

## **BACKGROUND**

A large urban healthcare system with multiple locations had a number of different recognition-style initiatives up and running. The silos of recognition did not communicate the organization's vision and they struggled to see the return on investment of the existing programs

## **CHALLENGE**

Creating a culture of recognition within the healthcare provider network while communicating a consistent message of the organization's vision and values

## **KEY OBJECTIVES**

Create a culture of recognition within the healthcare system

Improve patient satisfaction by retaining top employees

Provide management with a recognition tool that would allow them to recognize desirable behaviors and reward them accordingly

Increase employee morale and satisfaction by rewarding them with a consistent incentive that promotes positive results and encourages goal setting

Design a program that would incorporate various initiatives such as Service Awards, manager-to-employee recognition, new-hire referral incentives, team achievement bonuses, and more, while keeping program communications and messaging consistent with the organizational vision

## **PROGRAM DESIGN**

Program design included a communication plan, recognition training, measures and analysis, and rewards. A total communication plan was developed including pre-launch, launch, and on-going promotions. The system was first introduced to management staff during monthly manager meetings. An introductory video was shown and program specifics were introduced. Program launches occurred at each healthcare location. Launch kits (CD holder, employee rules booklet, and introductory video) were given to each employee. Video and printed manager recognition training manuals were developed to help supervisors understand the important role they play in employee engagement. A technology platform provided access to reporting, rewards, communication and tracked all of the recognition activities.

## **RESULTS**

This health system was voted "Best Place to Work" in the state and continues to increase utilization of the recognition system by using it for more initiatives than they originally planned to do. Surveys have shown that employees really appreciate the program, and top management feels that the organization is headed in the right direction as they continue to build a "Culture of Recognition" in the entire healthcare system.