



Program Overview

5 Reasons We Need Strategic Recognition*

1. Strategic Recognition takes recognition beyond the tactical and integrates it in our business strategies, with measurable results and the ability to align behaviors with our organizational values. Recognition programs have a strong impact on engagement and drive business outcomes in a direct and compelling way.
2. Retention. Recognized team members are less likely to leave our organization. Research overwhelmingly shows that recognized team members are more likely to be highly engaged and therefore stay onboard with our organization.
3. Strategic Recognition drives emotional team member engagement. Engaged team members are more productive and bring energy to the table in a sustainable, positive way.
4. Strategic Recognition provides the data required to gain deep insights into our culture, not only to measure results but to manage them.
5. Strategic Recognition brings the culture alive in team member's minds as a specific set of practices, rather than as an abstract concept.

Uteam Vision

To build and sustain a culture of caring and recognition where highly engaged team members feel appreciated and motivated to achieve the mission and vision and live the values of the UVa Medical Center.

Uteam Mission

To recognize and reward team members who model our organizational values and to celebrate individual and team accomplishments that support the achievement of our mission, vision and strategic goals.

Objectives

- Unite and engage team members to achieve performance excellence through recognition activities
- Reinforce team member behaviors that align with organizational values/goals
- Maintain enthusiasm/momentum in recognition programs/activities
- Cultivate team member commitment, loyalty and pride in their work at the Medical Center.

Strategies

- Actively use recognition programs across the organization and community
- Inspire, motivate, and recognize through story telling about exceptional performance
- Ensure ease of recognition program/activity use for increased participation
- Educate management team on the power of recognition
- Promote simple, low or no-cost informal recognition activities

*Source: Globoforce 2012

Program Overview



Accountability. Stewardship. Professionalism. Integrity. Respect. Excellence.

Desired Outcomes

- Increased team member engagement
- Improved team member retention and recruitment
- A noticeable culture of caring – team members feel valued and appreciated, patient satisfaction improves
- Improved organizational performance (Quality/Service/Worklife/Financial).

Measuring Success (Track measures as related to desired outcome)

- Participation (Number of team members participating in programs)
- Achievement of organizational goals around team member engagement, patient satisfaction, quality and finance
- Team member feedback (surveys/focus groups/team member council) to measure recognition efficacy Respond to team member and management preferences, refining programs based on input as needed
- Recognition accountability measures for managers.



Program Overview

Q: How do I recognize an team member?

A: Visit www.uvauteam.com and click on the Uteam logo and will take you to the nomination page. Look for new way to recognize coming first quarter of 2013.

Q: How can I obtain my \$15 per team member to use for recognition?

A: Once you receive your Uteam Celebration Toolkit, we will centrally fund your cost center with \$15 per FTE and \$7.50 for PTE (part-time). This will allow you to use these funds to celebrate birthdays, purchase candy from the University Hospital Gift Shop, etc. See Low Cost Tips section for more ideas on how to use your recognition dollars.

Q: What if I have question on whether or not to recognize an team member?

A: Contact the Uteam department within Human Resources and we'd be happy to consult with you to find a solution that best fits your team member.

Q: How do I replenish my toolkit?

A: The new Urewards cards are for you to use to replenish your toolkit. Visit the new Urewards website (formerly known as ProShop) to redeem your Urewards Cards to UVA merchandise to use for "real-time" recognition opportunities.

Q: When we will launch the new program to the team members?

A: We will launch through a strategic communication roll-out to our team members the first quarter of 2013. Our goal is to get our managers and supervisors comfortable with recognizing before we roll-out the new system. We will communicate at manager's meetings to keep you up to date on the roll-out plans.

Q: When should I recognize an team member?

A: We can thank team members every day for just doing a good job. Special recognition is for those occasions that stand out as exceptional. They don't have to be heroic, but be "above and beyond" what's required.

Keep in mind this rule: Recognize Efforts. Reward Results.

A few examples:

An team member stays late to help a colleague. Recognize
You observe an team member take extra special care of a patient's family member. Recognize
A group of team members demonstrates great teamwork. Recognize
An team member continually helps family members way find when on their floor. Recognize.
An team member has exceeded expectations on a project. Reward
An team member has performed above expected standards. Reward
An team member makes a suggestion to process that save the organization time and resources.
Reward.

Additional Questions? Contact:

HR Customer Service Center – 434-243-3344
Website: www.uvauteam.co



Team member Recognition Profile

Team member Name _____ **ID#** _____

Please complete the following questions with the amount of detail that feels comfortable. This form will help your manager to understand how you like to be recognized, as well as give your manager ideas on what forms of rewards are meaningful for you.

1. What name do you prefer to be called: _____
2. What are your hobbies: _____
3. What place do you refer as "home": _____
4. What type of books, movies or music do you enjoy? _____
5. Do you have children? If so, what are their first names? _____

6. What is your favorite sport and sports team? _____

For questions 7-15, please circle any of the recognition activities that match your preferences.

1. I prefer Public Acknowledgement in
small Group Setting / Department Meeting / Public Stage / All
2. Treat – Favorite Snack/ Candy Bar (Please list your favorite): _____
3. Lunch or Coffee Gift Card
4. Award or Certificate (framed)or small gifts or both
5. UVA branded merchandise
6. Sporting tickets
7. Movie tickets
8. Flowers or Plant (Please list your favorite): _____
9. What is your favorite food?
10. Share the important relationships in your life (family, friends, pets..) _____
11. What's your favorite pastime? (culture, outdoors, reading, crafting, etc...)

List any other comments/suggestions below for your manager to consider when considering a recognition activity or reward. Thank you for all you do for the UVA Health System!



TIPS: How to Recognize

As leaders of the organization, you have the ability to develop and shape our culture of caring through shaping the team member experience in a single moment; you can transform the team member's experience from good to great! Building recognition behaviors into your day-to-day routine will make a significant difference in the team member's experience at UVA Medical Center.

Below we've compiled a few ideas to help you build your comfort level with integrating recognition into your role as a leader

Tips for Effective Team member Recognition

Be sure your recognition always is linked to our ASPIRE values and mission. While recognizing an team member, be sure to tie back the reason for the recognition to the mission or their behaviors to our ASPIRE values. This gives our values life and meaning, rather than an abstract document.

Thank the team member in person, either in a private meeting or in a group meeting, depending on what actions or behaviors you are recognizing and what setting he or she is comfortable. Be sure to tie the behaviors back to our ASPIRE values or mission. Acknowledge the team member's success and ensure him or her that the good work is appreciated.

Give recognition and/or rewards in a timely fashion, not long after the exceptional moment occurs. Acknowledging the success right away lets the team member know that you noticed what he or she did and that you appreciate the effort. Use your Uteam Celebration toolkit to quickly recognize the team member for their great behaviors. Be sure to keep it stocked.

If you're thinking of nominating an team member for Uteam Member of the Month or any other organizational award, be sure to let the team member know you're making the nomination and why. However, don't miss out on the opportunity to recognize in a timely manner while the nomination goes through the nomination process, which may take a few weeks for a final decision to be made and the recognition to be received.

Remember. You can't over recognize someone for something they did worth receiving an award!

Personal Note

- Many team members like receiving recognition in the form of a hand written note by someone from senior management.
- These team members feel elated and motivated when they realize the fact that their hard work is getting noticed - outside his or her team by senior leaders
- Along with a personal note, you can also present outstanding team members with rewards from UVA merchandise including candy, coffee cards or lunch cards. Use your Team member Recognition Profile to determine what will work best for that team member.

Team Event

- This method of team member recognition can be used especially when an entire team has performed well and needs to be rewarded.



TIPS: How to Recognize

- Organizing a team event like a lunch, party or an outing, is a good way of team building among and recognizing high performance so that they continue to perform even better.

Job Enrichment

- Some team members can be recognized with job enrichment. They love working hard, and the best way to celebrate their accomplishments of team members would be to enable their jobs to be expanded with additional responsibilities or to work on special projects.
- Caution: Be aware that “piling on” more work for exceptional performance can backfire. Be thoughtful about what you can add to an team member’s role without overburdening him or her.

Recognition Ideas

- Use praise.
- Increase team member visibility.
- Give information. It will stop potential rumors and increase their trust in the health system’s direction.
- Increase team member involvement. Create ways to solicit individual opinions on issues facing your organization. Allow them to have a voice in decision-making.
- Offer interesting work. Create opportunities for the individual to work on a special project team – a plum assignment that encourages their professional development.
- Give feedback on performance. Report back more frequently what you see the team member accomplishing, and how they are meeting your expectations. This may lead to a mentoring relationship.
- Listen. Consciously practice deeper listening to understand and connect with the individual. Pay attention and stay focused to what your team member is saying.
- Encourage in-house training that allows the individual to learn a new skill. After the training, give them a project to use the new skills and allow them the autonomy to decide how the task should be completed. Contact the HR Customer Service Center for upcoming class schedules for your team member to attend.
- When in doubt, call Uteam. We’re happy to help!



Uteam Recognition Program Highlights

Individual or Team Contributors

These recognition programs are designed to highlight the best of the best across the organization based on individual or team contributions. Below you will find a short description of the program and the criteria for nominating and individual or team.

Bravo - Power of UI: Demonstrating Superlative Quality Care. Patients, visitors and peers can recognize and show their appreciation to a staff member who went out of their way to help others by completing a nomination. Formerly known as You Make A Difference.
Criteria: *Nominations clearly demonstrating an individual contributor's high customer service level, team spirit and contribution to the organization's goals.*

Uteam Members of the Month: Team members and teams of team members demonstrating our Values across all disciplines of the organization. Leaders and Peers nominate individuals who live our values. Formerly known as Team member of the Month.
Criteria: *Nominations must demonstrate how the team member or team of team members exemplifies the ASPIRE values.*

Outstanding Contributor: In conjunction with the University, the Medical Center selects team members who set the bar high and inspire others to follow by their example.
Criteria: *Nominations must demonstrate how the individual contributor positively influences the mission of the organization and/or impacts all four components of our ASPIRE Values.*

Uteam Excellence Award: Demonstrating our Values across all disciplines of the organization. Leaders and Peers nominate individuals, teams and leaders that demonstrate excellence in our values, leaving a lasting impression on the organization. Quarterly program. (Fiscal 2014)
Criteria: *Nominations must demonstrate how the team member or teams of team members exemplify the ASPIRE values and/or contributes to the organization's mission of providing superlative quality care.*

ASPIRE Awards: Honoring Superlative Demonstration of our Values. Annual Awards Program highlights the best of the best from individuals, teams, departments and leaders who demonstrate our core values in everything they do.. Annual program. (Fiscal 2015)
Criteria: *Nominations must demonstrate how the team member, team, department or leader influenced organizational change, contributed to the mission of the organization and clearly lives the values of the organization.*

Bravo Bonus Program: Recognizing and rewarding team members for exemplary performance. Feeds nominations for our quarterly Uteam Excellence Award program, with spot bonuses paid in lump sum between \$2 and \$1,000. (Fiscal 2015)
Criteria: *Manager must complete an application that demonstrates the team member's contributions to the organization, reflects our ASPIRE Values and states a case for providing the team member with a Bravo Bonus.*



Uteam Recognition Program Highlights

Celebrations: It's important to take time to reflect who we are as an organization, reinvigorate our team member's morale and reintroduce our ASPIRE Values. Below are programs in which we as UVA Health System reinforce and enhance the team member experience.

Urewards Celebration Toolkit: A celebration toolkit giving leaders simple and effective tools to celebrate and recognize team members in a variety of settings. i.e. note cards, gift cards, Urewards tokens & \$15 per FTE.

Service Awards: In partnership with the University of Virginia, honoring milestone anniversaries at 10, 20, 25+ years. Day and Evening Celebrations.

University Wide Events: Celebrations in partnership with the University, Health System and others to show appreciation to our team members for their hard work and dedication to the organization.

Hospital Week: The commemorative celebration serves as a reminder that hospitals are foundations of the communities that built and nurture them, and that hospitals serve people in every community from all walks of life.

Holiday Celebrations: Holiday celebrations bring team members together across the organization for fellowship and opportunities to thank individuals for their contributions throughout the year.

U Did It!: Celebrating and recognizing organizational priority goals reached. (I Care, I Heal, I Build). Spontaneous and overarching between the main hospital and all of our off-site locations.

Retirement: Recognizing and celebrating team members that have worked for the Medical Center for over 20 years with a centrally funded and sponsored celebration.



Uteam Recognition Program Highlights

Quality Life Balance

It's important to recognize our team members' contributions and dedication to the organization. Providing discounts, conveniences and other opportunities for more work/life balance goes a long way to enriching the team member's experience at UVA Health System. Below are a few of the programs in place to recognize our team members.

Discount Ticket Sales: Leveraging our organization's size, we are garnering popular tickets at deep discounts for our team members. Movie tickets, amusement park tickets, sporting events and more.

Team member Discounts: Continually offering discounts from local and national retailers, along with special promotions exclusive to our team members helps enhance quality of life and provides perks for being part of the UVA Health System team.

Resource Fairs: Brings vendors, benefit partners and other non-traditional service providers gives our team members a chance to gain valuable information from financial planning to kids at camp offerings.

Education: Helping team members learn and grow to reach their potential provides life skills beyond the work place. Educational seminars and tuition reimbursement encourages team member advancement and greater team member engagement.

Community Involvement: Providing options for team members to participate in group and individual activities supporting our community i.e., Enhancing the Days of Caring to a Quarterly Program.

Affinity Groups: Starting with the clinical team members, uncover and support groups of team members sharing a common identity to supporting community or family initiatives. (Fiscal 2015)

Sports Leagues: Forming teams across the Health System is a great way to bring a greater sense of teamwork and increase morale. (Fiscal 2014)

No Cost Tips to Recognize

Hall of Fame

- Develop a Hall of Fame (Bulletin Board, Break Room, Virtual)
- Let team members nominate their peers
- Create an award that is given out monthly/quarterly/yearly (<http://uvabrand.com/templates-comm.html>)
- Create rewards for day-to-day activities (e.g., longest span without missing a day, as well as letting the team members determine the categories).

Rewards from the Hall of Fame

- Allow the staff to come up with creative recognition ideas.
- Offer to perform the team member's most challenging task for a day/week (this will also give you the opportunity to provide process improvement).
- Nominate the team member for formal programs at UVA (Uteam Member of the Month, etc.).
- Post an article in the Link about the team member's accomplishment; send to marketing / communications for consideration.
- Send an email congratulating the team member and copy your Manager.
- Publicly recognize the team member in front of their customers/patients (if team member is comfortable).
- Extend the team member's lunch break (buy lunch with Uteam lunch cards).
- Provide the team member with UVA women's basketball tickets (send email to UTeam@virginia.edu or George Minor).
- Ask the team member for the name of someone in the organization they would like to meet. (Ed Howell, Researchers, etc...) Coordinate the introduction and encourage the team member to think about how they will spend their time with this individual.

How to Engage an Team member

- Write five or more Post-it notes thanking the team member for a job well done and hide them among the work on his or her desk .
- Call an team member into your office to thank him or her.
- Consistently ask for team member suggestions and implement as appropriate. Even if you are unable to implement the idea, communicate back to any team member who makes a suggestion for improvement.
- Allow the team member to shadow you for an hour (allow the team member to draft the agenda).
- Develop a cross training program and select high performers to participate (only through position that they are clinically trained and licensed).
- Talk with them about their personal goals and offer your ongoing support.
- Provide a personal training session for the team member (allow them to have questions and give feedback, schedule a follow up). (Coaching?)
- Allow team members to play an active role in recruiting for vacant positions.
- Create a mentoring program.
- Provide private time with you, their supervisor.
- Ask them questions similar to the following that can I do inspire you to be an engaged team member?
What part of your work experience do you find most enjoyable?
What might improve your work life experience?



No Cost Tips to Recognize

What could I do to be more supportive or to help you be even more effective?

Group or Team Activities

- Hold departmental meetings outside on beautiful days (use the lawn or any of the gardens on grounds, the rotunda...).
- Permit casual work days with the UVA women's basketball t-shirt from time to time if it does not impede business (reference policy #0051: Attire and Personal Appearance).
- Create a "yearbook" or "scrapbook" to display in the lobby that contains everyone's picture, along with their proudest work accomplishment or milestone (have the team members bring pictures in from home or schedule the Uteam Camera).
- Find opportunities for team members to have face time with senior leadership.
- Post a "celebration calendar" within your department.
- Sponsor a community volunteer event.

Other small but important tips

- Recognize the team members' family for their support (mail a card from the Uteam Celebration kit).
- Don't be afraid to get a little silly; –sometimes the silliest programs work best.
- Show genuine interest in the team member's family, weekend, hobby, etc.
- Send a handwritten note to the team member's home address (use cards that are provided thru Uteam Celebration Toolkit).
- Send an online greeting card to recognize top performance (use the Uteam electronic invitation website).
- Write a poem or song to acknowledge the team members' hard work.
- Hide an inspirational message under a pile of work on the team member's desk.
- Invite the team member to attend important meetings in your place.
- Use 3x5 cards to write "You're special because...", "Thank you Because..." statements



Low Cost Tips to Recognize

- Celebrate birthdays and anniversaries (Combined on a monthly basis with a cake from Morrison's)
- Encourage and support high performers to go back to school (promote the Tuition Reimbursement)
- Use pins and stickers to award top performance (Use the \$15.00 per team member awarded thru Uteam, you will need to purchase and seek reimbursement)
- Purchase a small gift that the team member can use in his or her hobby- money (purchase this using the \$15.00 per team member awarded thru Uteam, you will need to purchase and seek reimbursement)
- Provide food and drinks during a team meeting (refer to Morrison's online ordering form)
- Give promotions the fanfare they deserve (URewards items, streamer, festive)
- Have a party to kick off the changing seasons (Consider a Pot luck and provide the main dish from Morrison's)
- Offer a I-Rec for something relaxing (i.e. massage)
- Encourage a peer-to-peer recognition program (Small tokens from URewards)
- Order bake goods from Morrison's
- Send the team member to a professional development conference (each team member can be allowed to attend one per year) or have a class come to the department for training (use Learning and Development)
- Give the team member a book about leadership
- Keep Uteam celebration Toolkit stocked and allow the team member to choose one when they demonstrate expected behaviors (i.e. pens, notepads, coffee cups, etc.)
- Offer a subscription to the team member's favorite business magazine/journal (request a bill and submit to accounts payable for reimbursement)
- Use the Uteam site to create and provide Template for cards (upload team members pictures)
- Make and deliver a candy or fruit basket to the team member (use the gift shop or use the certificates provide in the Uteam Celebration Kit)
- Send flowers to the team member after a difficult work assignment (use the gift shop)
- Tie balloons to the team member's chair (please don't use latex balloons and you may get these from the gift shop as well)



How to Request Dollars from Uteam

How to request Dollars from Uteam

First you must complete the Recognition & Rewards training.
Create an action plan on how you will spend the \$15.00 per team member.
Funds are provided on a fiscal year and expire June 30. GL Account 4745 will be funded each fiscal year, July 1.

Best Practices or Suggestions for using Dollars

To provide lunch for your staff best option is to use Morrison, once you place your order thru Catertrax this will directly hit your budget. Please use the Link below:

<https://mcc.catertrax.com/>

To provide gifts outside of the Urewards please use the UVA Bookstore; these charges will also hit your budget directly. When purchasing gifts, you will need to provide your PATEO #. Please see the Link below:

<http://www.bookstore.virginia.edu/>

To recognize your team members with movie tickets, please send your request to uteam@virginia.edu along with your PATEO to receive tickets.

To provide lunches offsite (with the exception of Morrison's), the manager will be responsible for covering lunch and submit a Business Meal certification as well as a demand payment to receive reimbursement. A Chief's signature is required. Please consult the guidelines for purchasing meals. As of July 1, 2012 the breakfast rate was \$9 per person, lunch \$12 per person. Please use the link below:

http://www.healthsystem.virginia.edu/docs/manuals/forms/mc_purchase

If a manager decides to purchase gift cards with cash value, this must be reported to Payroll as a spot Bonus and must be reported using the attached form or visit the HR website.

If you should have any questions please contact George Minor at 434-243-9975 or email at glm5h@virginia.edu



Recognition & Reward Certificate

*Please use to purchase at
UVA Hospital Auxiliary Gift Shop.*

Unit/Clinic _____ Date _____

Authorized Name _____ Signature _____

Amount of purchase: \$ _____ GL 4745 Dept. _____ Attach Receipt



For your records:

Amount of Purchase: \$ _____

Purpose of Recognition _____

Name(s) or recipient(s) _____