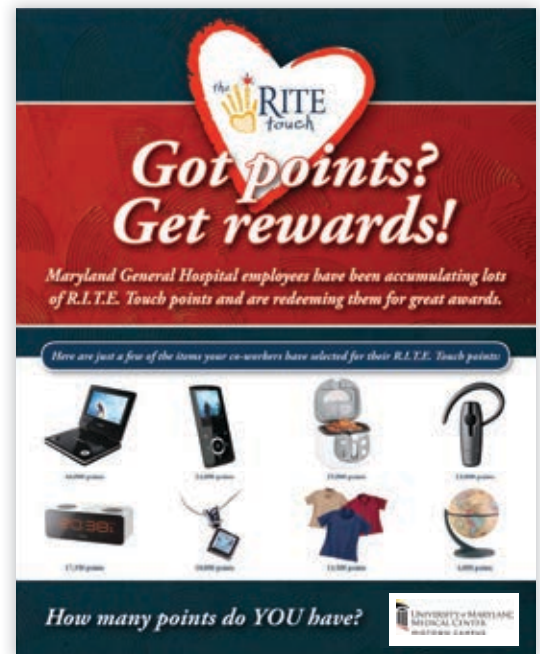


# THE UNIVERSITY of MARYLAND MEDICAL CENTER MIDTOWN CAMPUS STORY

## Key Objectives:

- Create a positive culture of recognition at University of Maryland Medical Center Midtown Campus.
- Promote behaviors that exemplify the four core values at UMMC Midtown Campus: Respect, Integrity, Teamwork, & Excellence.
- Encourage behaviors that positively impact the health of the community including patient satisfaction and safety.
- Create a reward system that engages employees and reinforces achievement.
- Provide leadership a tool to recognize employees, allowing an opportunity for a personal connection between upper management and employees.
- Develop a platform that incorporates all recognition initiatives into one umbrella system.
- Consistently communicate and train both upper management and employees on the importance of this program.



## Incentive Services Solution:

### Program Design:

- It was important to UMMC Midtown Campus to have a design and look which spoke to their specific culture. The R.I.T.E. Touch exemplifies their core values. The look and feel of the communications were designed to reflect that message.
- Incentive Services worked closely with UMMC Midtown Campus Operations to identify how best to implement the objectives.
- The following elements of the program were determined:
  - On-the-Spot Recognition (two levels: Personal and V.I.P.)
  - Personal Touch Points: awarded for above and beyond behaviors
  - V.I.P. Touch Points: awarded for exceptional acts
  - Employee of the Month / Year
  - Specially recognize individuals for their outstanding efforts
  - Years of Service
  - Recognize for employee commitment to UMMC Midtown Campus and the R.I.T.E. Touch philosophy

The program design is focused on On-the-Spot Recognition as this immediately and effectively implements the objectives of the R.I.T.E. Touch. This tool provides the manager-to-employee connection, enforces core value behaviors, encourages successes, and personally recognizes individuals.

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## Communications:

- Incentive Services was on location at UMMC Midtown Campus to film a launch video. Employees in varied departments throughout the hospital were shown in action on the job representing above and beyond behaviors, or the R.I.T.E. Touch. The President and CEO was filmed speaking on the program (for which Incentive Services provided the script). Her enthusiasm in the promotion of the program was exceptional and provided an encouraging message throughout the video, as well as representing the support of upper management. The video is linked on the program website and is a well received communication tool.
- In addition to the program website, brochure, and custom award catalogs, a service anniversary award card was created. The card was designed to provide a space for a personal note from an employee's manager and a section for management signatures. The card is presented personally to the employee for their anniversary. This provides another opportunity to develop the manager/employee relationship.
- UMMC Midtown Campus releases a quarterly newsletter called, The Pulse. Shortly after the launch of the R.I.T.E. Touch, the newsletter included extensive information on the program, highlights of the launch festivities, and a personal message from the President and CEO regarding the program. Additionally, the Employees of the Month are highlighted in each publication, as well as on the program website (which assists in tying a previous recognition tool to the current R.I.T.E. Touch program).



## Technology:

The program website was developed featuring:

- A hosted web version of the employee introduction video with the President and CEO message.
- A Recognition module featuring:
  - Award categories for the four core values: Respect, Integrity, Teamwork, and Excellence
  - Two point levels: Personal and V.I.P.
  - VP approval for V.I.P. recognitions
  - Customized certificates
- A News section highlighting Employees of the Month (includes pictures of each EOM and the letter by the employee's manager describing their exemplary service and their story)
- Online resources such as full program rules (including the core value descriptions), frequently asked program-related questions, and home page postings of those who have received recognitions.

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- A complete online catalog featuring merchandise awards, travel packages, and apparel (embroidered with either the UMMC Midtown Campus or the R.I.T.E. Touch logo).
- Online administration tools such as activity reports, issuance and redemption information, budget usage, and recognition activity by manager.



## Launch:

- Working with the UMMC Midtown Campus Operations and Marketing teams, an extremely successful launch campaign was developed for the R.I.T.E. Touch introduction.
- Brochures were distributed to all managers prior to launch to distribute to any one on their team who did not receive a brochure.
- Executives/Directors stood at the entrances of the hospital on launch day distributing brochures, stickers, and fliers to each employee entering the doors for their work day.
- Executives/Directors were stationed at tables set up in the cafeteria during lunch and dinner break times on launch day (for day and evening shifts) to be available to answer any questions regarding the program. They were surrounded by custom R.I.T.E. Touch balloons and fliers, as well as cookies with the R.I.T.E. touch logo.
- R.I.T.E. Touch balloons and posters were dispersed throughout the hospital and a program website link was posted to the UMMC Midtown Campus intranet the day of launch. These small efforts created a buzz and brought attention to the program while encouraging logging onto the site.
- Employees received start up points to promote accessing the program website.

## Analysis & Results:

- Each month, Incentive Services provides UMMC Midtown Campus an activity report which contains detailed recognition activity for On-the-Spot recognitions.
- Periodic program reviews are held to discuss program activity, employee and manager engagement, and ideas for continuous improvement.
- Since the program has been initiated, UMMC Midtown Campus has realized the following increases in survey scores:
  - Patient Satisfaction has increased 20%
  - Employee Satisfaction has increased in nine categories, with the most improvement in (1) immediate supervision, (2) performance management, and (3) employee engagement.