

Recognizing exceptional effort improves employee productivity and retention at Emory Healthcare.

Today, healthcare systems throughout the nation are challenged to improve quality of patient care in the face of increasing demand, shrinking reimbursement rates and a shortage of qualified physicians, nurses and allied healthcare professionals. To address these challenges, innovative strategies for talent management have become critical to success.

With over 16,000 employees, Emory Healthcare is the largest and most comprehensive health system in Georgia. Ranked among the top 10% of academic medical centers in the U.S., Emory has become an industry leader by incorporating its commitment to providers and patients into a system-wide model for cultural transformation. Among the innovations that help bring Emory's promise for high-quality care to life on a daily basis are:

- "The Pledge," a covenant that defines how team members will treat each other and hold one another accountable;
- Team training and coaching to support employees in putting The Pledge into practice;
- Incident reporting to flag behaviors where team member behaviors are inconsistent with The Pledge;
- Recruitment screening to identify candidates who share a commitment to teamwork;
- Leadership evaluations based on Pledge-related goals.

Recognizing and Reinforcing Employee Behaviors Helps Create a Culture of Caring

In 2015, Emory implemented an employee recognition program designed to reinforce the values and behaviors that support its commitment to providers and patients. The program makes it easy for managers to recognize and express appreciation to employees for a wide range of behaviors that support organizational initiatives ranging from teamwork to patient satisfaction, and includes



recognition for personal events and employee length of service. In addition to receiving messages of encouragement and appreciation, employees earn points that can be redeemed for merchandise through Emory's employee recognition center.

Analysis of Recognition Program Impacts

Independent analysis of the impact of Emory's employee recognition program showed the following results:

Employee Turnover, Retention and Engagement:

A positive statistical correlation was found to exist between participation in the recognition program and employee turnover and retention. While the employee turnover rate in healthcare increased nationwide from 2014 to 2015, Emory enjoyed a 2% decrease to 11%, a rate that is 40% below the national average.

Employee Productivity:

Participants in the Emory employee recognition program were 31% more productive than those that did not participate. While 24% of this difference is attributable to other variables such as training and leadership development, 7% of the difference is attributable to the employee recognition program.

Learn more: For more information about how your organization can translate employee recognition into positive business results, call Engage2Excel at 800-688-3024.