

THE LIFEBRIDGE HEALTH STORY

About the Company:

LifeBridge Health is a regional health care organization based in Northwest Baltimore City and Baltimore County. As the largest, most comprehensive and most highly respected provider of health-related services to the people of the northwest Baltimore region, LifeBridge Health advocates preventive services, wellness and fitness services as well as programs to educate and support the communities it serves. LifeBridge embraces a culture of inclusion and mutual respect by valuing the unique contributions of each employee.



LifeBridge Health was named a TOPS Maryland Employer of Distinction in the large employer category. The Maryland Employer of Distinction award is an annual recognition honoring employers in the state for their achievements and practices by human resources in the development of their organization. Also, for the third year in a row, LifeBridge Health has been named the 'Best Place to Work' by the Baltimore Business Journal.

Background:

Each location within the LifeBridge Health organization had a number of different recognition-style initiatives that were up and running, but LifeBridge Health found themselves struggling to get the return on investment from the various detached programs. LifeBridge Health also felt that these various initiatives did not effectively communicate their vision or elevate their culture.

Like many other healthcare providers, LifeBridge Health was also deeply concerned about turnover. Since LifeBridge Health's success was directly tied to patient survey satisfaction scores, they simply could not afford to lose good employees. All of these factors were considered when LifeBridge Health starting shopping for a recognition solution.

Key Objectives:

- Create a culture of recognition within the LifeBridge Health locations.
- Improve patient satisfaction by retaining top employees.
- Provide management with a recognition tool that would allow them to recognize desirable employee behaviors and reward such behaviors accordingly.
- Increase employee morale and satisfaction by rewarding them with a consistent incentive that will promote positive results and encourage individual goal setting.
- Design a program that could incorporate various initiatives such as service awards, manager-to-employee recognition, new-hire referral incentives, team achievement bonuses, and more while keeping program communications and messaging consistent with LifeBridge Health's vision.

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Incentive Services Solution:

Program Design:

- Incentive Services met with Executive stakeholders at LifeBridge Health in order to understand their needs and objectives in an effort to link corporate goals to daily employee performance through the implementation of an umbrella recognition system.
- Once the high-level program design plan and budget specifications were developed, the Incentive Services design and delivery teams scheduled recurring meetings with key members of the LifeBridge Health marketing, IT, and HR groups to start working through the program launch plan.

Communications:

- To effectively communicate the program to participants, Incentive Services worked hand-in-hand with key members of LifeBridge Health's marketing team to develop a communications campaign that would create excitement and introduce the program while staying within the design parameters of the current LifeBridge Health marketing efforts.
- Incentive Services first developed a teaser campaign that included posters of various sizes that would be interchanged weekly, communicating different messages eluding to the new program. The teaser campaign also included three-dimensional ceiling danglers and table tents that carried the look and feel of the program to create buzz around the impending program.
- Next, the Incentive Services Media Production team flew out to Baltimore, Maryland to shoot live video of LifeBridge Health employees in action at their various locations. Footage was captured for the development of the employee introduction video, which was provided to each employee via their individual launch kits. The video was also on the program website. LifeBridge Health CEO Warren Green provided a taped executive message that introduces the video and program to employees.
- Launch elements were developed with the goal of being unique for LifeBridge Health while being functional for employees. The campaign centered around a promotional gift from LifeBridge Health to employees – the goal was to stay within budget while producing something that would provide continuous value to the employee. The item decided upon was a promotional multi-disc CD/DVD case that was branded with the program theme. Inside the case was a custom-designed employee brochure, sized to fit specifically within the case. Also inside the case was the employee introduction video in DVD format.



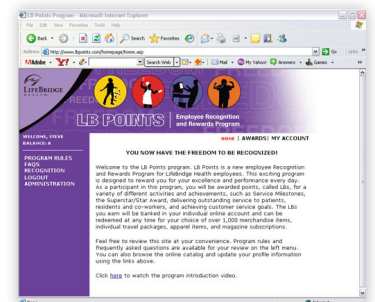
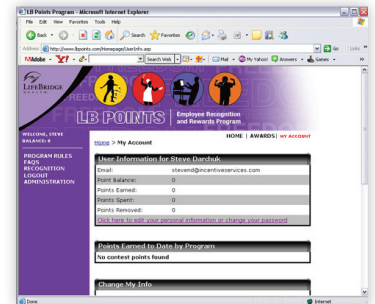
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- In addition, a welcome letter from LifeBridge Health CEO Warren Green was drafted and sent to each employee at their home address. The letter included a custom employee wallet card that contained detailed instructions on how to access the program website. The card was designed with pen-compatible panels on the back, allowing the employee to write in their username and password for the website.
- Incentive Services continues to work with LifeBridge Health in crafting an ongoing communications plan to consistently reinforce the program.

Technology:

The program website was developed featuring:

- A hosted web version of the employee introduction video and CEO Message.
- A Manager-to-Employee Recognition module featuring award categories for Quality, Service, People, Finance, Growth, and Community to reinforce behaviors such as outstanding patient care, teamwork, going above and beyond, and overall excellence in customer service.
- Additional opportunities to earn points include an employee referrals program, employee of the month, and team goal achievement.
- Online resources such as full program rules, frequently asked program-related questions, and online recognition guidelines for Managers & Directors.
- A complete online catalog featuring merchandise awards, travel packages, apparel, and quarterly featured products.
- Online administration tools such as activity reports, issuance and redemption information, and budget usage reports.



Launch:

- LifeBridge Health first introduced the program to their Management staff during their monthly Manager meeting. The introduction video was shown and the program specifics were introduced.
- LifeBridge Health coordinated program launches within each one of their locations. Launch kits (CD Holder, Employee Rules booklet and Introduction DVD) were handed out by department management.

Analysis & Results:

- Incentive Services and LifeBridge Health continue to hold quarterly program analysis meetings to increase manager and leader engagement.
- The President & CEO, Warren Green has stated that LB Points is the favorite benefit of the LifeBridge employees and credits the program for helping them become a TOPS Maryland Employer of Distinction and the Baltimore Business Journals 'Best Place to Work' three years in a row.