Herding Cats – A Multidisciplinary Approach to Employee Recognition

Rusty Ward, Manager, Clerical Services
Jennifer Holmes RN, MHSA, Director of Operations
University of Michigan Health System
Emergency Department
1. According to a mid-1990’s study, what percentage of American workers feel “used up” by the end of their work day?

A. 42%  B. 52%  C. 32%
1. Who is the well known reward and recognition expert who authored the book “1001 Ways to Reward Employees”?

(Hint: It’s not Shakespeare)
1. True or False: Employees typically rank feeling appreciated for their efforts and feeling part of the decision making process ahead of financial incentives?
1. Studies have shown the top motivator for employees is managers personally recognizing them. What percentage of these same workers say that their managers seldom if ever provide that recognition?

A. 25%   B. 43%   C. 58%   D. 68%
1. How many previous NAER Annual Sharing Conferences have there been?
6. The most common individual recognition “mistake” is?

A. Ignoring or not using the opportunity to give recognition

B. Undercutting praise with criticism (great job… but)

C. Not making it timely
University of Michigan Health System
Welcome to the Emergency Department

Tertiary Health System
Adult & Pediatric Level One Trauma Center

4 Treatment Areas
Main, MECA, CES, MEDPATH

75,000 Annual Patient Visits
109 FTE Registered Nurses
43 FTE Techs (paramedics)
42 FTE Clerks & Hosts
17 FTE Physician Assistants
48 EM Residents
32 EM Faculty
20 EM/ED Support Staff
10 member ED Mgmt Team
Starting Point

Completion of MAJOR Renovation Project
- More staff – satisfaction issues
- More space
- More patients – satisfaction issues
- Little to no “down time”

Increased staff over 5 year period from 40 FTE to over 250 FTE. “who is that?”
- Techs, hosts, EM residents, Social Work, Clerks, Registrars, Physician Assistants.

Redesigned Management Team
- One Boss Team to ED Mgt Team of 10
Communication needed work...

SHERMAN'S LAGOON

YOU'RE IN A BAD MOOD. WHAT'S THE MATTER WITH YOU?
NOTHING.

IS IT SOMETHING I SAID?
NO.

IS IT SOMETHING I DIDN'T SAY?
NO.

IS IT SOMETHING I DID?
NO.

IS IT SOMETHING I DIDN'T DO?
NO.

IS IT SOMETHING I SAID IN CASUAL REFERENCE TO SOMETHING I DID, WHEN THE THING I DID SHOULDN'T HAVE BEEN DONE, OR AT LEAST DONE DIFFERENTLY WITH MORE CONCERN FOR YOUR FEELINGS?

MAYBE. I KNEW IT.

by Jim Toomey

The Sherman's Lagoon collection, 127 pgs. Only $9.95 + $4.25 p&h. Call (800) 642-6460. Sorry, no orders outside the USA.
http://www.slagoon.com

©2001 Jim Toomey. All rights reserved.
ED Culture……
not so “touchy-feely”

Tendency towards a more direct approach!

“OK, fine! We’ll flip for it! Heads, we do it my way; tails, we try Larry’s stupid procedure!”
We weren’t sure where to look for answers....
We knew this wasn’t going to be a quick fix.....

"I'll give you five bucks if you put 10 miles on this thing before your father gets home."
YOUR TASK IS SIMPLE:

ELIMINATE THE DIFFERENCE BETWEEN HOW THINGS SHOULD BE AND HOW THEY REALLY ARE.
Focus on Employee Satisfaction

- Employees want three things:
  - They want to believe the organization has the right purpose
  - They want to know that their job is worthwhile
  - They want to make a difference
THE LOYALTY CONNECTION

Patient Loyalty starts with Employees
  – Press Ganey’s research

Strong Statistical Relationships between employee loyalty and patient loyalty

Increases in “willingness to recommend the Hospital as a good place to work” are associated with increases in the patient rating of “willingness to recommend” as a good place for healthcare
Our Goal

- To be the Department with the **HIGHEST** employee satisfaction
- To be the “ED of choice” for all job families
Our Assumption

- Improve employee satisfaction and patient satisfaction improvements will follow.

- Unanimous agreement to focus on employee satisfaction.
Metrics

- Employee Satisfaction Survey Scores
  - Willingness to recommend UMHHC ED

- Press Ganey Patient Satisfaction Scores
  - Overall rating of care

- Staff Turnover
  - Annual turnover rate
How to Approach the Audience

- Multidisciplinary Team Key to success

- Wide cross section of job families within the ED required a variety of approaches.

- Staff input into decisions about recognition program critical.
THE ED RECOGNITION TEAM NEEDS YOUR INPUT!

The ED Recognition team has accepted the challenge to establish a program of recognition for ED staff. We need your input to assist us in developing options for acknowledging your best efforts that are meaningful to you. Please take a moment to fill out the survey below and return it to one of the boxes placed on the unit for collection. Thank you!

What would encourage you to put extra effort into your job?

What would you like to be recognized for?

What small tokens of appreciation for a job well done would you enjoy?
Check any ideas that you would enjoy. Feel free to list any other ideas you might have

____A verbal thank you
____A private, written thank you
____Movie theater tickets
____Public announcement with applause
____Public presentation of an award
____A subscription to a magazine
____A gathering of people with food?
____A letter of commendation to your personnel file
____First priority for schedule requests
____Interesting job assignment for example:_____________________________________
____Other ideas you would like to suggest:
How would you like to be recognized?

- Verbal thanks: 42%
- Private written thank you note: 29%
- Letter of Commendation: 21%
- Public thanks: 7%
- Public presentation: 1%
What Tokens of Appreciation Would You Enjoy?

- Free lunch/dinner: 4%
- Time off w/pay: 4%
- Money: 1%
- Parking spot: 29%
- Movie tickets: 33%
- Gift certificates: 16%
- Magazine subscription: 13%
Key Components of ED Program

- Kudos Cards
- Opportunities for Patients & Families to Recognize your great work
- Getting to know each other better
- Rewards for your efforts.
# UMHHC ED KUDOS CARD

<table>
<thead>
<tr>
<th>Name:</th>
<th>Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spotted by:</td>
<td>Location:</td>
</tr>
<tr>
<td>Description:</td>
<td>This is a great example of:</td>
</tr>
<tr>
<td></td>
<td>□ jumping in to help</td>
</tr>
<tr>
<td></td>
<td>□ being proactive</td>
</tr>
<tr>
<td></td>
<td>□ willingness to help</td>
</tr>
<tr>
<td></td>
<td>□ a creative solution</td>
</tr>
<tr>
<td></td>
<td>□ a positive attitude</td>
</tr>
<tr>
<td></td>
<td>□ smiling, being outwardly cheerful</td>
</tr>
<tr>
<td></td>
<td>□ coaching</td>
</tr>
<tr>
<td></td>
<td>□ morale building</td>
</tr>
<tr>
<td></td>
<td>□ successfully handling a difficult customer</td>
</tr>
<tr>
<td></td>
<td>□ accountability</td>
</tr>
<tr>
<td></td>
<td>□ ownership</td>
</tr>
<tr>
<td></td>
<td>□ treating everyone like a VIP</td>
</tr>
<tr>
<td></td>
<td>□ active participation on the unit</td>
</tr>
<tr>
<td></td>
<td>□ improving patient flow</td>
</tr>
</tbody>
</table>

jan 11:02
Getting to know each other better

Our Emergency team wears color coordinated scrubs for easy identification:

- **Nurses**: NAVY BLUE
- **Technicians**: OLIVE GREEN
- **Clerks**: BURGUNDY
- **Unit Hosts**: PURPLE
- **Registrars**: BEIGE
- **Doctors/Physician Assistants**: WHITE COATS
## ED Internal Home Page

<table>
<thead>
<tr>
<th>Guidelines and Procedures</th>
<th>Links</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Guidelines</td>
<td>Lean Updates</td>
</tr>
<tr>
<td>Clinical Management Guidelines</td>
<td>CDC</td>
</tr>
<tr>
<td>Discharge Instructions - Adult</td>
<td>Washtenaw/Livingston County Medical Control Authority</td>
</tr>
<tr>
<td>Discharge Instructions - Peds</td>
<td>Disaster Protocols and Procedures</td>
</tr>
<tr>
<td>Exposure Protocols</td>
<td>Followup Request/Hand Surgery Consultation form <a href="#">new</a></td>
</tr>
<tr>
<td></td>
<td>EDCQI Feedback</td>
</tr>
<tr>
<td></td>
<td>VAS Order Site</td>
</tr>
<tr>
<td></td>
<td>Risk Management</td>
</tr>
</tbody>
</table>

### Resources

- [EM Support Staff Resource Manual](#) [new](#)
- [Hand Injury - Evaluation and Treatment](#)
- [Important Numbers](#)
- [MED-SURG Supply List](#) [new](#)
- [MWorks Client List](#)
- [New Thoracentesis Kit](#) [new](#)
- [Nursing Reference Book](#)
- [PEM Fellowship Lectures](#)
- [Staff Photos](#)
Embedded Staff Photos so easily accessed via ED Clinical Information System to promote name recognition.
UMHHC EMPLOYEE BIO

NAME:

ED POSITION:

EDUCATION:

OTHER KINDS OF WORK I HAVE DONE:

MUSIC I'M LISTENING TO AT THE MOMENT:

LAST MOVIE:

LAST BOOK:

WHAT BROUGHT ME TO U OF M:

WHAT KEEPS ME HERE:

KIDS/PETS/SIGNIFICANT OTHER IN YOUR LIFE:

A LITTLE KNOWN FACT ABOUT ME:
Rewards for your good efforts

- Biweekly drawing from Kudos Cards
  - Movie Tickets
  - Dinner Certificates
  - Gift Certificates (Vendor program)
  - Valet Parking
Getting your staff into System wide newsletters is even better!

ED employee recognition program makes it quick and easy for staff to recognize each other for going above and beyond

PHOTO, above: ED nurse Denise Hahn drew her own kudos card in March 4th's drawing, as Rusty Ward, clerical supervisor, looks on. At left, Jennifer Holmes, director of ED operations, left, explains to Hahn that she has won two weeks of valet parking.
From: ED-RecognitionTeam (Mary Cheatham)
To: ED-Global
Date: 4/14/06 3:21:27 PM
Subject: Kudos Drawing

Here are the lucky winners from today's drawing:

Dawn Walters: Parking
"Your infusion documentation has been great! Thank you. We have been able to capture all charges and appreciate your effort."

Michelle Hassan: Certificate
"Excellent documentation on an imminent delivery"

Mike Byrd: Certificate
"Helping me do my work when I was busy - Thank you Mike!

Keep up the great work!

ED Recognition Team
Celebrate Birthdays!
KUDOS Quarterly “Fiesta”
Wednesday
January 12
6:30 – 8:00 PM
EM Conference Room

The ED Recognition team is hosting a banquet in honor of all EM staff who received a KUDOS card during the second quarter. Please RSVP by -
January 10th
to:

jbarth@med.umich.edu
or
saconnol@med.umich.edu

Party whenever possible!!
KUDOS Quarterly Breakfast
Friday – July 29
7 – 8:30 AM
Dining Rooms A&B

The ED Recognition team is hosting breakfast in
honor of all staff who received a KUDOS card
during the first quarter. Please RSVP by -

July 22, 2005 to:

bogrdy@umich.edu
or
haroldw@med.umich.edu
Spread the Word!
Keeping Your Program Fresh

- Document what you’re doing.
- Keep looking for ways to promote and recognize your staff.
- Find new ways to involve staff in work redesign and other department changes.
- Encourage staff development, internal and external. Knowledge and expertise expands exponentially for every 20 miles you move away from your “home base”.
- Create a Community
UMHHC ED Recognition Program

Objectives

To promote Emergency Department employee satisfaction and team work through structured activities, kudos, and communication. Specific objectives include:

• to recognize and promote positive behaviors that support individual, work group, unit, team, department, and/or institutional mission and business goals & objectives;

• to provide timely recognition to employees either as planned or immediate recognition;

• to provide both individual and team recognition and rewards;

• to provide for both manager and employee initiated recognition and rewards;

• to improve employee productivity and quality of work;

• to improve customer service.
Oversight
The ED Recognition Team plans & coordinates the activities & programs associated with the Emergency Department Recognition Program.

The ED Director of Operations serves as the ED Senior Management Team liaison.

Team Structure
Team is made up of representatives from all ED job families and meets once per month. Meeting minutes are kept.

The team is co-chaired by members voted to a one year term by the team in June with term July 1 – June 30.
UMHHC ED RECOGNITION PROGRAM

Memberships

- The ED will maintain one annual membership to the National Association of Employee Recognition (NAER) to ensure flow of information and ideas from this association.

- The ED will sponsor attendance to NAER Annual Meeting for the Recognition Team chair(s).
UMHHC ED RECOGNITION PROGRAM

Budget/Finances

• ED Recognition activities are funded by the Department of Emergency Medicine with an annual budget of $5,000.

• Records are maintained with names of all staff receiving recognition awards including item and dollar value. Information regarding same is reported monthly to UMHHC Recognition Chair.

• A itemized spreadsheet of all expenses is maintained with expense, amount, purpose, and recipient if applicable.
UMHHC ED RECOGNITION PROGRAM

Activities

• Summer Picnic
• Observance of National Recognition Holidays
• Kudos Cards/Quarterly Kudos Breakfast
• Bi-weekly recognition award drawing. (valet parking, movie tickets, dinner certificate, etc)
• Periodic social events
• Newsletters
Survey distributed to all ED staff on at least an annual basis to solicit feedback on the scope and activities of the program and to solicit new ideas and suggestions for improvements to the program.

Survey results are reviewed by the team, summarized for staff review, evaluated for feasibility, and incorporated into the program whenever possible.
<table>
<thead>
<tr>
<th>Survey Questions</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither agree or disagree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 I feel satisfied with how my workplace concerns are addressed</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2 I receive the information I need to do my work</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3 I can participate in workplace decisions that affect me</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4 In my area, people work cooperatively</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5 I am respected for my performance</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6 I am recognized for my performance</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>7 I have the supplies and resources to do my job</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>8 The departments and units I work with cooperate to help get the job done</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>9 I am able to solve customer concerns</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>10 I feel proud of the work I do here</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>11 Your willingness to recommend your department to someone who is looking for a</td>
<td>Extremely Unwilling</td>
<td></td>
<td>Neither willing nor Unwilling</td>
<td>Somewhat Willing</td>
<td>Extremely Willing</td>
</tr>
<tr>
<td>good place to work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Demographic Information**

**How long have you worked at the UMHS?**
- ☐ Less than 1 year
- ☐ 1+ years (but less than 4 years)
- ☐ 4+ years (but less than 7 years)
- ☐ 7+ years (but less than 10 years)
- ☐ 10+ years (but less than 15 years)
- ☐ 15+ years (but less than 20 years)
- ☐ 20 years or more

**What is your role in the Emergency Department?**
- ☐ ED Administrative Support
- ☐ ED Management Team
- ☐ ED Clerk
- ☐ ED Host
- ☐ ED RN
- ☐ ED Tech
- ☐ EM Faculty
- ☐ EM Physician Assistant
- ☐ EM Resident

**Comments**

Please provide any comments or suggestions you may have for opportunities to improve employee morale, job satisfaction, ED Operations, or specific patient care improvements. Thanks.
Creating A Community

- Employee Bio
- Surveys
- Softball team
- Kudos Cards
- Kudos Dinner
- Drawings
- ED cookbook
- Newsletters

- Quarterly Staff meetings
- Spot Recognition - Pizza
- Color Coordinated Scrubs
- Holiday Dinner
- Summer Picnic
- Visible Managers
For our triumphs are not in research alone, nor in the hands of a single doctor, but rather in the rewards realized from working together.

That’s the Michigan Difference.

Read more about these Victors and others.
EMERGENCY DEPARTMENT CLERICAL STAFF RECOGNITION INITIATIVES

“LUNCH WITH THE BOSS”
Lunch with the boss……..

- STAFF NOMINATE EACH OTHER
- ONE WINNER DRAWN EACH MONTH
- WINNER CHOOSES THE MENU AND PLACE
- WINNER IS ANNOUNCED TO ALL STAFF AS WELL AS ALL WHO RECEIVED NOMINATIONS
- WINNER’S NAME AND PICTURE IS POSTED ON CLERICAL BULLETIN BOARD
“ATTENDANCE CONTEST”

• LENGTH OF CONTEST 8 WEEKS

• 3 TEAMS (DAYS, EVENINGS, NITES)

• WINNER IS TEAM WITH LEAST NUMBER OF TARDIES

• WINNING TEAM GETS TO LEAVE EARLY FOR ONE MONTH
“RANDOM ACTS OF RECOGNITION”

- RECOGNIZING THE SMALL THINGS, I.E., STAFF MAKING IT IN ON A BAD WEATHER DAY, WITH SOME HERSHEY KISSES, A PERSONAL CARD, OR OTHER SMALL TOKENS
• HONORING NATIONAL EMPLOYEE APPRECIATION DAY BY SENDING A PERSONAL EMAIL TO EACH STAFF PERSON

• LITTLE ITEMS FOR SPECIAL CALENDAR DAYS, I.E., GREEN CARNATIONS ON ST. PATRICK’S DAY, HEART SHAPED SUCKERS FOR VALENTINIES DAY, ETC.

• LIBERAL USE OF “THANK YOU” FOR EVERYDAY EFFORTS

• TAKING STAFF TO SPECIAL MEETINGS

• “IOU” CARDS
THE “TREASURE CHEST”

- FILLED WITH INEXPENSIVE LITTLE TRINKETS
• USED FOR “ON THE SPOT” RECOGNITION OF DESIRED STAFF BEHAVIORS

• ALSO USED TO RECOGNIZE STAFF BIRTHDAYS, ANNIVERSARIES, AND OTHER SPECIAL EVENTS

• TREASURE CHEST IS BROUGHT OUT ONTO THE UNIT AND STAFF MEMBER BEING RECOGNIZED IS ALLOWED TO REACH IN AND PICK OUT A TRINKET

• TOTAL COST OF THE “CHEST” AND THE INITIAL FILLING OF THE CHEST WAS LESS THAN 50 DOLLARS!
“FEATURED CLERK OF THE MONTH”

• FEATURE ONE STAFF MEMBER EACH MONTH

• PICTURE AND BIO ARE POSTED ON CLERICAL BULLETIN BOARD

• IS NOT RECOGNITION FOR ACHIEVEMENT BUT RECOGNITION FOR JUST BEING A VALUED MEMBER OF OUR CLERICAL STAFF
TEAM EMERGENCY MEDICINE
UNIVERSITY OF MICHIGAN HEALTH SYSTEM
Every community needs its local newspaper!

Department Newsletters are a great way to educate, inform, give kudos, and build the team.
Staff Compliment

(Insert date)

Dear (insert staff member’s name):

On _____, I received a call from a staff member stating that you went “above and beyond the call of duty” to help a co-worker meet an aggressive departmental deadline. Specifically, this staff member stated that he/she had to audit 150 files and draft analyses of those findings to his/her manager by 3:00 pm on Friday. This staff member stated that even though you did not work in his/her department, you acknowledged his/her anxiety level over this project and asked him/her how you could help support him/her. You further helped him/her by offering to pick up his/her child from school so that he/she could work late for two of the three remaining days. Your caring and compassion went a long way to making this staff member feel that he/she could not only get his/her work done, but also not have to worry about his/her child.

I wanted to express my appreciation to you for extending yourself to help a co-worker in need. The support you gave this staff member is not only to be acknowledged, but also applauded.

(Insert name), thanks again for taking the time to be insightful and understanding of another UMHHC staff member. Its employees like you that put the “C” in caring.

Sincerely,
(Manager’s name and title)

Customer Compliment

(Insert date)

Dear (insert staff member’s name)

Yesterday, I received a letter from a patient commending your positive attitude. The patient stated that she was late to her appointment due to traffic. She stated that you went out of your way to find a physician who could see her. Even though the patient was not able to see her personal physician due to his busy schedule, the patient was grateful that she was able to avoid coming back to the facility for a second appointment.

The patient stated the following: “(insert staff member name) greeted me with a smile and explained that she was sorry that I was late for my appointment, but would do her very best to have me be seen by another physician within the next forty-five minutes. After she secured an appointment for me, she let me know the physician’s name and appointment time. The staff member came out several times to let me know that the physician was running a little behind, but, would be seeing me shortly.

(Insert staff member name), I would like to thank you for providing the patient with caring and personalized service. Your actions helped what could have been a negative experience for one of our patients turn into a positive outcome. Your actions showed a personal concern for our patient’s needs. You are an asset to our department and a role model to your peers.

Keep up the good work, we are pleased you are on our team!

Sincerely,
(Manager’s name and title)

To Staff Member’s Children

(Insert date)

Dear (insert staff member’s children names):

Over the past few months your mom/dad has been very busy working away from home helping our University of Michigan Health System staff members. You are probably curious about why she/he was selected and what she/he is doing in those days and nights that she/he is away from home. I know it’s probably difficult for you and your mom/dad when your mom/dad is away, but know that she/he is doing very important work.

Every week your mom/dad drives to the ambulatory care sites to provide her/his valuable knowledge to the managers and employees. She/he spends the majority of her/his time resolving problems, helping employees and managers with work issues and coordinating services to the 500 staff members. Just like at home, your mom/dad keeps things organized ensuring that the necessary work gets done and that the employees are happy!

I just wanted to write you this note to thank you for letting the UMHS borrow your mom/dad for a while to do some very important work. We really appreciate your sharing your mom/dad with us. If she/he is anywhere as good and fun as a mom/dad as she/he is as a leader and manager, then you’ve got yourselves a #1 mom/dad!

Thanks again for sharing your mom/dad with us!

Sincerely,
(Manager’s name and title)
Staff Member Accomplishment

(Insert date)
Dear (insert staff member’s name and family):

On behalf of (insert department name) and the University of Michigan health System, we wanted to acknowledge and recognize (insert staff member’s name) for achieving her/his (insert name of license/certificate). As you are aware, your team has been meeting for the past year to (insert project goal). It is very clear that the team took their work very seriously and has developed and recommended an extensive well thought-out program. The quality work that your team was able to accomplish arose out of many hours of work over and above your already busy schedule.

It is our hope that the team’s good work will provide added value to our patient’s in the coming months. Please know that your dedication to the project has not gone unnoticed and your recommendations will be implemented.

Thanks again for your continued pursuit of excellence…it shows!

Sincerely,
(Manager’s name and title)

Acknowledgement of a Successful committee Project

(Insert date)
Dear (insert staff member’s name):

On behalf of local administration and (insert committee’s name), we would like to thank you for your individual and team contributions to the (insert name of committee). As you are aware, your team has been meeting for the past year to (insert project goal). It is very clear that the team took their work very seriously and has developed and recommended an extensive well thought-out program. The quality work that your team was able to accomplish arose out of many hours of work over and above your already busy schedule.

Please know that your dedication to the project has not gone unnoticed and your recommendations will be implemented.

Thanks again for your continued pursuit of excellence…it shows!

Sincerely,
(Manager’s name and title)

Transfer

(Insert date)
Dear (insert staff member’s name):

Congratulations on your transfer to (insert new job title or status). Your contributions to our department are greatly appreciated and now that you will be in a new position, we look forward to more good work! Your hard work and perseverance have been rewarded, and I am delighted that you have attained your goal.

We at UMHS are very proud of his/her accomplishments and what he/she has been able to achieve. Please know that his/her studying must have impacted his/her time with you his/her family.

Thank you for letting us acknowledge and congratulate his/her recent achievement with his/her family.

Sincerely,
(Manager’s name and title)

Promotion

(Insert date)
Dear (insert staff member’s name):

Congratulations on your promotion to (insert new job title). Your leadership and responsiveness to our members while being a team player among your co-workers, has demonstrated what an asset you are to our organization. Your dedication and hard work have been rewarded.

Over the past (insert years or months) you have shown so many people how very special you are – you are a shining star! I am so delighted for you in your accomplishments and look forward to working with you in your new role.

Best wishes for your continued success!

Sincerely,
(Manager’s name and title)
Believing that human nature resists change creates an adversarial relationship between staff & leadership.

Staff resist change only when it makes them feel out of control.

Staff are willing to change if they understand and accept the reasons and have a say in the way their work is redesigned.
ED Lean Discharge Team
Lessons Learned

- Employee recognition is a process of building a relationship with your staff and between your staff.

- All relationships take time, effort, attention, feedback.

- Don’t let the $$$ stop you. A lot can be done with a small budget. Initial ED program under $2000. Funded by Emergency Medicine Faculty.
UMHHC EMERGENCY DEPARTMENT
EMPLOYEE SATISFACTION SURVEY TREND
Mean Score: Willingness to Recommend Department to Others

source: Employee Opinion Survey
ED Overall Patient Rating of Care (Monthly Estimates)

Mean Score with 95% Confidence Intervals

Most recent data points are subject to adjustment as additional surveys are returned