



THE POWER OF THANKS

Employee Recognition Made Easy for
Healthcare Leaders



Language of Caring

As the old man walked the beach at dawn, he noticed a young man ahead of him picking up starfish and flinging them into the sea. Finally, catching up with the youth, he asked him why he was doing this. The answer was that the stranded starfish would die if left until the morning sun.

“But the beach goes on for miles and there are millions of starfish,” countered the old man. “How can your effort make any difference?”

The young man looked at the starfish in his hand and then threw it to safety in the wave. And he said, “It makes a difference to this one.”

Dear Healthcare Leader,

Exemplary acts of caring, compassion and consideration are going on every minute of every day. How heart warming to celebrate them! How sad to let them pass unnoticed!

I developed this toolkit to support you in your important work of appreciating, recognizing and rewarding positive performance by individuals and teams. You'll find tools that help you:

- Acknowledge and recognize your employees/colleagues as people—valuable, precious, talented people—the lifeblood of your organization.
- Listen to their ideas, hopes, solutions, and concerns.
- Spark feedback from patients and families to staff, so that staff hear appreciation from the people they serve directly.
- Create conditions and experiences that make it easy for coworkers to recognize each other, and
- Make recognition your everyday habit!

These tools come with a promise! If you use them with your associates at work, you will foster a climate of professional excellence in which individuals, teams AND YOU bring heart and soul to work.

Enjoy!

The Language of Caring Team
www.languageofcaring.com

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I. Introduction

Why Recognize Employees?

It's an enormous challenge these days to foster high performance while maintaining morale. Recognizing people's contributions and doing so consistently and effectively is central to meeting this challenge.

A famous behavioral science survey conducted every 15 years since 1945 asks employees what they want most in order to be satisfied with their work. "Full appreciation for work done," "interesting work," and "being in on things" come in first, second and third respectively, while factors such as "job security" and "good wages" come much further down the list in importance.

"I have yet to find the person, however exalted in his or her station, who did not do better work and put forth greater effort under a spirit of approval than under a spirit of criticism." Charles Schwab

Motivational Systems conducted a survey of 1,000 employees and found that only 11% of their supervisors recognized or praised employees consistently. Employees reported that their supervisors either ignored or underestimated the power of praise.

In studies on recognition, many employees report that, without explicitly rewarding and recognizing them, the lack of negative feedback is the only reinforcement they get. It feels to employees like their supervisors are thinking, "You apparently performed well enough to keep your job, because you're not in any trouble with me. So be happy and stay motivated." While there may be truth to this, needless to say, our employees don't find this message uplifting or inspiring.

Recognizing special achievers establishes role models and communicates the kind of performance we want to spread. Employees come to better recognize excellent performance and provide positive feedback when they see it in others.

Recognizing Employees Is a Win-Win Situation.

- Employees win because their thirst for recognition is fed and their motivation sparked. You enhance their personal sense of value and self-esteem, and these affect their attitudes toward their work, customers, and coworkers.
- You win because you see quality performance.
- And our patients and families win, because more gratified, motivated employees performing at peak make our organization stronger and help us fulfill our mission.

Why are People Stingy with Recognition?

The Biggest Excuses and What to Do About Them

Would YOU like to receive more recognition for the work YOU do? Many managers and supervisors would say a resounding “yes!” Knowing this, why don’t managers and supervisors recognize their own staff more? Here are the main reasons managers give and my response:

Excuse	Response
“I don’t have time.”	It takes two seconds to say “thanks” and a whole lot longer to work with employees who feel unappreciated and resentful.
“It’ll go to their heads and they’ll get lazy.”	It’s a fallacy that giving recognition causes standards to slide. Formal research and informal experience both demonstrate that people who feel appreciated hustle more, treat customers better and provide a higher level of service.
<ul style="list-style-type: none"> ● “I grew up through the ranks without being recognized, and my boss doesn’t give me recognition ● “Good performance is expected! A paycheck is thanks enough.” 	These excuses reflect a “boot camp” mentality typical of organizations where people use fear and power to get people to do their work, instead of positive regard. They deceive themselves into thinking that people try harder if they have to knock themselves out for a crumb of recognition. Such managers are perceived as emotionally stingy and withholding. Their employees resent them and badmouth them widely.
“I don’t have enough money for recognizing employees.”	<p>It doesn’t have to cost a lot.</p> <ul style="list-style-type: none"> ● The MOST effective form of recognition is a ‘pat-on-the-back’ face-to-face or in a short note. Thomas Connellan (in <i>How to Grow People into Self-Starters</i>) said that a well-placed ‘well done’ is the most powerful motivator a manager has—and the least used. ● Research shows that a pay raise is highly motivating FOR TWO WEEKS, and then it is other factors that shape morale.
“Some employees probably feel patronized when I thank them.”	That’s only true if your thanks are insincere. People universally appreciate a sincere thanks.
“I’m too busy with problems to notice the good things.”	Many people take for granted positive behavior and accomplishments. This is sad. Remember in elementary school when the problem kids got all the attention and the good kids resented it? Failure to recognize positive behavior tends to lessen positive behavior. Also, some people will resort to negative behavior in order to get your attention, if that’s the only way they can get it.
“I don’t know how to recognize staff.”	Use this booklet. It’s packed with ideas that make frequent recognition easy for you to give.

Recognition Effectiveness Tips

Recognition is feedback. The characteristics of constructive feedback are well-known.

- 1. Be specific and behavioral.** Define the action that deserves appreciation. Explain how it made a difference. People engage in hundreds of behaviors each day. If recognition isn't specific, employees aren't sure what they're doing that you admire and appreciate. Rather than saying, "Thanks for helping out yesterday," say "I appreciate the way you pitched in yesterday to help Joe meet his deadline. Thanks for pitching in without being asked."
- 2. Make it timely.** Recognize contributions as soon as you become aware of them. But better late than never. And don't wait for performance review time.
- 3. A few don'ts:**
 - Don't mix your message. "I appreciate how hard you work to solve patients' problems. I wish you'd do the same for me!"
 - Don't use recognition to flatter and manipulate people into doing undesirable jobs. It's transparent. E.g. "Bob, you're so good at taking notes! Would you please go to this meeting for me again, take good notes and type them up by the end of the day?"
 - Don't use recognition as bribery or emotional blackmail. E.g. "I fussed over how hard you work, so please stay late and do this for me."
- 4. One size doesn't fit all; match your methods to the person.** Recognition is a very personal thing. While outgoing, extroverted employees might want their achievements acknowledged in front of the whole team, introverted people might respond best to a simple memo. One employee might be excited about the prospect of lunch with an administrator, while another would regard this with dread. Take the time to learn and think about what's important to each employee and tailor your methods to their preferences.

II. Managers, YOU ARE KEY!

Your Recognition Patterns: a Self-Check

Put a CHECK in the little box on the right if the item is true of you. Count the number of items you checked in each column and write the total in each column below.

	A	B	C	D	E
1. I make people aware of the expectations I have for their performance.	<input type="checkbox"/>				
2. I see to it that my team has special events to boost their morale.	<input type="checkbox"/>				
3. I set high standards that require people to stretch.	<input type="checkbox"/>				
4. I make my values clear.	<input type="checkbox"/>				
5. I'm right in there participating, not at the sidelines, when we're celebrating performance or achievements.	<input type="checkbox"/>				
6. I try various ways to refresh my approaches to recognition, so people don't get bored with them.	<input type="checkbox"/>				
7. I make sure my	<input type="checkbox"/>				
8. I devote a lot of time to listening to the needs, interests and concerns of my staff.	<input type="checkbox"/>				
9. I let people know I have confidence in their ability	<input type="checkbox"/>				
10. When it comes to employee performance, I focus on the positive much more than I focus on the negative.	<input type="checkbox"/>				
11. When I give recognition, I make the performance that earned it very clear.	<input type="checkbox"/>				
12. I personalize recognition. Not everyone gets the same kind.	<input type="checkbox"/>				
13. I personally thank people for their contributions.	<input type="checkbox"/>				
14. I encourage people to share stories about their achievements.	<input type="checkbox"/>				
15. I am a positive role model of a person who recognizes and appreciates others.	<input type="checkbox"/>				
16. I see to it that my team has opportunities to recognize each other's achievements and contributions.	<input type="checkbox"/>				
17. I often recognize people in public, so others realize their contribution and see their example.	<input type="checkbox"/>				
18. I get to know my colleagues at a personal level.	<input type="checkbox"/>				
19. I find ways to make our work or work climate fun.	<input type="checkbox"/>				
20. I give my staff frequent feedback about performance.	<input type="checkbox"/>				
21. I find ways to express appreciation to other managers across department lines.	<input type="checkbox"/>				
22. Many on my team help to shape our recognition methods.	<input type="checkbox"/>				
23. I acknowledge my staff personally when I see them, by smiling, saying hello and calling them by name.	<input type="checkbox"/>				
24. My employees have lots of opportunities to provide input into how things work.	<input type="checkbox"/>				
25. My employees would tell you I am very generous with recognition.	<input type="checkbox"/>				
Column Totals	<input type="checkbox"/>				

Scoring

You can score a maximum of 5 in each column.

- **Column A: Positive Communication of High Standards**
5 checks means that you communicate high standards for your team, standards that require “reach.” You also express confidence in people’s ability to reach these high standards and you make sure that you’re clear about the performance that is meriting recognition.
- **Column B: Feedback and Acknowledgement of the Individual**
A high score in this column suggests that you pay significant attention to the individuals on your team. You listen to them, you take initiative to get to know them, and you treat them as an individual, not as a number. This is a powerful form of recognition.
- **Column C: YOU as Role Model of Recognition**
A high score here suggests that you practice your values on rewarding, respecting and appreciating other people. You yourself live this value in your everyday ways of operating.
- **Column D: Opportunities for Staff Input and Involvement**
A high score in this column suggests that you make sure your staff are involved—that they have the personal power to influence things, including how people are recognized.
- **Column E. Mix of Recognition Methods**
A high score here suggests that you have a mix of recognition methods in place and that these are not static or stale. You recognize that it takes different strokes for different folks. You also recognize that novelty in the methods you use keeps people energized.

Implications for You

Where are your strengths regarding recognition?

Looking at items that you did NOT check, what does this suggest you could do to improve your recognition performance?

12 Principles of Employee Recognition

“Recognition is respect made visible.”

American Red Cross

- 1. Recognition really matters—to people, performance and your organization.** It says to them, “I see you. You’ve made a difference and I/we have noticed your contributions. You matter to me, our team and the organization.” Lack of recognition is one of the top three reasons given for job flight.
- 2. The most fundamental and necessary form of recognition is your attention—listening, showing interest, asking questions, conveying respect, tuning in to the person as an individual.** Without these, your employees will not view your recognition methods as credible or authentic.
- 3. Compensation is not an effective recognition method.**
 - People view compensation as a right. They view recognition as a gift.
 - Compensation is largely inflexible once it’s set. People come to expect raises. It’s rare to lower someone’s pay.
 - Cash burns a hole in people’s pockets. People spend it and then forget it.
 - It takes 8% of a person’s salary to affect a person’s behavior with cash. If you want to provide tangible rewards, know that rewards that cost far less but have symbolic value are most effective.
 - Recognition is immediate and flexible. It can occur any time. You can constantly change your methods in response to the person, the nature of the positive behavior, the setting, available resources and the like.
- 4. Recognition should be linked to performance.** People should believe that recognition is a direct response to their efforts, not a matter of luck. It should be based on clear, communicated criteria for performance. Everyone should be eligible, and it should be given fairly.
- 5. We need employees of the moment, more than we need employees of the month.** To reinforce and strengthen positive behaviors, people should be recognized immediately or as soon as possible after they’ve engaged in the positive behavior. The sooner the better.

6. **Recognition should be personal.** When a manager gives it, there should be a direct contact between the manager and the employee(s). It is a joint celebration of accomplishments.
 - To ensure a personal touch, managers should be observant about what matters to individuals. Managers should also invite employees to participate in determining forms of recognition.
 - By being observant and consulting employees about what's meaningful, the manager can be responsive to cultural preferences and sensitivities.
7. **Recognition methods should not create winners and losers.**
 - Everyone should be able to be a winner. If one person wins, it shouldn't mean that another person can't.
 - Recognition should not be given disproportionately to some individuals and teams, while others receive very little. Recognition should be available to all. If their performance merits it, they can get it.
8. **Employees should participate in determining some recognition methods.** It's amazing how many recognition methods have been practiced for years without being important to people. Invite employee ideas about recognition methods. Involve your team in shaping some of the methods. Also, check with employees periodically to assess their effectiveness and identify ways to strengthen them. Turn recognition into fun by forming a small team to help you with it in your department or work group. Develop and show them alternatives and ask their help.
9. **There should be many sources of recognition.** You are but one source. Create conditions and supply methods that help coworkers recognize each other, celebrate the team, and recognize people and teams across department lines.
10. **We need different strokes for different folks.** A mix of methods is essential if you want to be effective, given different personalities and preferences. Create a methods mix.
 - Informal and formal
 - Planned and spontaneous
 - Serious and whimsical
 - Old stand-by rituals and novel methods
 - Simple and effortful
11. **You're busy. You need a process for ensuring that you provide recognition well and often.** Consistent excellence is a matter of design, whether you're talking about designing services that delight customers, eliminating errors or **providing recognition**. Set aside small chunks of time to check on your recognition frequency and fill gaps. Equip yourself with favorite ready-to-use tools and have a system for tracking recognition you give.
12. **You can give recognition even if you're not getting it.**

Management Pointers on Recognition

- 1. Make it very clear that you believe in people.** The Pygmalion Effect says that you get what you expect. By expecting your team to perform at a very high (stretch!) standard, you will make it more likely that they will. It's the self-fulfilling prophecy.
 - When you communicate your confidence in people's ability, that in it's self is a form of recognition. Be careful that your words and gestures say, "You can do it. I know you can." not "There's no way you'll ever be able to do that."
 - When you're talking with an employee about a project or task, make sure you're communicating, "I know you can do it," or other such words.
 - Assign people important tasks that go beyond their job description, communicate your confidence in them and commit to supporting and coaching them to be successful.
- 2. Acknowledge the individual.** Communicate in words and deeds, "You, uniquely you, matter to me."
 - Greet each employee with a smile, a hello and **by name**. Express interest in each employee's health, family, interests, etc.
 - Listen: This is the ultimate employee recognition strategy.
 - Show personal interest in each employee's development and career, especially after an achievement.
- 3. Give people credit.** When your employees excel, it reflects positively on you.
 - When discussing employee or group ideas with other people, make sure to credit them; and make sure they know you make a habit of this.
 - Tell employee that you mentioned his or her achievement to senior management.
- 4. Personalize recognition.** People have become cynical about perfunctory thank-yous. If you don't put thought into the recognition you're giving to apply it to the individual, the effect may be the opposite of what you intended. Before recognizing someone, get to know them personally. Learn about their likes and dislikes, their needs and interests. When it comes time to recognize them, you'll be able to make it special.
 - Make sure you know about each direct report and peer with whom you interact regularly. In a journal or contact manager, keep notes about what would honor them.
 - Consider each culture represented among your team. Learn what you can about how each expresses appreciation and responds to recognition.
 - When you are planning recognition, ask yourself what would make your act of recognition special and unique for the person.

III. Tools, Tools, Tools

A. Individual Recognition Tools

Tool 1: A Simple Thanks

4 Key Elements of Verbal and Written Recognition:

Some people struggle to find the words to say thanks effectively. Here's a wonderful model that helps you find the words easily. The model calls for four parts to a great "thanks":

1. **Behavior/Related Value:** Specifically, describe the behavior you appreciated and the value it reflects. E.g. "I noticed or I heard that you _____."
2. **Impact:** Describe the impact—the consequences for the customer, the department's image, the organization, the mission. E.g. "This had the effect of _____."
3. **Touch of empathy:** Show an understanding that the employee had to undergo effort or difficulties, or go out of their way to do what they did. E.g. "I realize it's not easy to _____ (the behavior)."
4. **Thanks:** Explicitly express your appreciation or thanks. E.g. "Thank you. I really appreciate it."

Examples

Dear Sandra,

(Behavior and related value): "Thank you for helping me to photocopy and collate the research proposal. You really practice teamwork."

(Consequences/Impact): "I doubt that I could have finished it on time without your help and you helped relieve the pressure I was feeling."

(Touch of empathy): "I realize you had to set aside what you were working on in order to help me and that this might have increased the pressures on you."

(Thanks): "I really do appreciate you for pitching in."

To: Ann Jones

From: Jane Smith, Department Director

I heard you made Sally Brown's high-risk delivery of her daughter a very positive experience for this frightened new mom. You paid undivided attention, showed warmth, caring, and strong support during a very traumatic time. I realize it consumed lots of your time and energy. I really appreciate all you did to make our service a symbol of hospitality!

To: Daisy From: Joe

Re: Compliment by Patient

A patient in our practice, Betty Baum, called today to inform me she was very impressed with the warm, good-natured, informative response you gave her recently when she inquired about a bill we sent her.

Her call was most uplifting to me, and I am only too happy to relate her comments to you. I thanked her for sharing her positive feeling and assured her I would inform you of her call.

Congratulations! You made such a great impression that this customer took the initiative and time to call.

To: Each person (by name) on our Service Excellence Team From: Marta Hollender, Senior Vice President

Now that our Service Excellence kickoff events are over, I want to thank you for serving on the team that did such a fantastic job of planning these events.

People new to our process felt that the event responded to their needs and preferences. They were impressed with the environment you created; it showed care, your sense of aesthetics, and your attention to detail. They also felt enthusiastic about our pursuit of service excellence after hearing our message clearly and having the chance to talk with each other about it. The program you planned engaged people's hearts and minds.

I really appreciate that you accomplished this while carrying on all of your other responsibilities, and this had to create a lot of pressure on you.

You made a very valuable contribution to these events. The success of these events will be a big help as we continue to strive to move from "good" to "great" with our customers.

Tool 2: Recognition Notepad

Create one for yourself. Use it to recognize people in your own department and in other departments.

- When you send a note to an employee in another department, send a copy to their manager too.
- When you receive a copy of a note to one of your employees, mention to them that you got it and reinforce the event by extending your own appreciation of what they did.
- When recognizing an employee in your own department or receiving a copy of a note sent to this employee by someone else, keep a copy so you can remember to reference any notes received when you complete the employee's annual performance review (use the "Comments" section of the evaluation to mention these).
- Be specific with your feedback. Describe the behavior you appreciated, relating it to a specific value. Tell why the behavior mattered—its effects or impact. Say a few words of appreciation.

Example

“I saw you go out of your way to help a patient find their way to Pre-Admission Testing. That was a great demonstration of our value on the patient experience and responsiveness to patients. Giving help like you did makes our hospital feel warm and friendly to patients and visitors. I want to let you know how much I appreciated what you did. Thanks.”

To:

Way to go!

Applause, applause!

Ta-daah and thanks!

Couldn't have done it without you!

You're the best!

Bravo!

Here's why _____

With appreciation,

Tool 3: “Appreciation” Postcards

Side 1

Ap-pre-ci-ate (a-pree' sheee-ait')

1. To grasp the nature, worth, quality or significance of.
2. To value or admire highly
3. To recognize with gratitude
4. To hold in high esteem

Side 2

To: From: Date: Thank you for _____ _____ because _____ _____	
I really appreciate it!	
Signed,	

Tool 4: Award Certificates

Certificates are a no-cost, quick and easy way to recognize individuals or teams. Consider getting software that enables you to make fabulous custom certificates quickly. If you have Microsoft Word or Power Point, these include “award certificate” templates that make certificate-making a snap.

Use Word and Power Point to Create Certificates

Starting from a Microsoft PowerPoint® template, you can add your own text, images, and names to make GREAT award certificates.

To create a certificate

- Start with a certificate template from the Microsoft Office Online Templates Website.
- Download Certificates of Excellence, Efficiency, Employee Performance Award, Award for Outstanding Contribution to a project by clicking the Download Now button on the Templates Web page.
- You can modify every element in order to develop an award on any type of performance and enter the names of the people receiving and presenting the award. Modify or delete the date, or give a detailed reason for the recognition.
- Customize the template by adding graphics: Insert either special pictures from your project or course, or clip art that reflects the theme of your award.

More information: Find templates for award certificates and more at the Templates Web site. Also find clip art at Clip Art and Media.

Certificate Examples

W O W

Much appreciation to _____

FOR

Signature

Date

Prescription For Thanks

This certificate acknowledges _____

For going above and beyond the call of duty in the following way

Signature

Date

Certificate of Recognition

This certificate acknowledges _____

For going above and beyond the call of duty.

Situation _____

Your noteworthy Actions _____

Signature

Date

Above and Beyond

This certificate acknowledges _____

For going above and beyond the call of duty in the following way

Signature

Date

A Big Ta-daah!

For _____

The Behavior/Performance

The Impact

Awarded by

Date

Certificate of Appreciation

Thank You to _____

For _____

Your performance helps our customers know how much we care. You are an inspiration.

Signature

Date

Team Player Award

Appreciation and thanks for contributing to the effectiveness of the Team.

The results are impressive and so are YOU!

Signature

Date

Terrific Team Award

Congratulations to you for: _____

Team Members:

Your performance is inspirational!

Awarded by

Date

Merçi

Dear _____

I want to tell you how much I appreciate you for

It's an inspiration to our customers and coworkers. **Thank** you for **Living** our service standards!

Awarded by

Date

Tool 5: Patient Experience Coupon

Congratulations!

You've been CAUGHT providing a GREAT patient experience.

This coupon entitles you to **ONE FREE BEVERAGE** in the employee cafeteria or coffee shop.

Your Name _____

Department _____

Extension _____

Once you turn in this coupon for your award, this ticket will be entered into a quarterly grand prize drawing.

Tool 6: Service Excellence Commendation

Install a Commendation Process that rewards service excellence, not only technical or clinical excellence.

“Consequences” are a powerful influence over people’s behavior. Too often, supervisors emphasize consequences for negative behavior, but neglect creating positive consequences for positive behavior.

While most organizations have disciplinary documents as part of their personnel policies and procedures, the absence of a positive counterpart serves only to emphasize the negative. Institute a Commendation Form as a standard part of your personnel practices.

Consider creating a 2-part form to be issued by supervisors. One copy is awarded to the employee and the other copy is placed in the employee’s personnel file as part of their permanent record.

Example:

Service Excellence Commendation

Employee Name: Jeanne Martin Department: Environmental Services

Situation Observed: The worried wife of a patient had become lost in the hospital.

Date: 12/18/08

Exemplary Service Excellence Behavior: Jeanne took time out of a busy workday and walked the visitor up two flights of stairs to the room she was looking for, all the while being friendly and reassuring.

Statement of Appreciation: Jeanne’s small but important act of compassion made me feel proud to work in the same hospital. I thank her not only on because of the visitor she helped, but also for making where I work a better place.

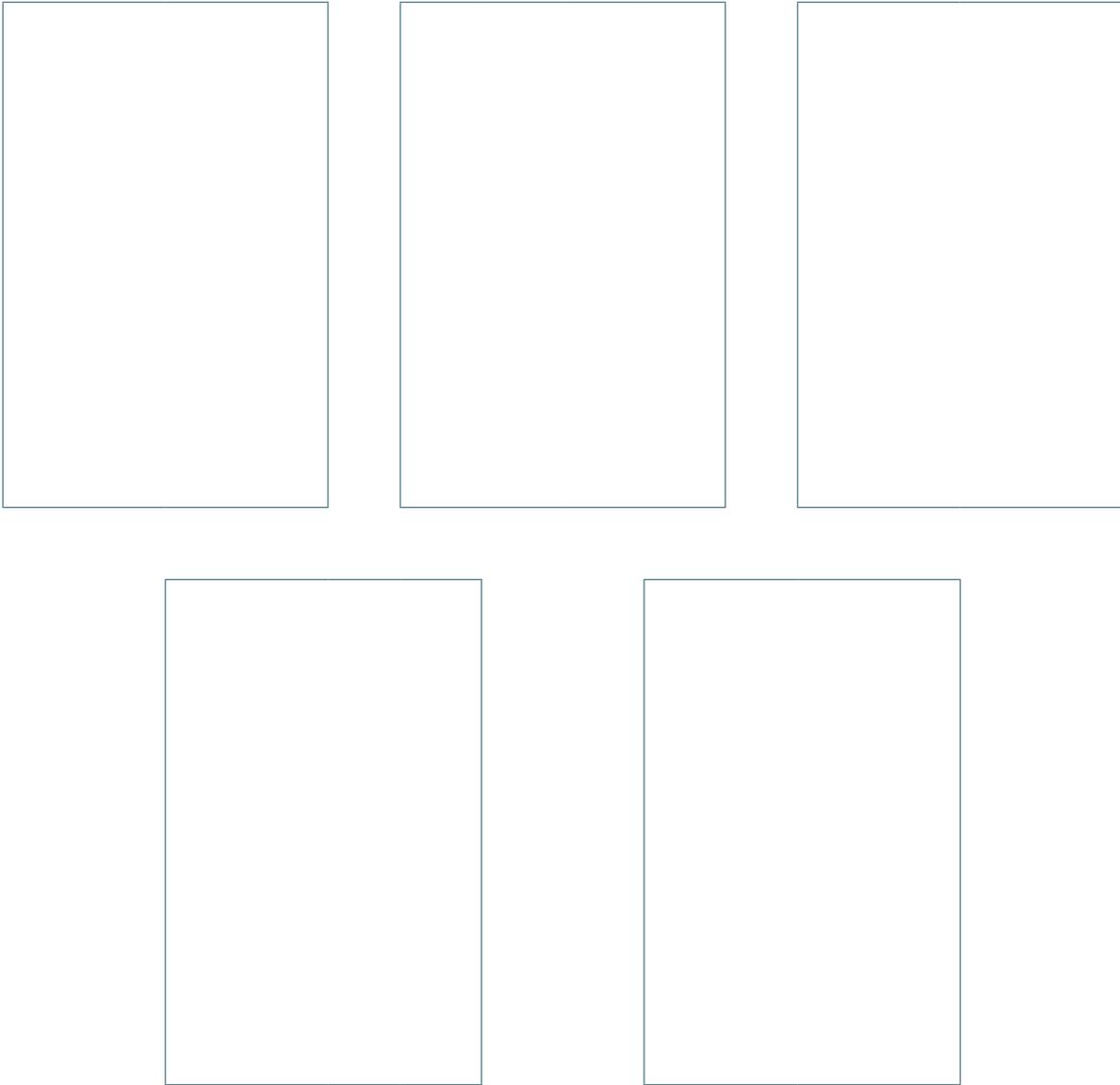
Signed Katherine Zellerbach

Director of Environmental Services

Tool 7: Pictures Recognition Poster

Take pictures of staff engaging in positive performance. Or take pictures of staff who have been complimented by their customers for WOW performance. Make prints and tape them onto a poster that you display in a visible spot. Change the pictures OFTEN.

THANKS! You're Making It Happen!



B. Department and Team Recognition Tools

Tool 8: Poster

“Each of Us Is Key!”

Even though my typewriter is an old model, it worked well except for one of the keys. I wished many times that it worked perfectly. It is true that there are forty-three keys that function well enough, but just one makes all the difference.

Sometimes it seems to me that our organization is somewhat like my typewriter—not all the people are working together.

You may say to yourself, “Well, I’m only one person. I won’t make or break a program. But it does make a difference, because any program, to be effective, needs the active participation of every member. So, the next time you think you are only one person and that your efforts are not needed, remember my typewriter and say to yourself, “I am a key person in our organization and I am needed very much.”

Tool 9: Department Recognition Weeks/Months

Many (but not all) departments or professional specialties have annual months, days or weeks during which their specialty and its people are recognized for their contributions to health care. Encourage departments that do not have designated weeks or months to celebrate during Employee Recognition Week.

Goals of Department Recognition Weeks/Months

1. To recognize the work of the people in the department.
2. To recognize individuals and teams for outstanding performance.
3. To educate other departments/individuals regarding the work of the department.
4. To celebrate as a group/department the completion of a successful year.
5. To evaluate the past year and plan for the coming year—review goals, high/low points, take stock of how the department/people are doing.

Ideas for addressing each of these goals

- To recognize the work of the people in the department:
 - Use Video Monitors to recognize the department
 - Bulletin Boards and Displays with photos of staff at work
 - Pins and/or ribbons to make honorees more visible
 - Official proclamation from Administration
 - Banner or poster in public place for other departments, physicians to write congratulatory messages to the department
 - Banners or Greeting Cards

To	Outside of Card	Inside of Card
Security officers on security day Housekeeping Pharmacy Nursing	Everybody needs a sense of security, You make our house a home. You are a person of substance, NURSE: ‘The person who can help you, who’s there for you, who looks out for you.’	You give this to our guests. Thanks so much. Thank you for your sparkling HOSPITALity. Thank you for all you’re doing. Pools of appreciation on Nurses’ Day. Thank you for all you’re doing.

- To recognize individuals and teams for outstanding performance:
 - Case study to recognize an accomplishment—feature in employee newsletter.
 - Nominations for awards within the department. (Use values or standards to create categories of nominations.)
 - Individual awards to promote the values or standards that the department wants to promote
- To educate others regarding the work of the department
 - Open house for other departments
 - Display in public place
 - Article in newsletter, highlighting the work of the department
 - Crossword puzzle, word jumbles or other games designed to inform others about the work of the department. Give a nominal prize to those with correct answers, or hold a drawing if there are lots of people with correct answers.
- To celebrate:
 - Pot-luck party or luncheon in the department—everyone brings something
 - After work dinner—each person pays for self
 - Ice cream or yogurt party at lunch
 - Outside speaker
 - Games, contests in department that promote teamwork and/or help people get to know each other better

- Baby picture contest
 - Do a charitable activity together or make a donation as a group in honor of the week/month
5. To evaluate and plan:
- Hold are treat
 - Use staff meeting time to reflect on past year and plan for coming year
 - Get customer feedback to help with planning

Tool 10: Team Recognition at Staff Meetings

Build habitual attention to positive events and accomplishments by institutionalizing attention to these in your staff/team meetings.

Staff Meeting Idea: Quick Start-Up Sharing

Open the meeting by asking all group members to quickly take a turn completing one of these sentence starters:

- “One good thing that happened for me this week was...”
- “When I think about our team, I feel good about...”
- “One thing that we’re doing well is...”
- “One way we’re helping others here is...”
- Think of your own

Staff Meeting Idea: What’s Good About Now?

Pose this question. Have people either write nonstop for two minutes on it or conduct a large group brainstorm and write down everything anyone says. Rigidly reinforce one ground rule—“Nothing negative.”

Staff Meeting Idea: Openings and Closings

Create a ritual way to start and finish meetings that nudges people to focus on the positives around them.

- Open with, “What’s happening that’s been good since we last met?”
- End with: “Let’s end by reviewing what we’ve accomplished and what people have found gratifying about this meeting/week/month.”

Staff Meeting Idea: Public Thanks

Set a few minutes of meeting time during which you invite people to express any thanks to each other that they didn’t get a chance to say before.

Staff Meeting Idea: Proud Wave

- At the beginning or end of a meeting, announce, “We’re going to take time out to recognize each other at a personal level by conducting an activity called a Proud Wave.”
- Ask each employee to complete one of the following sentence starters. Then, go around and ask each person to share their sentence with the larger group.
 - “One service interaction I am most proud of this week is...”
 - “One difficult situation I handled skillfully this week was...”
 - “One way I’ve grown or changed for the better on the job is...”
 - “One way I’ve contributed to making things better here is...”
 - “One thing I’m proud of about our department’s services is...”
 - ...and other sentence starters you and your team devise.

Tool 11: Celebrations and Public Ceremonies

In this world of email, voice mail, cell phones and task orientation, celebrations and public ceremonies are precious opportunities to serve many functions.

- They are a way of observing an occasion.
- They can reinforce goals, milestones and accomplishments.
- They break routine and refresh people’s energy.
- They generate excitement, pride, team spirit, and optimism.
- They help people connect with one another, overcome isolation and build a sense of community.

Good times to celebrate:

- When you make a transition from one stage to another.
- When your team/unit meets an important goal, implements a new process, discovers a solution to a problem, receives positive feedback from customers, or learns something important.
- When you need to mark the end of a project or major effort.
- When you complete an important STEP in a project (You don’t have to have completed the project!)
- When people have been working hard and well as a team during tough times.
- To highlight role models of excellence for the rest of the team.
- To communicate priorities.

It’s best to explore different forms of celebration to keep things from becoming routine and predictable. Here are some guidelines:

- Be actively involved, so your staff knows the celebration is important to you. You don’t need to be a cheerleader if that’s not your style, but don’t fade into the background.
- Keep it upbeat! Get lots of ideas by having lots of people involved in planning and execution.

- Make it special and incorporate the values or cherished standards of the organization with a banner, a song, and a poem...some way to preserve the moment!
- Pull the celebration together around the people and the achievements you're celebrating. Otherwise, it's just another party.

How to create a celebration? Form a team. There are always enthusiastic and creative employees who love working on celebrations.

Caution: Without a strategic component, celebrations can become trivial or wind up reinforcing the wrong things.

C. Employee Involvement as Recognition

If you involve and empower employees, they will strengthen their stake in the organization and help you achieve improvements and high standards.

“Thanks” isn’t the only way to recognize employees. The first and foremost way to show respect for your employees’ talent and contributions is to listen to them, to involve them, to respond to their concerns and act on their ideas. You have the responsibility to receive and transmit upward through organizational channels pertinent employee opinions, problem areas, and ideas for improvement. The simple act of listening and advocating shows that you recognize employees’ valuable contributions to the success of the organization.

Tool 12: Service Quality Audit

The Service Quality Audit is a systematic process for obtaining your employees’ assessment of your department’s strengths and weaknesses, and identifying opportunities and suggestions for improvements. This operational audit looks at the inner workings of the department and has employees identify barriers that cause time delays, frustrations, hassles, efficiency breakdowns and added stress for employees, patients, family, visitors, other departments and physicians. In essence, these are the barriers that interfere with staff willingness and ability to deliver service quality. But beware: unless you’re ready to follow through with problem-solving, do not conduct the Service Quality Audit. It will raise employees’ expectations if the process is dropped, and your strategy will lose credibility.

To conduct this audit, set up an ongoing series of staff meetings. Consider beginning with a 15-minute introduction to the Service Quality Audit, followed by three one-hour meetings spread over no more than six weeks.

At the introductory meeting, explain the purpose of the Audit, and pass out the audit Worksheets (to follow). Acquaint employees with these worksheets. Convey your enthusiasm and be sure to give ample credit and acknowledgment to employees for their first-hand knowledge of problems in the department and for their ideas and know-how on how to fix them.

Let employees know up front that you’re expecting an avalanche of issues and problems to emerge, some problems you’ve known about and some that may be new. Let them know this will be an ongoing process—a brick-by-brick improvement strategy. You also want to be realistic with them and let them know that the problems they identify are likely to fall into four main categories:

1. Problems that can be fixed immediately.
2. Problems that are more complex and will need to be investigated further in order to understand the root causes and best course of action. These may require administrative approval if solutions involve large dollar expenditures.

3. Problems that are bigger than your own department, involve one or more other departments, and will require an interdepartmental problem-solving approach that you and your group can initiate.
4. Problems that may not be solvable because of factors beyond your control; i.e., space, staffing constraints, and more.

Assure employees that you want to hear it all, and even though a prior attempt to fix the problem didn't succeed, you still encourage them to mention everything on their minds.

- After the introductory meeting, post the Audit Worksheet and date and time of your next meeting in a visible place so it remains fresh in people's minds and triggers thinking. Allow two weeks between the time you introduce the Audit and the meeting to actually conduct it.
- Speak to as many staff members as you can between meetings to remind them about the upcoming Audit and to check on issues they have begun to identify. You want to convey the message that their individual input is important, and that you want their support. (Note that the same format follows for all three meetings.)

Process: Introduce the meeting by explaining its purpose: "We are about to begin the Service Quality Audit which I introduced to you recently. If you recall, the objective is to identify those problems within our department that are barriers to customer satisfaction for our patients, visitors, physicians and for other departments, as well as bafflers to our own job satisfaction and sense of accomplishment. We're going to begin working in smaller groups, filling out the Audit Worksheet that I showed you earlier."

Now:

- Divide total group into small groups of three. Counting off works best so you can ensure random mixing.
- Pass out Worksheet of the Service Quality Audit to each of the small groups. Ask each group to identify one recorder. Tell recorders not to worry about spelling or sentence structure but just to jot down the basic ideas.
- Allow approximately 35 minutes for small groups to complete the Worksheet. Make yourself available if groups need additional help or get stuck.
- Give a five-minute warning when time is almost up. Tell people that you realize they might not be completely finished, and that's OK.

After 35 minutes ask each small group to report back to the large group on

their "problems/consequences/recommendations." In round-robin fashion, hear one problem from the first group, then go to the next group and keep going around until all issues have been shared. If the same problem turns up on several people's lists, ask participants not to repeat the issue; however, if they have a different recommendation, by all means add it. After all groups have reported back...

- Collect the worksheets from each small group and thank the group for their hard work and valuable input.
- Explain to participants the process for follow-up.

The following form (extended) helps to structure employee discussion.

SERVICE QUALITY AUDIT: Worksheet

Service Quality Problems that Affect _____
(Customer group)

What specific systems, procedures or conditions seem ineffective in meeting the needs of these customers when they interact with our department? Pinpoint these, identify their consequences and provide your recommendations or suggestions.

Problems/System Practices/Conditions	Consequences	Recommendations
1.		
2.		
3.		
4.		
5.		
6.		
7.		

Tool 13: Employee Input Meetings—Building on Strengths

Input-gathering meetings enable you to hear first-hand the suggestions and ideas your employees have about strengths of your services and how to enhance them. This enables people to both focus on the strengths and also suggest constructive improvements.

Process

1. Introduce the meeting by explaining: “The purpose of today’s meeting is for us as a group to identify ways in which we can build on the strengths in our department, both in terms of the service we provide to patients, visitors and other employees, and also to enjoy the quality of work life for all of us.”
2. Divide the total group into small groups of three: “I’m sure everyone in this room has ideas about we already do very well. I’d like you to get into small groups of three people each.”
3. Assign task: “As a group, I’d like you to answer this: “What do we do well?” What are our team’s strengths?” Then, ask people to share these in the large group.
4. Now ask people to talk again in their groups about one strength that they are proud of and how to BUILD on this strength for the sake of customers and each other. Make point that the best laid plans often are those that build on strengths, not that address problems. Tell participants they will have just a few minutes to answer this question.
5. Explain the Ground Rules, which will allow this process to move along smoothly:
 - Be specific.
 - Focus on a strength and how to enhance it.
 - Don’t let the focus shift to problems.
 - Give each other a chance to talk.
6. After about 5 minutes, ask for the group’s attention. Then, ask them to contribute their ideas as you record them on the flip chart.
7. After you have noted all of the ideas, engage people in identifying those that are immediately do-able and ask for volunteers to develop a follow-through plan.
8. Thank the group for their input. Emphasize your pride in the strengths of the team.

Tool 14: Employee Brainstorm to Identify Customer Satisfaction Enhancements

Process

Explain to staff, “We’re going to spend 20 minutes brainstorming ideas for enhancing customer satisfaction. We’ll consider one of our customer groups at a time and do a brainstorm for each.

Invite them to brainstorm ideas for enhancing satisfaction—spilling out as many as they can as fast as they can—using the following categories as triggers.

- Service enhancements for patients
- Service enhancements for family members

- Service enhancements for physicians
- Service enhancements for other departments' satisfaction
- Service enhancement for this work team

Then:

- Identify the “Quick Wins” and figure out an approach to follow through with the team.
- Pick one long-term, high payoff idea and identify an approach to following through on that too.
- You'll not only compile a healthy list, but also you'll probably see commonalities that indicate a shared interest in several of the ideas generated.

Tool 15: The Bright Ideas Committee

Establish a process that invites and rewards good ideas and solutions to problems. Here's how one hospital set this up:

We Want Your Bright Ideas!

Give us your suggestions and you may earn some cash! All suggestions must be in writing—and please give us your name so you can be properly recognized for your brilliance!

The Bright ideas Committee will let you know within 30 days the status of your suggestion. Suggestions will be reviewed and categorized as one of the following:

- **Brilliant:** These are suggestions that directly impact the financial status of the hospital substantially (save or make money). Upon suggestion implementation and administrative approval, the employee is eligible to receive a Level 1 award. These suggestions must be doable, reasonable and sustainable.
- **Bright:** These are good ideas that are implemented but do not impact the financial condition of the hospital. Employees receive a Level 2 award for each implemented suggestion.
- **Beaming:** These suggestions are routine and appreciated, but they don't require extraordinary actions. Employees receive a thank you!
- **Glittering:** Suggestions that are not feasible at this time or cannot be implemented will get a thank you and we hope you try again!

Please be sure your suggestion is clearly stated and that you include the date you submitted your idea, your name, shift and department. Include your daytime phone number and/or email so we can reach you if we need more information.

Management personnel are not eligible for awards for suggestions related to their own work areas. However, they are eligible for implemented suggestions relating to other areas.

If you don't have a suggestion, but you do have something to tell us, please put your contribution in the Bright Idea box. We want to know what's on your mind.

D. Coworker and Peer Recognition Tools

Tool 16: Story Sharing

Use this idea as a focus for a periodic staff meeting and newsletter.

Gives staff the opportunity to share something meaningful and positive about themselves at work. AND gives staff the opportunity to listen with presence and caring. This powerful method builds relationships and mutual appreciation among your team and is a very satisfying vehicle for giving and receiving individual recognition.

People share in pairs or small groups, each person answering one the following questions (or think of your own). Ask people to listen with presence and caring attention to each other's stories.

Possible Trigger Questions:

- One time this week when I made a positive difference...
- Tell me about a specific time when you were moved by the privilege of being a _____. Who else was involved? What was it about the situation, colleagues, or you that touched you?
- When in the last month did you experience deep appreciation for your work? Share the circumstances, the people involved, what you did, how people responded. Tell the story.
- Tell me a time when your talent and expertise really made a difference to a team....a time when you felt a sense of awe or amazement because of the extent of the teamwork or cooperation. What did YOU in particular do that contributed to the overall success of the team? What did you value about others involved?
- What idea have you championed that initially met with resistance but ultimately led to an important outcome? What in you operated to bring about this result despite resistance?
- Tell the story of one service interaction or incident that you feel good about from the last week.

Optional: After folks share in pairs, everyone returns to the large group. Each listener then gives a public recap on what they learned from their partner and shares some words of personal appreciation/recognition.

Consider also publishing a periodic newsletter or magazine that includes people's stories of making a positive impact. (E.g. "We make a difference" storybook) This can really extend the recognition value of story sharing.

Tool 17: Mutual Award Ceremony

Have subgroups prepare a mutual award ceremony in which pairs of people prepare awards for one another and then present them in front of everyone.

Tool 18: Success Toasts

Invite team members to toast one another and the group, identifying people and actions that contributed to the success.

Tool 19: Public Thanks at Staff Meetings

Set a few minutes of meeting time during which you invite people to express any thanks to each other that they didn't get a chance to say before.

Tool 20: Pats-on-the-Back and Thank-You Grams

TO: All Nursing Staff

FROM: Nurses Week Task Force

SUBJECT: RECOGNIZING AND CELEBRATING EACH OTHER

As part of our celebration of Nurses' Week, we are giving you the opportunity to give a "Pat on the Back" to a deserving nurse. Attached is the "Pat on the Back" certificate. Fill in the name of the deserving nurse(s), your name (if desired, may be anonymous) and why you feel they deserve a "Pat on the Back. You may give more than one "Pat on the Back". Extra certificates are available from the Nurse Managers. Completed certificates should be returned by ____ to ____ . All will be displayed during Nurses Week on the bulletin board on the first floor. Recognition can be given to individuals from individuals or to a group from a group. We, the Nursing Task Force, offer the first 'Pat on the Back'. (See attached)

(Make a certificate in the shape of a hand....)

Thank-You Gram

To:

From:

Date:

I want to say thanks to you!

Why?

So, thanks! I really appreciate it!

Tool 21: Strength Bombardment

This wonderful approach promotes peer recognition, positive feedback, support and a sense of community.

Place each employee's name on an index card. Scramble the cards in a box or hat. Arrange the employees in a circle. Make one empty chair in the circle the "spotlight" chair. (Consider decorating it, e.g. with streamers or balloons.)

- Next, explain to your group how this strength bombardment will work.
 - Everyone's name is on a card.
 - You will select one card at a time.
 - The person whose name is picked sits in the spotlight seat.
 - For one full minute, the rest of the group bombards this staff member with everything they appreciate about him or her, emphasizing strengths (their contributions to the team's services and customers, something they appreciate or admire, characteristics they respect, acknowledgement for the way the person works with others, etc.)
- Continue selecting cards and spotlighting one person at a time until everyone has had a turn. Don't include a card for yourself (although someone might suggest that you get a turn, which is fine. If that doesn't happen, don't be disappointed.)
- Afterward, ask for reactions to the activity:
 - How did it feel to GIVE recognition?
 - How did it feel to RECEIVE recognition?
- Then, make a short pitch on the wonderful strengths people have and the dedication they contribute to their customers, each other and the organization.

E. Interdepartmental Recognition Tools

Tool 22: The Pickle Jar

Purpose: To say “thanks” to another department by giving them the jar filled with something you think they will like.

How it works:

- Each week, the jar will get passed from one to department to another.
- If you receive the jar, here’s what you do:
 - Enjoy the contents of the jar for a week
 - Decide which department you’d like to pass it onto
 - Decide what to put in the jar (e.g. candy or other food, toys, etc.)
 - At the end of the week, pass it on.
 - Don’t tell anyone where you are sending the jar.

Tool 23: Name a Food

Here’s a no-cost way for your department work group or team to say thanks to and publicly recognize another department work group or team: Name a food in the cafeteria in their honor!

- Check the monthly cafeteria menu and carefully consider the group of people you want to thank or recognize. What particular food seems appropriate for that group, E.g. OT Omelettes, or PT Pizza?
- Make special requests for foods not appearing on the regular menu, or for special recipes by speaking with Dietary or Food Services.
- The name given to the food will be assigned to that food for one day only.
- Give the honored department a certificate in advance of the day that they are honored. To heighten anticipation, the certificate will inform them of the day of their recognition, but will not inform them of the recognizing group or of the food named in their honor.
- On the day of recognition a poster or easel prominently displayed near the entrance to the cafeteria will announce the name of the food, the giving and receiving departments, and any special comments. Special comments may elaborate on the reason for recognition or may identify any individuals deserving special thanks.
- The blackboard listings in the cafeteria should announce the special food for that day.

- Name a Food is designed exclusively to recognize and thank groups. Recognition may be for a specific situation where a department, work group or team went “above and beyond” or for consistent excellence.

<p>Today’s menu features (name of food)</p> <p>named in honor of the fine work of the people in (name of department)</p> <p>This sincere thank you has been extended by (name of department)</p>

Tool 24: Walk in My Shoes

Purpose: To increase working knowledge and appreciation for another’s department and/or job.

Benefits:

- Inform staff from other departments of your department’s services
- Reduce friction between departments
- Learn first hand how another department functions
- Build interdepartmental respect and cooperation

Note: Visits can be arranged for very short periods of time (E.g. 1/2 hour).

Option 1: Invite Another Department to Walk in Your Shoes

- Figure out which department needs to know more about you:
 - Who needs information about some aspect of your service or how your department does business?
 - Who would benefit from learning how your department interfaces with other departments?
- Decide who would be a good host from your department:
 - Someone who can explain the selected areas of your services
 - Someone who understands their role in your department and how you fit into the larger hospital operation
- Contact the other department:
 - Set shared goals for the exchange
 - Select tentative dates
 - Work out a mechanism for feedback after the visit
- Announce the visit to the rest of your staff, including the goals
- Conduct the visit
- Get feedback!

Option 2: Walk in Someone Else's Shoes

- Decide who on your team would benefit from doing this
- Talk with that person about your goals and what you want them to learn
- Contact the other department
 - Set shared goals for the exchange
 - Select tentative dates
 - Work out a mechanism for feedback after the visit
- Announce the visit to the rest of your staff, including the goals
- Conduct the visit. Then ask for feedback and let your staff know how it went!

F. Patient Satisfaction Recognition Tools

Tool 25: Patient Feedback Loops

If any administrator or patient advocate receives or becomes aware of any complimentary letters from patients, their families, or other members of the public:

- Designate a department (e.g. Patient Relations) that will see that an appreciation certificate is sent from administration to any employee, department, unit, or team cited in the letter. Also, when appropriate, a letter may also be sent to the patient's attending physician.
- Insert a copy in the employee's human resources file.
- Reference the letter in the comments section of the employee performance review.
- Post employee pictures and letters where others can see them, e.g. on bulletin boards, in display cases, in the cafeteria. Also, include excerpts in the organization's newsletter.

Tool 26: "A Patient Thinks You're Great!"

THANK YOU! A Patient Thinks You're Great!	
Patient's Name _____	
Date _____	
Patient Comments: _____ _____ _____ _____	
_____ Supervisor	_____ President

Tool 27: “Please Let Us Know”

Form Inviting Patients to Compliment Employees

Please Let Us Know

Dear Patient:

We want you to feel that you are treated in a very special and caring way while you are a patient here. We encourage our employees to offer the personal touch that will make a difference for you.

Because this is so important to us, we want to recognize staff who show particular concern or caring to our patients. We want to identify those staff members, and we need your help to do this. If an employee has given you exceptional service, would you please fill in his/her name on the attached card below?

You’ve probably met people here in the following classifications. You may want to consider these various people in making your choice.

Admissions Counselor	Care/care managers
Chaplains	Financial Counselor
Floor Clerks	Food Servers
Hospital Volunteers	Housekeepers
Information Desk Personnel	Managers
Medical Records Staff	Nursing Assistants
Patient Care Associates	Patient Escorts
Patient Liaisons/Advocates	Pharmacists
Physical/Occupational Therapists	Physicians
Physician Assistants	Respiratory Therapists
Social Workers	Telephone Operators
X-Ray.Imaging Techniciansand other staff

Name _____

Title _____

Please tell us why you selected the person you did. What specifically did this employee do that impressed you?

Patient Name _____

Room: _____

Date of Admission: _____

May we have your permission to share your comments with the employee? Yes No

Please fill out the lower part of this card, detach on perforated line, and mail.

Tool 28: “Patient Delights” Board or Flier

In a prominent place, hang a bulletin board on which you post patient (or other customer) compliment letters/notes and positive survey comments. Or, if you don’t have an appropriate space, create a monthly flier of “Patient Delights” and put it in people’s mailboxes. Be sure to follow confidentiality guidelines. Bombard people with specific times they were appreciated by their customers for WOW behavior.

Tool 29: Milestone Recognition

Picture the football team patting one another on the back after a great play and moving immediately into planning their next winning move. That’s the spirit you want to capture with milestone recognition. You gather the team together, create a “Hurray for Us!” atmosphere and then engage the team in planning for their next, loftier goal and winning moves.

Recognize your department or team when group performance improves. Identify specific milestones or benchmarks that you will celebrate when staff reach them.

For instance:

- Present the results on a banner (E.g. “October: We received “Excellent” ratings from 5% more customers!” Or post a trend chart that shows this with enthusiastic pop-out words—“ta-daah!”

Good News

Patient ratings are up! Of those who responded to our March Survey, 94% said they would return if they need hospitalization. 42% said their overall impression of our hospital was GOOD and a whopping 55% said it was EXCELLENT. We’re doing BETTER! And YOU are making it happen!

- Offer a toast to the group with your admiration.
- Invite team members to toast one another and the team, identifying people and actions that they believed contributed to the success.
- Eat together or give people a token of esteem.

IV. Personal Accountability: How to Make Recognition a Routine

Develop a recognition routine, so you remember to recognize staff often.

- Create your own reminder system. How can you trigger your memory to perform recognition regularly? A weekly appointment in your PDA or email? A reminder message on your screen saver or in your voice mail?
- Supplement spontaneous recognition by dedicating a specific time when you'll take stock of recognition given and needing to be given. For instance, the last five minutes each day or on a Friday afternoon, ask yourself, "What has each person done right/well today (or this week)?" And jot them a quick note of appreciation. If you focus on what went right and give a little of yourself before going home, you'll sleep better and reap benefits while staff feel appreciated for their contributions.

Hold yourself accountable. Set a goal, remind yourself, keep track.

- Set a frequency goal. For instance: At least 5 thanks a day.
- Come up with a system to keep you on track. (For instance the "five dimes approach" in which you start with 5 dimes in your left-hand pocket and every time you appreciate someone, you switch a dime to your right-hand pocket. By the end of the day, you should have switched all of the dimes. There should be "none left.")
- Plot your progress. Figure out a way to track the frequency with which you are giving thanks or pats on the back to people.
- Figure out a system to make sure you are recognizing everyone and not missing any body systematically. E.g. List your employees. Also list 10 colleagues with whom you need to cooperate the most in order to be effective in your job. At the end of the day, run down the list and check off the people you thanked for something. Write a quick thank-you to 3 of the people you didn't thank, but with whom you had a good experience. Check their names off afterward. At the end of the week, review your list and send a thank you note to each person you didn't yet thank. When you really get good at habitually expressing recognition, you won't have much to write at the end of the week!

V. Other Resources on Employee Recognition

- Kouzes and Posner, *Encouraging the Heart*
- Bob Nelson, *1001 Ways to Reward Employees*
- Visit a party store or an educational supply store. Pick up ideas on how to celebrate people!
- www.Baudville.com (Their stuff is great!)
- Have on hand a boxful of symbolic recognition tokens of recognition (little plastic trophies, little kaleidoscopes for vision, light-bulb shaped stress balls for ideas, star pins, candy bars like 10,000 Grand, Chuckles, Symphony, Kisses, Kudos, and the like)

More Information in Our Solutions

The Language of Caring team appreciates you utilizing this toolkit and hope it proves valuable to you and your team!

As you look for higher-impact strategies for enhancing the patient, family, and team experience, we hope you consider the Language of Caring Solutions.



Language of Caring

Making Caring Visible.



Driven by a passionate commitment to strengthen the human experience in healthcare, Language of Caring® partners with healthcare organizations to make caring visible in all interactions with patients, families and coworkers. Grounded in decades of experience and research, our solutions engage staff and clinicians in providing a more empathic, patient-centered experience and creating a culture that makes caring its defining characteristic.

Our Process

Language of Caring engages nurses, clinicians, and all staff in developing evidence-based communication skills and strategies—for improved communication with not only patients but also colleagues. Competencies include:

Communicating with Empathy

Engaging Patients in their Care

Collaboration & Teamwork

Mindfulness and Presence

Difficult Conversations

And more...

Our Impact



Higher patient satisfaction scores and better online reviews



More referrals and a stronger reputation



Improved Patient & Family Experience



Enhanced Quality, Safety and Patient Understanding



Greater Employee Engagement and Reduced Turnover

Language of Caring Programs: Onsite, Team & E-Learning

Each program has a different format, purpose, and can be integrated for *entire* teams.



Language of Caring for Staff®

The original solution that empowers healthcare staff to make their empathy felt with patients, families and coworkers.

Format: Blend of onsite assessment, leadership development, facilitator training, habit-building and sustainability. Includes ten 30-minute modules with video.



Language of Caring for Physicians®

Engages and builds community among providers while helping them be better communicators with patients, families and colleagues.

Format: Blend of onsite assessment, leadership development, facilitator training, habit-building and sustainability. Includes eight 30-minute modules with video.



Communicating Empathy: The Heart-Head-Heart Method

The new program that prompts staff and clinicians to use the powerful Heart-Head-Heart method to make their caring and empathy visible.

Format: A “Do-it-Yourself” kit for skill-building and mastery. Includes one 60-minute module with video and participant handbooks.



Advanced Communication for Physicians

Sharpens the concrete competencies that build relationships, foster patient engagement and collaboration, and renew providers’ sense of purpose and well-being.

Format: CME e-learning course for individual completion. Includes eight 30-minute modules with videos and quizzes.

“I feel quite certain that we have selected the best partner on this journey to a culture of excellence. Seeing the program come together has made our team even more enthusiastic about bringing this curriculum to the rest of the organization. It was remarkable to see professed skeptics convert to believers in a matter of hours and I was shocked at the impact these sessions had on me personally.”

Edith Jones-Poland, MD. Medical Director, Desert Oasis Healthcare

Make caring visible in *your* organization.

Contact Jill Golde at jpgolde@languageofcaring.com or (314) 571-9607 to learn more.



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