Augusta Health

Leader Recognition Toolkit
2023

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Introduction

Team member recognition refers to acknowledging and appreciating the efforts, achievements and contributions of our teammates. Recognition celebrates the value of each individual and fosters a positive work culture.

As a leader, you should be receiving recognition and giving it. Timely appreciation is important no matter what level or role. It can be as easy as saying "thanks" or "great job". However, all recognition should not be reduced to two words. Real recognition that is truly meaningful, memorable and motivational requires more specificity in identifying the actions or behaviors being acknowledged. It should highlight the impact of the action made as far as driving results or affecting patient care.
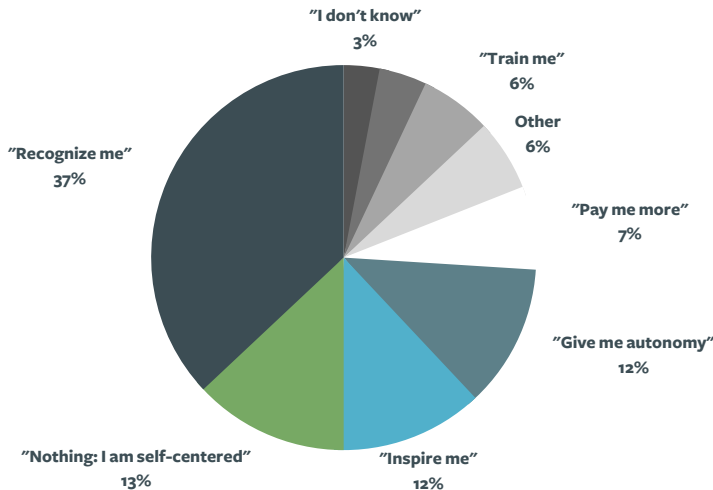
Use this toolkit to become a great recognizer! You'll find resources to guide you in.

- Acknowledging the contributions of your team members and peers.
- Using recognition to make your job easier.
- Overcoming the barriers that may prevent you from expressing appreciation.
- Recognizing desired behaviors and outcomes in a meaningful and genuine way.
- Recognizing behaviors aligned to Augusta Health's mission, vision, values and goals.

Team member recognition has long been a cornerstone of effective leadership. As the competition for talent escalates, the ways leaders show they value their team members have become more important than ever.

Recognition – A Driver of Great Work

Pie chart:
- "Recognize me" 37%
- "I don't know" 3%
- "Train me" 6%
- Other 6%
- "Pay me more" 7%
- "Give me autonomy" 12%
- "Inspire me" 12%
- "Nothing: I am self-centered" 13%

Research by Bersin and Deloitte shows that appreciation triggers the release of a hormone called oxytocin, which plays a significant role in social bonding and high spirits. This then leads to happiness and positivity in the workplace. Rewards and recognition are thus linked intricately and have a positive correlation to team member happiness.

An O.C. Tanner Team Member survey conducted between 2018 and 2020 included the question, "What is the most important thing that your manager or company currently does that would cause you to produce great work?" A clear pattern emerged. 37% of respondents said more personal recognition would encourage them to produce better work more often.

The study showed that affirmation, feedback and reward are most effective for motivating Team Members to do their best work.

No culture and engagement program can have as much impact as genuine appreciation and recognition from a direct leader. No matter which jobs, levels or positions you lead your actions have a direct impact. Your recognition actions create experiences that help team members enjoy their work. Your recognition actions create a more positive work environment and stronger engagement. When team members feel appreciated and valued, they try harder and achieve more.

While those are great advantages for team members, there are positive benefits for the leader expressing appreciation. Team members who are inspired to take on more responsibility drive goal achievement and success for their leader and team. Leaders feel pride and joy seeing others recognized. Other leaders will see your results and be inspired to recognize more themselves. With the increase in recognition, leaders will see improved engagement survey results.

How You Can Shape a Culture of Recognition

As a leader, you are connecting with your team members daily and know the small and large things they do to care for our patients and move Augusta Health forward. Whether you are sending a thank you note to your team members or giving them a high-five in a meeting, your shout-out matters! You can also give powerful feedback and recognition to people who are not on your team. If you find yourself working cross-departmentally on a project, share your feedback with team members you are working with (or their leaders.) This will have a positive impact on teamwork and collaboration.

Recognize through Your Critical Engagement Touch Points

- Call out and celebrate team and individual accomplishments during town halls (use story-telling or patient comments).
- Recognize others during rounding.
- Join your leader during their rounding to help recognize.
- Seek out front-line leaders and team members to recognize them.
- Send celebratory e-mails and thank you notes for team member anniversaries and awards, recognitions and accomplishments.
- Use regularly scheduled touch-base and update sessions (huddles, team meetings, etc) to recognize and celebrate accomplishments both big and small.

Why Is Recognition Important?

Team member recognition is crucial to a team as it enhances morale, motivation and engagement. In turn, this leads to increased productivity and retention. It fosters a positive work environment, strengthens relationships and promotes a culture of gratitude and loyalty. Recognition delivers measurable results and encourages the team to align behaviors with our organizational values. Recognition has a strong impact on engagement and engaged team members are more productive, bringing energy to the organizational team. Engaged teammates contribute new ideas and provide insight to leadership. They champion and live our values.

Understanding Motivation

Team member motivation refers to the internal and external factors that drive us to perform our best and achieve organizational goals, resulting in increased productivity and engagement.

The Role of Recognition in Motivation:

Recognition plays a crucial role in team member motivation as it acknowledges and rewards individuals' efforts and achievements. This fosters a sense of value and appreciation, which in turn boosts morale, engagement and overall job satisfaction.

Psychological Factors Influencing Motivation:

Psychological factors related to recognition, such as the need for social validation, sense of belonging and the desire for personal growth and achievement, play a significant role in team member motivation. These factors foster a positive self-perception, enhance self-esteem and increase intrinsic motivation to excel in our work.

"Recognition is not a scarce resource. You can't use it up or run out of it."

Benefits of Recognition

Implementing team member recognition initiatives can transform each of our individual teams into a vibrant, thriving organizational team by boosting morale, fostering a sense of belongingness, increasing teamwork and collaboration, and creating a culture where individuals feel valued, motivated and supported in their professional growth. Recognition improves team member retention. Research shows recognized team members are more likely to be emotionally engaged and stay longer with Augusta Health.

1 **Turnover creates more work for you!**

 Investing time and energy to recognize team members and the team as a whole, can prevent the need to spend time recruiting, interviewing and training replacement team members if an individual leaves their position.

2 **Turnover is disruptive to the team!**

Others must cover open shifts or increase their workload. Team members spend time training new teammates. This can decrease their own satisfaction and lead to a "stampede" effect, which may compromise patient care and cause safety concerns.

3 **Turnover is expensive!**

Frequently, shifts need to be covered with overtime. Training and orienting uses non-productive time. The Society for Human Resource Management (SHRM) suggests replacement costs can be as high as 50-60% of the annual salary of the position!

4 **Turnover creates vacuums!**

A team with long-tenured members maintains institutional memory.

Types of Recognition

Recognition can be small, in-the-moment words of gratitude and it can be large, organizational initiatives. The important thing to remember is that sustained recognition efforts help us all – both the receivers and the givers – feel connected to and pride in a purpose larger than just themselves.

1 Verbal Praise and Appreciation:
Expressing recognition through spoken or written words to acknowledge and appreciate team members' contributions and achievements.

2 Formal Gestures:
Appreciating through simple acts like a thank-you note, a small gift or a public mention in a meeting to acknowledge and recognize team members' efforts.

3 Peer Recognition:
Encouraging teammates to recognize and appreciate each other through peer-to-peer recognition programs, fostering a culture of mutual appreciation and support.

4 Team-Based Recognition:
Recognizing teammates as part of the local team, highlighting their collaborative efforts and contributions towards achieving team goals.

5 Flexibility and Work-Life Balance:
Acknowledging the importance of work-life balance by providing flexible work arrangements or time-off options as a recognition of our unique personal needs and commitments.

6 Training and Development Opportunities:
Offering learning and development opportunities such as attending conferences, workshops or specialized training programs to recognize team members' potential and invest in their growth.

7 Team Member of the Month/Quarter/Year:
Recognizing outstanding team members by awarding them the "Teammate of the Month," "Teammate of the Quarter," or "Teammate of the Year" to showcase their exceptional performance and dedication.

8 Promotion and Career Advancement:
Offering opportunities for career growth and advancement as a form of recognition for team members' hard work, dedication and competency.

9 Performance-Based Incentives:
Providing financial or non-financial incentives such as bonuses or performance-based rewards to recognize and reward exceptional performance.

10 Formal Awards and Certificates
Recognizing team members through formal programs that include awards, certificates or plaques to celebrate outstanding performance or milestones.

Communication and Engagement Strategies

Recognition can be delivered in myriad ways. Employing multiple channels helps keep recognition from becoming tedious or monotonous.

1 One-on-One Meetings:
Engaging in regular individual meetings to discuss progress, provide guidance, help individuals overcome concerns or challenges, and offer recognition.

2 Team Meetings and Huddles:
Conducting team meetings and huddles to communicate updates, celebrate achievements, recognize individual and team contributions and foster a sense of unity and collaboration.

3 Regular Feedback and Performance Reviews:
Providing constructive feedback and conducting performance reviews to agree upon expectations and recognize achievements.

4 Mentorship or Coaching Programs:
Connecting individuals with experienced team members who can provide guidance, support and recognition, fostering a culture of learning and development.

5 Feedback Mechanisms:
Implementing surveys or other feedback mechanisms to gather opinions, suggestions and ideas, ensuring individual and collective voices are heard and valued.

6 Newsletters:
Sharing organization-wide or departmental newsletters to highlight Team Member accomplishments, milestones and success stories, promoting a culture of recognition.

7 Internal Communication Channels:
Leveraging internal communication channels, such as Pulse, e-mail, Teams or Shining Star e-cards, to share stories, achievements and recognize team members' accomplishments across the organization.

8 Social Media Platforms:
Utilizing online platforms or tools that allow Team Members to recognize and appreciate their peers publicly, fostering a culture of social recognition and engagement.

9 Leadership Communications:
Encouraging your leader to regularly communicate with your teams, providing clear direction, creating an open and supportive environment for engagement, and offering recognition.

10 Public Recognition Events:
Organizing special events, such as award ceremonies, town halls, or teambuilding activities, to publicly acknowledge and honor team members' achievements and contributions.

The Role of Leadership in Recognition

You play a crucial role in recognition by setting the tone and creating a culture of appreciation and acknowledgement. Effective leaders actively observe and identify team members' achievements and provide timely and specific recognition. You have the opportunity to ensure your recognition efforts are fair, consistent and aligned with organizational goals. Through these efforts you will foster a positive work environment and motivate your teammates to perform at their best.

Your Role in Building a Culture of Recognition

You play a pivotal role in building a culture of recognition by modeling and promoting an attitude of gratitude. You can help establish formal recognition programs, encourage informal gestures of recognition, provide training on effective recognition practices and consistently communicate the importance of recognizing and celebrating team member achievements. By demonstrating a commitment to recognition, you will inspire others to follow, fostering a culture where appreciation becomes ingrained in our organization's DNA.

Your Role in Recognizing Team Members

Your role in recognizing your team members is critical for creating a positive work environment and motivating individuals. Your recognition efforts will directly lead to increased engagement and productivity.

Overcoming Barriers to Recognition

Overcoming barriers to Team Member recognition requires a proactive approach that involves addressing common obstacles such as lack of awareness, inconsistent practices and limited resources. By providing training on the importance and methods of effective recognition, and allocating appropriate resources, you and your teammates can overcome these barriers and create a vibrant culture where recognition thrives.

**Complete the Self-Assessment of Barriers to Giving Recognition found on **

Leader Expectations

Recognition is vital to building a strong cohesive team. When team members demonstrate an extraordinary drive to deliver for our patients and families, our community – and most importantly – each other, it deserves recognition! Recognizing teammates who embody the Augusta Health Way by living our values is an important piece of our commitment to each other.

Recognition supports our mission to strengthen the health and well-being of all people in our communities. It demonstrates our values of Patient and Community Centeredness, Professionalism, Excellence and Teamwork! Additionally, recognition is vital to achieving our strategic plan, Journey 2025. Through our last engagement survey, our team asked for a more cohesive recognition program which demonstrates "Investing in Us".

As leaders, it is imperative we lead by example and adhere to the recognition expectations we have set forth. Recognizing and appreciating the contributions of our teammates is not just a suggestion, but a fundamental part of our leadership responsibility. All of us must make it a priority to consistently acknowledge and celebrate the achievements of our team members, fostering a culture of recognition and cultivating a motivated and engaged workforce.

Be a Recognition Champion: Lead by example, recognize your team and build a culture of recognition within your department.

Encourage Celebration: Make time for team members to attend recognition events to build our recognition culture.

Leverage the Recognition Toolkit: There are many resources available to assist you in the recognition journey. This toolkit is new for 2023!

Utilize the Recognition Programs: Send at least one Shining Star e-card each week. Nominate team members within and outside of your department for Values Role Models, DAISY and PETAL awards. Display an Attitude of Gratitude and reinforce this behavior among your peers and your team.

Personalize Your Recognition: Engage with team members to recognize their efforts based on their personal preferences. Use the Team Member Recognition Preference Profile Form on

Change Your Methods: Utilize a minimum of two different leading practices and be creative!

How can you get your team involved?

To promote teambuilding, build ownership, leadership skills and a recognition culture within your department, involve your team! Recognition champions can create meeting agendas, publish a department newsletter, coordinate professional week activities and coordinate contests and drawings. You can create a recognition team to bring the recognition culture to life, with your active involvement.

Leading Practices

This section explores leading practices for effective recognition, offering actionable strategies to cultivate a culture of appreciation and motivate Team Members. From providing timely and specific recognition to promoting peer-to-peer acknowledgment, these practices will empower you to create an environment where recognition becomes a catalyst for engagement, productivity and organizational success.

Department Huddles (daily or every shift)

Daily (or every shift) huddles bring forward immediate or urgent issues. Huddles can be used to communicate operational situations, highlight desired behaviors (stories of safety successes, patient centered care or team centered care) and celebrate departmental milestones.

Pro-Tip: Consider a standard format for each huddle and incorporate contests for added excitement such as "best patient safety story". Ask the team to share their stories with the huddle group.

Departmental Rounding (daily)

Leadership rounding within your department allows you to engage with individual team members. Soliciting direct feedback, reinforcing culture and expectations, and recognizing team members on a regular cadence allows you to highlight and encourage positive behaviors and outcomes, remove barriers and build personal relationships with each teammate.

Key Stakeholder Rounding (bi-weekly)

Rounding on key stakeholders external to your department provides many opportunities for recognition. Soliciting input on who is exceeding expectations allows you to recognize your team member (Shining Star and in huddles) and build relationships between departments. Contact Patient Experience for more information about the MyRounding tool.

Team Member of the Month

Create a team member of the month award, and present at team meetings. Recognize those who demonstrate our mission, vision and values.

Team Meetings (bi-monthly)

Regularly scheduled team meetings give you the opportunity to align departmental performance. These meetings provide for two-way communication and may be used to communicate changes to department operations since the last team meeting and solicit feedback. Recognition should be built into each meeting.

Pro-Tip: Did you know that you can invite different speakers based on their area of responsibility within the department? External speakers can be engaged to highlight organizational initiatives or interdepartmental collaboration.

**Wellness Activities
(tie into Team Meetings)**

Create a culture of health and wellness in your department. Empower your team to adopt healthy habits for total wellbeing. Encourage walking meetings, time away from desks and promote a healthy work-life balance. Encourage your teams to sign up for Augusta Well Together.

One on One Quarterly Meetings

Meeting one-on-one with each team member supports open dialogue and feedback between you and your team. Regularly-scheduled, short meetings align with the performance experience expectations for leaders.

Pro-Tip: Did you know that you can document your short conversations in HealthStream? This allows you to follow up on issues discussed and the documentation will be helpful in creating annual reflections and developmental plans.

Goal Setting Annually

Hospital goals should be supported throughout the organization. By cascading goals from the board of directors through frontline team members we align our actions to achieve those goals. This allows every member of the team to see how they contribute to outcomes and recognizes their contribution. Building a goal into the performance experience recognizes each team member's role in achieving our shared goals. Goal setting should be part of professional development discussions with team members.

Pro-Tip: Did you know that working with team members to create goals is a pathway to professional and career development?

Annual Department Award Ceremonies

You can build excitement by recognizing a team member of the year (or in multiple categories depending on departmental roles) at an awards ceremony. Feature their accomplishments, contributions and involvement in the department and the hospital. Including testimonials from peers and stakeholders will help promote a positive work environment.

Departmental Celebrations

Celebrate birthdays, anniversaries, holidays, etc, with decorations or a carry-in luncheon. Include all shifts.

**Thank You/
Birthday/Anniversary Cards
(timely)**

Sending recognition to a team member's home is a high-impact action. Whether it be a greeting card or a heartfelt, handwritten thank-you note for a specific, well-done task, you can recognize them in a personal and meaningful way.

Pro-Tip: Did you know you can create a spreadsheet from the data in UKG of key dates for each team member. You can then sort it by month and update with each new team addition? This will allow an easy method to know who to recognize when.

Leader Guide to Onboarding

Utilize for information and templates to enhance your new hire's experience.

New Team Member Welcome (before start date at time of hire or transfer)	It is important to engage new team members in our culture before they even start! By reaching out via e-mail to new team members you establish a relationship expectation of open communication. Template e-mails are available for customization if desired. Introduction and welcome to the department, dress code, and initial schedule are all appropriate communication topics. Opening the door to questions encourages early engagement.
Skip-Level Meetings (within 90 days of hire or one time for existing team members)	When appropriate, arranging a meeting between individual or small groups of your team members and your supervisor allows for direct, open communication. This lets the team member know the importance of their voice. It is also an opportunity for the next level of leader to understand the needs and concerns of frontline team members. Topics to discuss can include the leader's vision for the department and how the department fits into meeting organizational goals, tools needed to better perform frontline expectations, and ways to improve efficiency. The goal for this meeting is ENGAGEMENT and to let the team member know how important they are!
Professional Weeks and Months	Professional organizations provide resources to celebrate different professions within departments and the hospital. Carry-in meals, contests, etc are all great low-cost ways to recognize your team.
Round Tables/Task Forces (ad hoc)	By engaging sub-units of your team to brainstorm and provide suggested actions on specific issues you recognize their expertise. Stakeholders within the department can provide exceptional clarity on issues and be part of resolving problems.
Recognition Competitions	Utilizing Shining Star e-cards, or another form of recognition to create a departmental contest to generate excitement around recognizing teammates can create an attitude of gratitude within the department.
Departmental Newsletters	Did you know that a departmental newsletter (print or e-mail) is a great way to enhance communication within the department? You can boldly feature recognition as a standing item in your newsletter.

Pro Tip: Newsletters can be stored on a department Website within Pulse and be made searchable for future reference. |
| Gratitude Board or Bowl | Give team members the opportunity to share their gratitude for each other on a daily basis and select a winner from the entries each month for a small token recognition. |
| CACTUS Award | The Cactus is a symbol of endurance. There are almost 2,000 species of all shapes and sizes. Cacti are adaptable, resilient and thrive in difficult environments. Use this award to recognize resilience and those that overcome struggles! |

Recognition Celebrations	Utilizing Shining Star e-cards, or another form of recognition to create a departmental contest to generate excitement around recognizing teammates can create an attitude of gratitude within the department.
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Inspiring Team Member Award	Recognize team member strengths with fun awards like excellent listener, recognizing others, creativity, etc.
External Resources	There are a number of excellent resources available through the public library or personal collections. They can provide ideas and tools to enhance your recognition skills. Some excellent resources are: 1501 Ways to Reward Employees by Bob Nelson, Hardwiring Excellence by Quint Studer, Results That Last by Quint Studer, FYI – For Your Improvement from Korn Ferry, and Crucial Conversations by Grenny et.al.

Customizing Recognition

The importance of personalizing each recognition effort lies in acknowledging the unique qualities and contributions of individual team members. By tailoring recognition to their preferences, strengths and aspirations, it demonstrates genuine appreciation and makes team members feel valued, increasing the impact and effectiveness of the recognition. This personalized approach fosters a deeper connection, boosts morale and enhances the overall experience, leading to higher levels of engagement and satisfaction. Encourage your team to complete a Team Member Recognition Preference Profile Form (page 21) and share with the team. This will help you and your team respect the recipient's wishes.

Augusta Health is comprised of a diverse team of unique individuals, each bringing their own backgrounds, perspectives, skills and experiences. This diversity fosters creativity, innovation and a wealth of different ideas, enabling us to tap into a wide range of talents and perspectives for better problem-solving and decision-making. Recognizing and appreciating this diversity is crucial for creating an inclusive and harmonious work environment that values and leverages the strengths of each individual.

Augusta Health Recognition Portfolio

Welcome to our organization's recognition portfolio, a comprehensive collection of initiatives and programs designed to celebrate and appreciate the exceptional efforts of our teammates. From formal recognition programs to informal gestures, our portfolio offers a range of options to honor achievements, foster a positive work culture and inspire continuous excellence throughout our organization.

At Augusta Health, we lift up each other and celebrate together through our recognition programs.

Shining Star Program

The Shining Star program provides for fun, in-the-moment recognition of teammates through electronic cards of appreciation. Shining Stars can be sent from the website or from a phone app. Every team member - front-line through executive - is eligible to give and receive Shining Star e-cards.

Values Role Model	Values Role Models are awards presented quarterly to an individual or group who demonstrate one of our core values. The awards highlight exceptional performance related to Patient and Community Centeredness, Professionalism, Excellence, and Teamwork. While everyone is able to submit a nomination for a Values Role Model, awards are geared for front-line team members. Exceptions for leadership inclusion are made for group nominations.
Recognition Celebrations	Throughout the year, Augusta Health demonstrates appreciation for our team members with various events, celebrations and gifts. These include Team Member Appreciation Spirit Day, Hospital Week, as well as holiday meals and gifts throughout the year.
DAISY Award	The DAISY (Diseases Attacking the Immune System) Award is an international recognition program honoring and celebrating the skillful, compassionate care nurses provide every day. The DAISY award is a pinnacle award for extraordinary nurses!
PETALS Award	The PETALS (Professional Extraordinaire that Always Lends Support) Award is a program administered by the nursing division to thank those who partner with nurses in caring for our patients and families. The PETALS Award is presented monthly to a nursing support partner (PCT, CAN, EMT, and/or MHW) who exemplifies extraordinary service in the performance of their job.
Augusta Health Leadership Excellence Award	The Augusta Health Way Leadership Excellence Award is a recognition program for members of our leadership team. Augusta Health is proud of our leaders and recognizes those who exemplify the application of our values and demonstrate key leadership qualities to engage their team and achieve positive outcomes. All levels of leadership are eligible for the Augusta Health Way Leadership Excellence Award.

Nursing Excellence Award

Nurse of the Year: This award is given to nurses who demonstrate qualities of compassion, teamwork, knowledge and excellence. These nurses exhibit high levels of professionalism, clinical expertise, excellence in patient care, fosters patient-centered care, leads by example, and acts as a mentor and role model to other staff. RNs and LPNs are eligible for the Nurse of the Year award.

Nurse Leader of the Year: This award is given to individuals who are registered nurse leaders. They role model caring behavior, display professionalism at all times and have a passion for nursing excellence. These individuals exhibit a strong leadership image that focuses on providing patient-centered care. These leaders ensure a healthy dynamic environment that is healing and support empowered professional practice, which improves quality patient care. Charge nurses, clinical coordinators, nurse managers, nurse educators, nursing directors, RN office managers, and those in nursing leadership roles are eligible for the Nurse Leader of the Year award.

Nurse Support Staff Member of the Year: Recipients of this award must be dependable and patient focused, and work well with the team while advocating for their patients. They must be invested in Augusta Health's core values. They might also be involved in unit improvement measures that promote patient satisfaction and increase unit morale. PCTs, CNAs, EMTs, MHWs, CMAs and clerical roles are eligible for this award.

Friends of Nursing: Several awards are presented to hospital team members who support the nursing mission at Augusta Health. Hospital team members outside of the nursing division are eligible for this award.

Service Award

Milestone service awards celebrate team members' dedication to Augusta Health. Milestone gifts are sent for first, third, and five-year increment anniversaries. All team members that are directly employed with Augusta Health are eligible for milestone service awards.

Team Member Success Sharing

Based on hospital performance on financial and patient satisfaction goals, team members are eligible for a financial bonus. These bonuses recognize each individual's contributions to achieving the organizational team's goals.

Retirement	Augusta Health demonstrates its appreciation for all retiring teammates who are at least 55 years of age. Recognition is tiered based on years of service. Retirement recognition is available to all team members, including contractors.

Leader Recognition Toolkit

Leaders at Augusta Health have a toolkit of resources available to assist with recognizing their team. The toolkit includes a box of physical recognition tokens, as well as this playbook, which provides resources on available programs as well as ideas on how to cultivate a culture of recognition.

Team Member Discounts

Through our partnership with Vizient (click here for more information), team members are recognized with myriad discount goods and services, including wireless phone service, computer hardware and software, office supplies, home products and services, theme park tickets, travel services, and giftware. Within Augusta Health, discounts are available for movie tickets, pharmacy products, and much more! All individuals connected with Augusta Health are eligible for these discounts

Birthdays

At Augusta Health, we celebrate each year you continue to grow with us. On your birthday, you're provided the opportunity to receive either a free meal or a movie ticket. All team members on Augusta Health payroll are eligible for birthday gifts

Professional Day/Week Celebrations

Many professions have designated days, weeks or months. Please consult with the appropriate professional associations for resources on celebrating individual departmental recognition events. Augusta Health as a whole celebrates Hospital Week. Departments and occupational roles are encouraged to develop celebrations and advocate for more awareness of their fields.

Conclusion

Team member recognition plays a vital role in fostering a vibrant and thriving culture. By acknowledging and appreciating the efforts and contributions of our teammates, Augusta Health can create a positive and motivating work environment. Recognition enhances job satisfaction, boosts morale and promotes engagement and loyalty. It cultivates a culture of continuous improvement and innovation – A culture where teammates feel valued and empowered to go above and beyond. Ultimately, investing in recognition not only benefits the individual receiving recognition, it also leads to increased productivity, improved teamwork and long-term organizational success. As organizations strive to thrive in today's competitive landscape, embracing a culture of recognition is essential for attracting, retaining and developing top talent, and for building a sustainable and prosperous future together.

The expectation that every leader champion recognition is not only an essential function of their role, but also is a crucial element for their success. Leaders set the tone for our organizational team and play a pivotal role in shaping the culture and environment. By actively demonstrating and promoting recognition, leaders create a powerful ripple effect that permeates throughout the organization. When leaders model the way and foster an attitude of gratitude, they inspire and empower their teams to do the same, resulting in a vibrant and thriving culture of recognition. Team members feel valued, motivated and connected to our organization, leading to increased productivity, improved morale and higher levels of engagement and loyalty.

Leaders' commitment to recognition not only enhances individual and team performance, but also strengthens the Augusta Health brand, attracting top talent and positioning our organization as THE employer of choice. Therefore, it not only is expected, but it is imperative that every leader leads by example, embracing and championing recognition as a fundamental aspect of their leadership responsibilities, to sustain a culture of recognition and foster a vibrant and thriving organization.

What's in it for me?

Fostering culture of recognition offers you a multitude of benefits! By actively promoting team member recognition, you'll create an environment that cultivates positive relationships, trust and collaboration with your team. This, in turn, leads to improved engagement and morale, resulting in higher productivity and enhanced performance. When you embrace recognition you have the opportunity to develop stronger connections with your teammates, understanding their individual strengths, needs and aspirations. This enables you to effectively align tasks, responsibilities and development opportunities to maximize team member growth and job satisfaction. Furthermore, by nurturing a culture of recognition, you can build your own leadership reputation and credibility, as you're seen as supportive, appreciative and invested in your team's success. This can lead to increased loyalty, commitment and retention of talented teammates. Ultimately, when you prioritize recognition, you not only contribute to a vibrant and thriving work environment but you also experience personal growth and professional fulfillment, as you witness the positive impact of your own leadership on individual team members, your own team and the organizational team as a whole!

Appendix

This appendix features valuable information, including infographics, a team member recognition checklist and a team member recognition survey. Please review these resources when designing your own team member recognition strategy. The information included in this section may require some customization, and it should only be used as a framework.

Please consult with Augusta Health Organizational Development if you have any questions about these materials or any other content in this toolkit.

Self-Assessment of Barriers to Recognition

Review the statements below. Put a check next to each statement that reflects a barrier that keeps you from giving recognition. Be brutally honest with yourself. Feel free to add your own statement as well. Follow up with the Organizational and Talent Development Department and/or your supervisor to discuss ways to overcome potential barriers.

- ☐ I keep meaning to give people recognition, but I'm just so busy – the opportunity always seems to slip by.
- ☐ Giving recognition is awkward – for me as the giver and for the receiver.
- ☐ I haven't recognized people in the past. If I start now, they'll probably think I have a hidden agenda.
- ☐ I don't have time to pay attention to what other people are doing.
- ☐ People know when things are going well; they don't need to hear it from me.
- ☐ People are just doing their jobs. What's the big deal?
- ☐ It's not a part of our culture. My leader doesn't recognize me.
- ☐ We have programs that take care of recognizing people. I don't see it as my responsibility.
- ☐ I save my recognition for really big accomplishments. That way, it means more.
- ☐ I hesitate to recognize someone for one accomplishment when the rest of this person's work has not been up to par.
- ☐ I'm worried that if I single out one person for their accomplishments, others in the group will feel slighted.
- ☐ I'm not always there to see the day-to-day performance of people on my team.
- ☐ Why should I recognize people who never recognize my own efforts?
- ☐ I'm uncomfortable recognizing people that I do not supervise
- ☐ Other:

_____

_____

_____

Team Member Recognition Preference Profile Form

Honor your team members by getting to know their preferences and what motivates them related to recognition. You can have your teammates complete the profile below and consult it when it is time to recognize them for positive outcomes, accomplishments and behaviors.

Team Member Name: _____   **ID:** _____

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

1. What name do you prefer to be called?	
2. What are your hobbies?	
3. What place do you refer to as "home"?	
4. What types of books, movies or music do you enjoy?	
5. Do you have children? If so, what are their first names?	
6. What's your favorite sport(s) and sports team(s)?	
7. What is your favorite type of food?	
8. What are the important relationships in your life (family, friends, pets, etc)?	
9. What is your favorite pastime (culture, outdoors, reading, crafting, etc)?	

10. Add a check mark, circle or fill in the blank to any recognition/activities that match your preferences.

- I prefer public acknowledgement in:
  - ☐ Small group setting
  - ☐ Department meeting
  - ☐ Public stage
  - ☐ All of the above

- Treat or favorite snack (Please list your favorite):_____

- Restaurant or coffee gift card

- Personalized notes

- Challenging/rewarding assignments

- Rewards (circle): award or certificate (framed) | small gifts | both

- Augusta Health branded merchandise

- Sporting tickets

- Movie tickets

- Favorite plant/flower (please list):_____

- Other: _____

11. Rank your preferred language of appreciation (1=most preferred, 4=least preferred.)

Language of Appreciation	Examples	My Preferred Language (Rank 1-4)
Words of Affirmation	Verbal or written praise and words that communicate a positive message of thanks and appreciation for a job well done.	
Acts of Service	Pitching in and offering me support with a task as a "thank you" or gesture of support or appreciation	
Tangible Gifts	Presents, treats and tokens of appreciation to acknowledge my contributions and milestones.	
Quality Time	Intentional, thoughtful, focused and meaningful efforts to connect whether it is virtual or in person; examples might be regular check-ins and information social catchups.	

Recognition Tips

As leaders of Augusta Health, you have the ability to develop and shape our culture. Simple actions can transform a team member's experience from good to great! Building recognition into your routine will make a significant difference in the team member's experience and engagement.

Tips for Effective Recognition

- Thank the team member in person, either in a private meeting or in a group setting, depending on their preference. Acknowledge the team member's successes and express appreciation for the good work.
- Give rewards in a timely fashion. Acknowledging the success right away lets the team member know you noticed what was done and that you appreciate the effort.
- Be sure your recognition is linked to our values and mission. While recognizing a team member, tie the reason for the recognition to our mission or their behavior to our values.

Remember! You can't over recognize someone for behaviors that are worth receiving an award.

Personal Note

- Send team members a personal or handwritten note to show appreciation for their efforts. Team members often appreciate this personal connection.
- Manage your team by providing information to your leader and asking them to recognize the team member. Higher level recognition builds engagement.

Team Event

- Organize a team event like a lunch, party, or outing, where the whole team can enjoy the celebration together. This method of recognition can be used when a team overall has performed well and is a good teambuilding effort that encourages positive team performance.

Job Enrichment

- Expand or change the work responsibilities of team members who love challenges. Some team members enjoy stretch projects and the best way to recognize them is to provide more opportunities, while being mindful to not impose a "performance penalty".

Tips on How to Recognize Others

More Recognition Tips

- Use praise.
- Increase team member visibility.
- Practice open communication.
- Create opportunities to solicit individual opinions on issues facing the department and allow them to have a voice in decision-making.
- Create opportunities for individuals to work on a special project that encourages their professional development.
- Engage in regular feedback and performance conversations.
- Mentor high performers as a means of succession planning.
- Encourage additional training or certifications that allows the individual to learn a new skill.
- Contact the Organizational and Talent Development Department. We are always happy to help!

Tips on How to Recognize Remote Team Members

At this point, there's no denying that remote work is part of our new normal. In the rapidly-evolving remote landscape, leaders must recognize the importance of recognizing their virtual Team Members. By actively embracing remote work and including virtual Team Members in the recognition process, leaders can foster a sense of belongingness and ensure remote teammates remain engaged. Recognizing virtual teammates' contributions not only boosts their morale and motivation but also enhances their loyalty and commitment to the team. If organizations don't act, team members may lose their sense of connection to its culture and values.

Why does virtual appreciation matter?

Even organizations that realize the importance of Team Member appreciation can have a difficult time developing a recognition program that meets the needs of remote workers. Without a centralized location all team members spend time in, natural opportunities to provide recognition are hard to come by. Here are 8 ways to build a great virtual Team Member appreciation program, starting with adopting a mobile-first Team Member recognition platform.

Tips on How to Recognize Remote Team Members

1 **Incorporate gratitude into your working routine:**
Team Member appreciation shouldn't just be for a single occasion but be part of your everyday culture. As you're working from home, team members often feel disconnected. That's why it's so important to share gratitude regularly.

2 **Treat them to a lovely meal:**
If you can't all be together for a team lunch, gift your team meal delivery credits or a gift card to a local joint.

3 **Home Office refresh:**
Help improve their workspace with a cute plant, a branded company mug, or even a sweet gadget. As a bonus: take some polaroids at your next in-person company event to make their home office cozy, comfortable, and full of team spirit!

4 **Host a virtual game event:**
Games are a fun way to improve Team Member engagement and experience peer-to-peer bonding. Schedule virtual game events for your Team Members and watch them get competitive like never before.

5 **As simple as this sounds, give them a call:**
Give your Team Member a call and thank them directly. This will show them that you don't just call them when something is wrong or when there's more work to be taken care of. Show them that your organization values its remote workforce and that Team Member engagement is a priority.

6 **Send them a shining star:**
Nothing says thank you more than publicly recognizing your team member by sending them a shining star and then posting it on the website for the entire organization to see!

7 **Virtual birthday parties:**
Acknowledging not everyone is onsite consistently, organize a time for all of the team to be on a video call together to celebrate virtual team members' birthdays.

8 **Virtual Coffee Breaks or Lunch Breaks**
Promote team camaraderie by encouraging virtual coffee breaks and lunchtime chats to include remote teammates.

By actively engaging with remote teammates and recognizing their accomplishments, leaders can create a culture of inclusivity and foster a sense of belonging, ultimately promoting a thriving and unified workforce that transcends physical boundaries.

All Augusta Health Team Members have access to an easy-to-use recognition program called Shining Star. This software can be accessed from our secure Intranet, Pulse, or from a mobile device, after initial setup.

Important: The Shining Star mobile app is called "Great Work" and requires an initial pairing with the Shining Star program on Pulse.

Accessing Shining Star from Pulse

1. From any work computer:

a. Click on the Pulse icon (our Intranet) located on the desktop.

b. Click the Information label.

c. Click Augusta Way.

Accessing Shining Star from Home Computer

1.From the Google Chrome search bar, type Augusta Health for Employees.

2.Click the link labeled For Employees

3.Click Secure Login and complete the verification steps.

4.Once you have access to your work desktop, follow steps 1a, 1b, and 1c

above to open Shining Star.

*Remote access to Shining Star requires Citrix remote network credentials from IT.
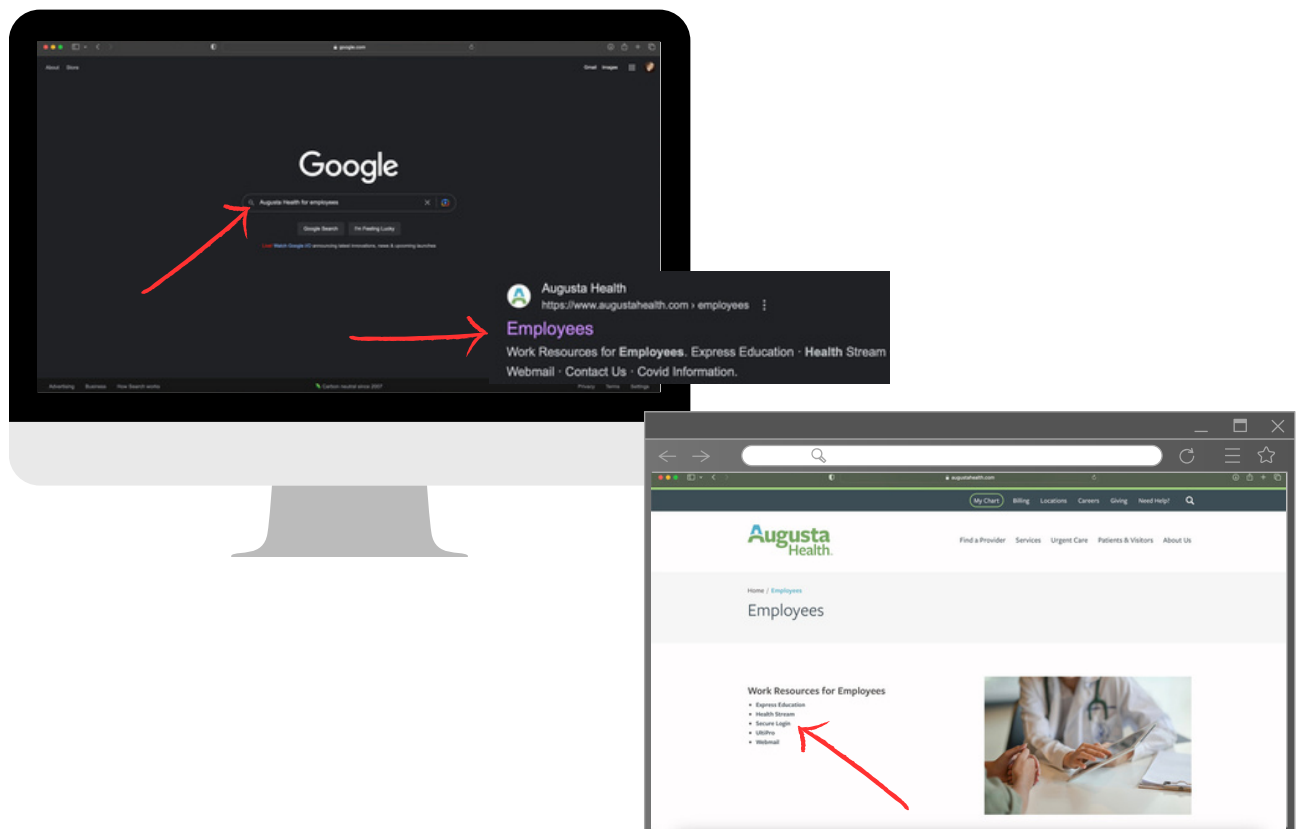
Sending a Shining Star eCard from Pulse>Information>Augusta Way

1.From the Augusta Way intranet webpage, under Recognize, click Shining Star E-Cards.

2.At the Shining Star home page, click the Appreciate button, located in the upper right corner of the screen.

3. At the Send appreciation pop-up window, either:
Click on a 'Recommended for you' name (these are members of your work team) or
Type a team member's last name in the search box

4. Click the Send eCard button (activates when a name is selected).

Note: If you want to send the card to additional recipients, click into the 'Who would you like to appreciate?' field and repeat steps 3b and 4.
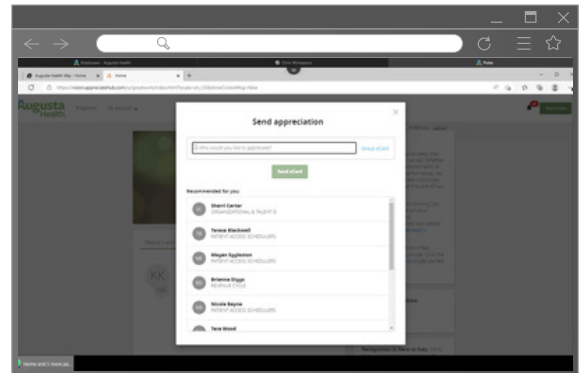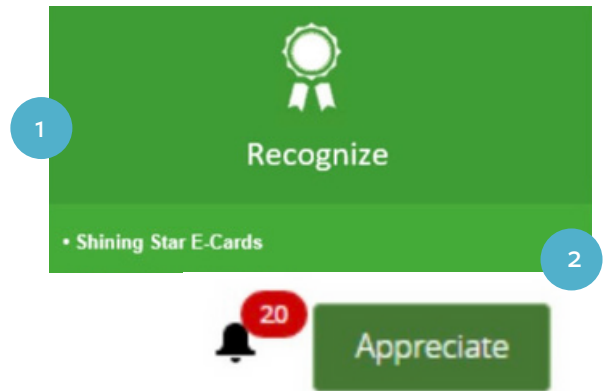
Note: as you type the program will begin listing possible matches. At least three characters are required before the automated search results will appear.
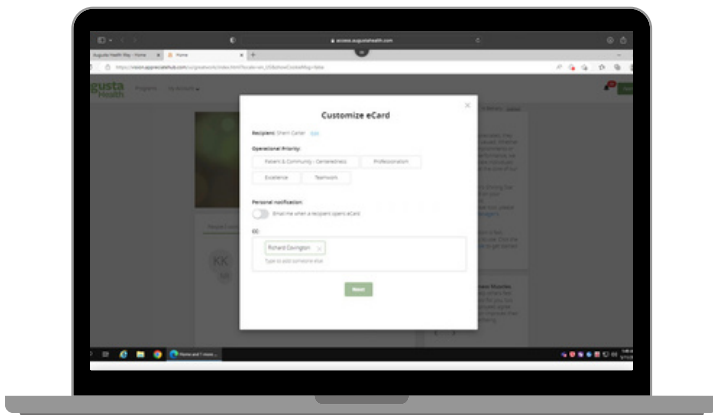
Customize your E-Card

1.Under Operational Priority, click the desired Augusta Health value. Once a value is selected, the Next button is activated. 2.Click the Personal notification button if you would like to receive an email when the recipient opens your eCard. No message is sent, by default.

3.Under CC (carbon copy), the program defaults to sending the individual's manager a copy.

4.You can delete their name, if desired. You can also type another person's name so they receive a copy.

5.Click the Next button.

Select your E-Card

Note: A selection of popular cards will appear on screen.

a) Rest your mouse on an image then click either preview or select.

b) If desired, you can also search for cards by theme.
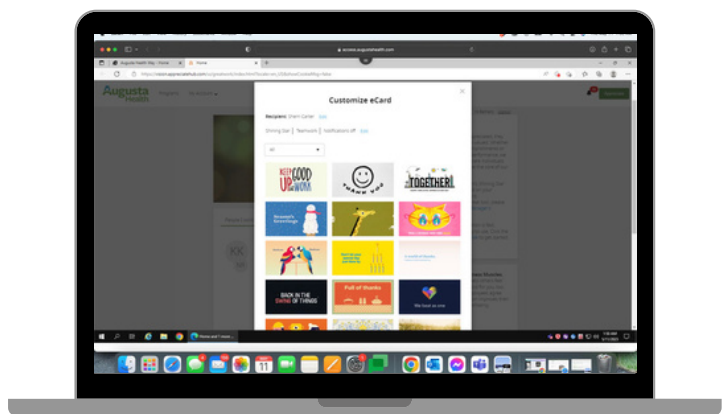
Compose your message and send

Under 'How did this recipient make a difference?', type your message. Consider giving specific feedback and appreciation for the actions and behaviors demonstrated by the team member(s).

Under 'Display on company social wall?', choose Yes or No.

Click the Send button to complete your recognition.
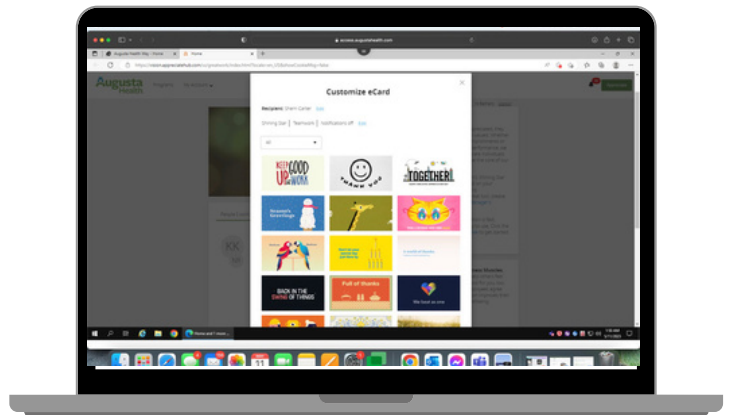
TIP: Remember, if you chose Yes in step 7b, eCards are posted in real-time to the Wall of Fame, including the comments in the text field. Be mindful of the language included in your comments.

Access from your mobile app

To complete your 1-time setup:

Log in to your work computer and open the Shining Star program. See Accessing Shining Star from Pulse for instructions. (on pages 26-30)

Download the Great Work app from the App Store (iPhone) or Google Play (Android).

App Store **Google Play**

[You will be asked to enter your Augusta Health email.]

1. Locate Pairing Code on the banner at the top of the screen.
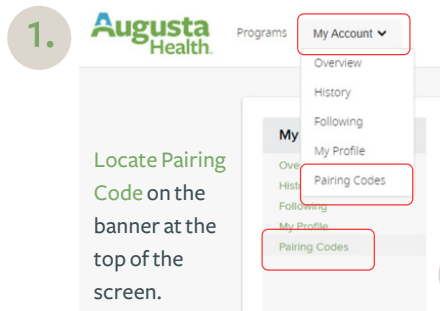
2. Generate your own pairing code by clicking the green button

Enter your Pairing Code into the Great Work app on your phone.

Congratulations! You can now send eCards from your mobile device from any location where cell service or WiFi is available.

3.
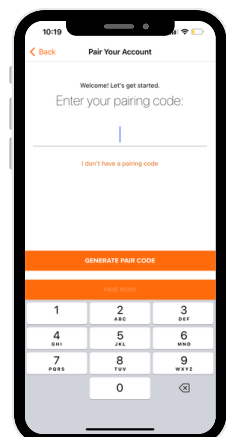
Access from your mobile app

Once your 1-time setup is complete:
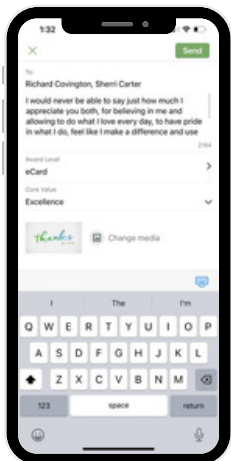
1. Open and log into the Great Work app.
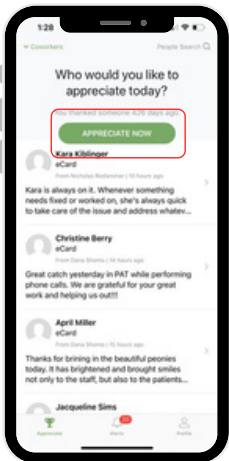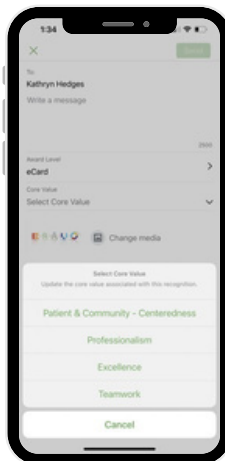
2. Click "Appreciate Now"
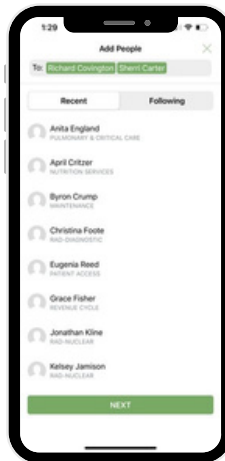
3. Select from your recent eCard recipients or search by name then click to select.

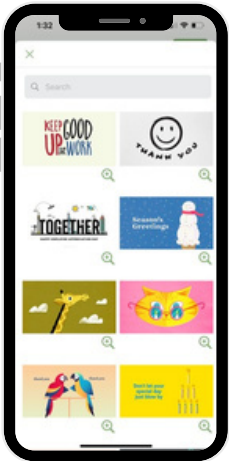**4.** Click Next then on the Select an Award page, click E-Card.
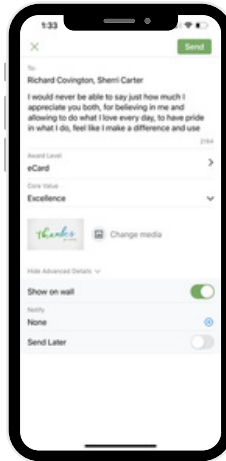
5. Write your note of recognition.

6. Click the drop down at 'Select Core Value' and click the appropriate choice for the recognition.
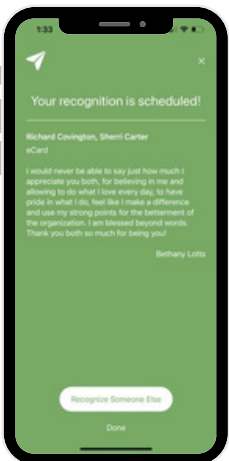
Access from your mobile app

Once your 1-time setup is complete:

7. <u>Click</u> change media then eCard Library to view and select an eCard other than the default.

8. <u>Click</u> Advanced Details to select the 'Show on Wall' and eCard copy recipients.

9. Finish by <u>clicking</u> the Send button (upper right corner of the screen).

Questions?
orgdevelopment@AugustaHealth.com

Additional Ideas

When you give recognition, you must understand who you are recognizing and why. Each person is different; each is motivated by different things. Appropriate recognition also can be determined by geography, budget, and other considerations. The better you are at tailoring the recognition to that individual person, the more effective the recognition will be.

- Create a wall of fame for top performers
- Call a team member into your office just to thank them
- Celebrate birthdays and anniversaries
- Post an article on Pulse about the team member's accomplishment(s)
- Recognize the team member's family for their support
- Give team members FaceTime with senior leadership.
- Use pins and stickers to award top performance
- Write five or more Post-it notes thanking the team member for a job well done and hide them among the work on their desk
- Give promotions the fanfare they deserve
- Do not be afraid to get a little silly – Sometimes the silliest programs work best
- Ask team members to recognize their peers at a staff meeting
- Have a party to kick off the changing seasons
- Provide the team member with opportunities to work at a higher level
- Coordinate a potluck breakfast or lunch
- Create an award that is given out monthly/quarterly/yearly
- Encourage a peer-to-peer recognition program
- Invite the team member to shadow you – or anyone who has a job they find interesting – for a day
- Bring in treats that you personally baked
- Develop a cross training program and select high performers to participate
- Send the team member to a professional development conference
- Send a handwritten note to the team member's home address
- Allow team members to play an active role in recruiting for vacant positions
- Create a mentoring program
- Keep a collection of inexpensive items and allow the team member to choose one when they demonstrate expected behaviors (i.e., pens, notepads, coffee cups, etc)
- Send an email congratulating the team member and copy your boss
- Publicly recognize the team member in front of their customers/patients (if they enjoy public recognition)

Additional Ideas

- Create a points-based program; when a team member accumulates a certain number of points, reward the team member with a gift certificate or other small item
- Provide private time with you, their supervisor
- Talk to them about their personal goals and offer your ongoing support
- Purchase new office equipment for the team members (i.e., chair, desk, phone, etc.)
- Allow the team to produce creative recognition ideas
- Hold departmental meetings outside on beautiful days
- Send an online greeting card to recognize top performance
- Tie balloons to the team member's chair
- Hide an inspirational message under a pile of work on the team member's desk
- Use 3x5 cards to write "You're special because…" statements

Gifts, Awards and Prizes Policy

At Augusta Health, we value the dedication of our teammates and recognize gifts, awards and prizes can be a way to express appreciation and encouragement. To maintain compliance with financial reporting standards and Internal Revenue Service regulations, Augusta Health has a policy to govern the giving and receiving of gifts, awards and prizes. This policy ensures equitable treatment, upholding the principles of fairness and integrity and ensures local, state and national accounting laws are followed. The Gifts, Awards and Prizes Policy is available via Policy Manager.

Key Points

- Human Resources vice president approval is needed for individual gifts with a value over $50
- Service line vice president approval is needed for gift cards or certificates, regardless of amount, if they are not for a specific good or service (these are taxable and must be reported to payroll)
- Gift cards for specific items of food or a specific service, for example movie tickets, valued less than $50 are not taxable
- Nominal gifts of clothing, pens, etcetera, are not taxable

Augusta Health believes in a positive and ethical work environment. Leaders are expected to foster a culture defined by integrity and professionalism. Adherence to these guidelines reinforces our commitment to treating all teammates with fairness, transparency and trust.

Should you have any questions regarding the giving or receiving of gifts, awards or prizes, please contact Sarah Hash Rodgers in the finance division for additional guidance.

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