demonstrate engagement and embrace collaboration

ETHICAL BEHAVIOR

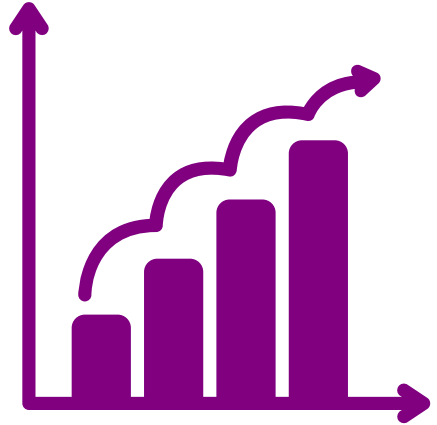"Doing what is right or what is consistent with our values."

WHAT YOU SHOULD LOOK FOR

Individuals or teams who...

- Consistently act with honesty and integrity even when in difficult situations
- Respect diversity and are considerate of all points of view
- Build trust through open and honest communication

"A consequence, effect, or outcome of something."

WHAT YOU SHOULD LOOK FOR

Individuals or teams who...

- Set and prioritize goals
- Measure outcomes to support organizational goals
- Promote transparency and share data with appropriate stakeholders or team members
- Ask for and accept help to achieve goals

WHAT

An opportunity for frontline employees to recognize their peers for improvement related efforts.

WHY

Designated Coin Givers are formal or informal leaders of an area or department. However, the leaders who reward the coins can't possible see every single rewardable skill or behavior. Thus, the peer to peer option allows no improvement related skill or behavior to go unrewarded!

HOW DOES IT WORK?

Peers scan the QR code on their department's Systems Change Tracker to write a submission about why their peer deserves to be recognized with a coin. The submissions will be monitored by the Performance Improvement and Innovation (PII) team. Coins will then be appropriately rewarded either by the PII team, executives, or department leaders.

WHAT IS A CHANGE AGENT?

Change Agents are stand out performers that regularly demonstrate leadership qualities and skills, and embody GBMC's mission, vision, and values.

IDEAL CHANGE AGENT CANDIDATES WILL...

- Have positive, collaborative attitudes toward change
- Serve as influencers for change in their unit/department
- Be instrumental in problem solving
- Display continuous accountability and team work
- Regularly identify and escalate barriers and obstacles

HOW ARE CHANGE AGENTS RECOGNIZED?

Each quarter, the Performance Improvement and Innovation team will review all coins awarded across all participating departments. The team will select one Change Agent to represent GBMC for the quarter based on the criteria above.

INCENTIVES

WHAT HAPPENS WHEN THE TUBE IS FILLED WITH COINS ON THE SYSTEMS CHANGE TRACKER?

Unit/area or department leaders can celebrate their team's accomplishment by rewarding them with incentives. There are two tiers of incentives to encourage teams to continue to strive to fill up the tube.

TIER 1

Choose your incentive from Tier 1 the first time your unit/area fills the Systems Change Tracker tube with coins within one year

TIER 2

Choose your incentive from Tier 2 the second and third time your unit/area fills the the Systems Change Tracker tube with coins within one year

GIFT CARD

INCENTIVE TIERS

Note: The incentive possibilities are endless within each tier. The incentives listed are simply suggestions.

TIER 1

- Team Patches
- Team Pins
- Breakfast Buffet
- Ice Cream/Candy Bar
- Coffee Bar
- Pizza Party
- Team T-Shirt
- Insomnia Cookies
- Gift Shop/Cafeteria Voucher
- Thermos
- Mug
- Relaxation Kit
- Appliance for Breakroom

TIER 2

- Photo Booth
- Swag Bag
- Massages
- Team Long Sleeve T-Shirt
- Team Jackets
- Lunch/Dinner Buffet
- Employee Gym Membership
- Attend a Conference
- Crab Feast

GIFT CARD