



THE OHIO STATE
UNIVERSITY

WEXNER MEDICAL CENTER



C.A. SHORT
a new way of **engaging**

CASE STUDY

The Ohio State University Wexner Medical Center Achieves RPI® Best Practice Award Through Partnership with C.A. Short Company





ABOUT THE OHIO STATE UNIVERSITY WEXNER MEDICAL CENTER

The Ohio State University Wexner Medical Center is a National leader in many areas including transplant surgery, performing over 10,000 procedures, third in the nation for Otolaryngology (ENT), and are leading the way in life-changing medical research and compassionate effective patient care. The organization has over 25,000 faculty and staff members at fourteen business units, as well as well over 300 front doors to services.

The OSUWMC prides themselves on their Buckeye Spirit: honoring university traditions and bringing passion, commitment, and joy to the people they serve through the work they do. They have embodied this spirit when crafting their engagement strategies and supporting and recognizing their faculty and staff.

CHALLENGES

C.A. Short Company has been a partner to The Ohio State University Wexner Medical Center for over 15 years. During this time the medical center experienced many challenges that C.A. Short was instrumental in helping them to overcome.

Years of Service

In 2004, The OSUMC sought to revitalize their years of service program. Traditionally offering a gold lapel pin, many employees often lost the reward or were unaware of its value. Modernizing the program, the OSUMC sought the ability to give employees the opportunity of choice which led to a gift catalog option.

For the first two years after starting to offer the gift catalog the OSUMC continued to offer the lapel pins, while utilizing C.A. Short's data tools to monitor redemption. After the first year, only 5% of employees chose the lapel pin, which then decreased to 3% in the following year. The medical center decided to discontinue offering the lapel pins as an award and continued to upgrade the gift catalog over the next few years, monitoring redemption and providing unique rewards.

Increased Recognition Opportunities

In 2013, The OSUMC changed its name to The Ohio State University Wexner Medical Center. During that time their recognition department implemented the first "campaign gift experience" in conjunction with the name change. OSUWMC worked with C.A. Short Company to create a pop-up electronic site where all faculty and staff had the opportunity to choose from one of three gift options to celebrate the name change and new logo. Their team members loved the campaign and wanted to continue with multiple options for all staff and carved out populations.

The organization was also continuing to grow, with its largest growth in ambulatory off site locations. In order to meet the needs of the 24/7/365 organization, the Faculty and Staff Recognition Department (FSR) knew the strategy of using many hands-on recognition tools needed to change.

The OSUWMC then chose C.A. Short Company to help create a more robust online recognition platform. From there the recognition program benefited from having supplemental material in one easy to access place and allowed the medical center to easily incorporate more informal and formal recognition initiatives into their existing program. The platform also reformed data analysis on the program, allowing the medical center to break out their data based between different departments. This provided the FSR team with insight into program next steps and helping to drive change for new initiatives.

LAUNCHING THE EMPLOYEE ENGAGEMENT PLATFORM

Through the partnership with C.A. Short Company, The OSUWMC launched their electronic platform on February 16, 2015. The platform made highly strategic recognition tools and resources available for all faculty and staff.

Combined with their electronic platform, OSUWMC then developed their recognition programming under the umbrella name BRAVO that encompassed all levels of recognition programming including day-to-day, formal, and informal. The RPI Seven Best Practice Standards served as the fostering guide when helping to design and implement the BRAVO tools and resources.

During this time C.A. Short assisted in reeducation of the program by helping with onsite, round-the-clock information sessions at many different locations. The platform has been continuously updated since its inception in 2015. Numerous functions, challenge materials, and gift options have been updated and incorporated to accommodate the OSUWMC team and contribute to their program's success.



PROGRAM DETAILS

As one of America's top-ranked academic health centers, OSUWMC's mission is to improve people's lives in Ohio and across the world through innovation in research, education, and patient care. Through the partnership with C.A. Short Company and the development of an online electronic presence, OSUWMC was given the proper tools and resources to develop a strategic recognition program.



Manager Engagement

Talent and Culture is the first strategic priority on the OSUWMC's Strategic Plan and tactics to raise engagement scores and reduce turnover are two of the four objectives. Quarterly, over 1800 managers receive the BRAVO Manager Newsletter which provides important dates for recognition functions, coaching tips for using recognition tools, and provides them with their Manager Recognition Score that is tied to metrics through the BRAVO platform. This score was developed after monitoring manager's usage of tools for two quarters and then developing correlating metrics for a tier 1, 2, and 3 according to usage.

Utilizing C.A. Short's data metrics, OSUWMC can provide managers insight into their own engagement scores, providing additional opportunities for coaching and building a recognition plan of action for improvement.



eCards

The most popular day to day tool used by faculty and staff are eCards. There has been a steady rise each month in the numbers of eCards sent. As people become more comfortable with the BRAVO site, they are able to send an eCard quickly and people value the receiving of a card even without points, hammering in that the thought/thank you is what is important. The BRAVO site offers many categories of eCards, with many designs for each category, including OSU branded eCards. Cards include the medical center values with brand specific graphics conveying their importance to our mission. A specific challenge was made for faculty and staff to create an eCard for one of our challenges and over 50 were submitted!



RecRoom

The RecRoom is the BRAVO site's social media function. There was apprehension posting at first by many, however the amount of usage has continued to rapidly grow with positivity towards the feature and interactions increasing. The tool is commonly used for public recognition of their co-workers, as well as congratulating each other for team accomplishments.



Redeemable Points

The FSR team is constantly planning and executing a variety of events and celebrations to be meaningful and of value. All award recipients are recognized on the BRAVO platform with a badge for the specific award. This is a way to stimulate peer-to-peer recognition, allowing for other employees to learn about the award and congratulate the recipient.

OSUWMC incorporates a variety of informal and formal recognition awards including:

- Excellence Awards
- Physician Champion of Nursing
- Values in Action
- Years of Service
- Team Awards
- Random Acts of Kindness
- Lucky Duck Surprise
- Pop Ups
- Achievement Plaques

CONTINUED SUCCESSES

The Ohio State University Wexner Medical Center has continued to improve their program, incorporating new celebrations and awards throughout the years. Through a continued partnership, the C.A. Short team has been able to incorporate additional unique reward items, as well as working with the FSR team to streamline Holiday gift options in 2016.

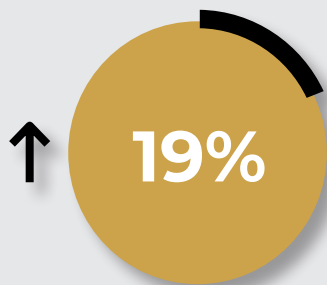
The BRAVO site has seen an increase in the number of faculty and staff who log in each year, as well as an increase in point redemption. Along with recognizing others, gift campaigns, manager score and requesting tools are all reasons faculty and staff continue to access the BRAVO site.

In 2020, the C.A. Short team assisted with support initiatives at the medical center. During the first wave of COVID-19, C.A. Short implemented a platform feature where employees could donate their points to an essential worker's fund through the USWMC advancement office. The points and dollars associated went directly to helping to feed the USWMC's workers morning, noon, and night.



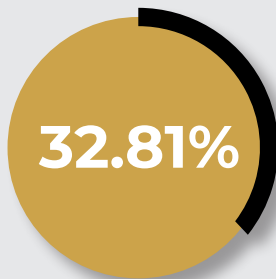
RESULTS & AWARDS

The Ohio State University Wexner Medical Center Receives RPI Overall Best Practice Award® in 2020. The RPI “Best Overall Recognition Program” award recognizes programs that are outstanding overall, encompassing the 7 RPI Best Practice Standards®. These standards are based on academic literature, professional conferences, and experiences in developing successful recognition programs. They are used to create and evaluate programs in large and small organizations.



19% Increase YOY in Ecards Sent on BRAVO platform.

As communication around the program increases, more managers have found value in the ecards and are sending them more frequently.



32.81% of people use their points to redeem OSUWMC branded items.

In July of 2019 OSU began celebrating its Sesquicentennial. Re-orders for these special “150” items have been significant and showcases the pride of the OSU culture.