

2018 Sautter Award Submission

UCSF Recognize - creating a culture of recognition and gratitude

Submitted By

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Project Statement: Unified Platform for Recognition Programs

Regular, meaningful gratitude and recognition not only helps staff feel valued, but it also improves productivity, increases loyalty, and inspires collaboration—all positives that help boost overall wellbeing. UCSF Recognize is the first enterprise-wide recognition platform that allows UCSF employees to thank each other for their support and acknowledge colleagues for a job well done. [Recognize.ucsf.edu](https://recognize.ucsf.edu), offers a clear, easy-to-use format for recognition in which people can send their colleagues a digital card or email that will be published to the website and shared with their manager, publically promoting a culture of recognition that will benefit us all.

Description: Creating a Culture of Recognition

Guided by a 25-person committee made up of faculty, staff, and students from across UCSF, the Great People, Great Place Initiative aims to make UCSF a best place to work, learn, teach, and discover. One of the initiative's early goals is to improve UCSF culture by expanding opportunities for recognition and acknowledging quality work by creating opportunities for positivity and gratitude. The initiative worked to both build new programs and build upon successful programs that people already enjoy at UCSF. With those priorities in mind, our cross-departmental project team envisioned creating and supporting a

culture of recognition by empowering employees, particularly leadership, to express regular gratitude and support to colleagues across UCSF. We wanted to make recognition easy to give, easy to receive, and a meaningful part of our culture while reinforcing our PRIDE values - professionalism, respect, integrity, diversity and excellence.

We began our process by interviewing dozens of clinicians and staff across the campus and medical center including in-patient clinicians, nurses, outpatient specialty and primary care clinicians, and numerous staff members from across the schools. From those interviews we learned that recognition needed to feel personally meaningful and easy to integrate into existing work, regardless of work location. Patient feedback was cited as one of the most valuable forms of recognition. But when it came to employee recognition, people unanimously felt the habits, behavior, and messaging needed to start with leadership. We also realized we would need to provide tools appropriate for the various cultures across the university that were flexible enough to adapt to each group's individual culture.

The solution was to create a [unified, enterprise-wide program](#) that was physical, digital, and public (see Figure 1). Previous recognition portals served either the campus or health system, but not both. We wrapped them into one access point, incorporating service and award programs as well. The recognition needed to be relevant, specific, and visible while fast and fitting different workflows and modalities.

We developed recognize.ucsf.edu through an iterative, agile process. The site is accessible through our UCSF-wide MyAccess landing page and is single sign-on enabled. From the recognize.ucsf.edu homepage employees can recognize colleagues by using the two buttons on the homepage to send them a simple email or digital card with more features (see Figures 3 and 4). The recipient's manager is automatically copied, and their recognition is published to the public recognition feed, which other employees can "like," doubling the impact. We identified intuitive entry points, such as email, to leverage technology UCSF employees already use on a daily basis. Perhaps the most valuable feature is that people don't even need to go to the website to use it. They can simply send a recognition email with "recognize.ucsf.edu" in the cc: line to reap all the benefits above (see Figure 2).

The design of the site is responsive, meaning it works just as well on phones and tablets as it does on computers. This was a key component in ensuring that this tool was useful to employees regardless of their daily work environment and constraints.

Timeline: Learning by Doing

Improving UCSF's culture of recognition had been a hot topic for years. This project picked up on the momentum of existing initiatives in the Fall of 2016, when SOM Tech began working with the Recognition subgroup committee led by Susan Pappas. A series of one-on-one interviews with clinicians and staff, along with synthesis of what was learned through these interviews, continued through the Fall. The concept of a simple recognition platform that supported and integrated existing and new recognition activities was sketched out by the SOM Tech team in November 2016. After gathering and integrating feedback and gaining support of stakeholders across the entire UCSF enterprise, design and development commenced at the beginning of 2017.

Our iterative agile process was a match for the overall goal of supporting behavior change. We incorporated feedback gained by pilots with small groups and learned by doing for a successful enterprise launch. We chose groups from both the health system and the schools to test the product and report feedback and insights. This piloting process lasted from April-June 2017. Then, after using July and August to integrate necessary changes that came out of the pilot, we rolled out the site to all of UCSF in September 2017.

Along with the site rollout, we launched a comprehensive campaign targeted at all levels of UCSF leadership to reinforce recognition as a habit and behavior with an immensely positive ripple effect. The team has been meeting regularly since October 2017 to review success metrics such as mention of UCSF Recognize in official communications from senior leadership and regular use of the site. The long-term goal is to have a majority of leaders, managers, and staff across the enterprise reporting more ease and confidence with giving recognition. Data shows in some departments this is already the case, as with some groups in Campus Life Services and Medical Education. So far there has been a total of 21,202 recognitions sent between employees across UCSF.

Based on what we learn, we initiate small efforts, like a mass-email function that would give users such as senior leadership the ability to email multiple groups across campus, aimed at either building culture or increasing the digital platform's value and ease of use.

Impact: Supporting the Right Behaviors

We regularly monitor usage of the site to understand volume of usage, which parts of the site seem most meaningful to people, and who is accessing the site. We survey and interview both people who use the site regularly and those who have never accessed the site to understand why. We also look forward to reviewing results from this year's Gallup employee engagement survey to understand if there has been change on questions regarding recognition.

Innovation as Iteration

Using off-the-shelf and readily available technology, SOM Tech and the campus and health system Great People, Great Place leadership stitched together an effort through small iterations. The characteristics that make the tool and program successful include easy and intuitive access points, such as email and a responsive website; visible and meaningful recognition that takes advantage of information stored in enterprise systems such as supervisor-employee relationships; and finally, an awareness and central access point to existing and well-established programs that celebrate employee excellence. Brought together by a shared set of values and a clear vision, the UCSF Recognize program strives to make small but meaningful differences in UCSF's daily culture.

Figure 1: Unified, enterprise-wide physical, digital, and public program

Future vision

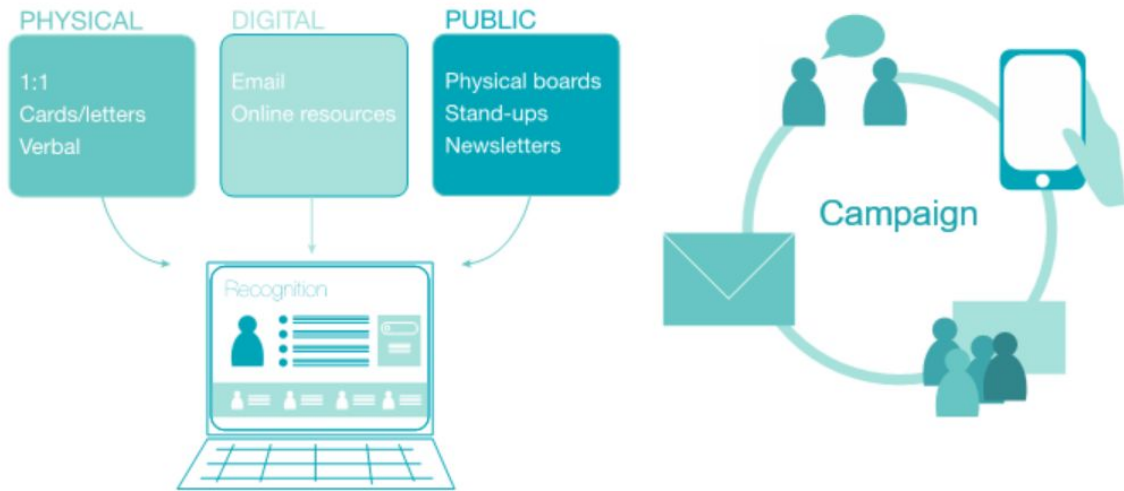
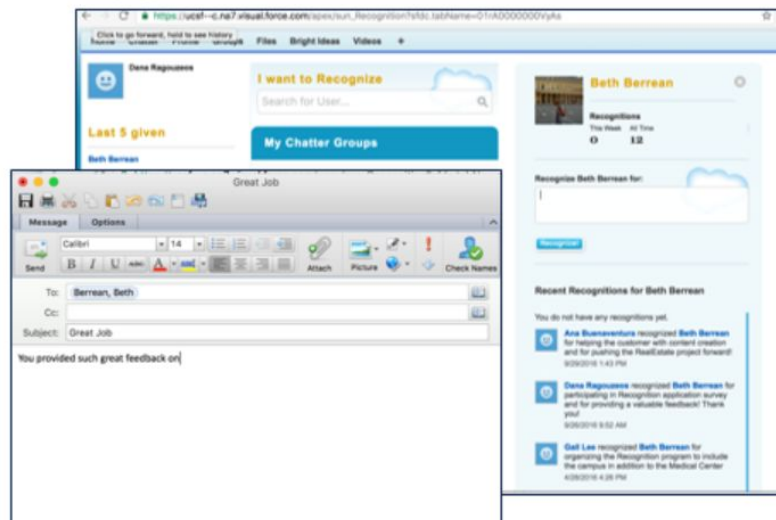


Figure 2: Intuitive Entry Points

Intuitive entry points



Figures 3 and 4: Recognize Homepage and Feed

UCSF University of California San Francisco About UCSF Search UCSF UCSF Medical Center

UCSF Recognize

Traci Farrell Log Out


GETTING STARTED

TOOLKIT

FOLLOW PEOPLE


OTHER RECOGNITION PROGRAMS

OVERVIEW VIDEO




Show your appreciation:


Email
Digital Card



2017 Healthy Mothers Workplace Award



Steven W. Hetts, MD
Exceptional Physician Award



Cancer Center Safe Pt Handling

All UCSF
My Groups ▼
Mine ▼

All UCSF Recognitions

From Alla Ustinov to Edie Thomas

05/14/2018 12:47 PM

Thank you for putting patients first!

Hi Edie,

I want to thank you for your hard work and dedication last week. You took the brunt of all ATC clinical work and made it as seamless to our patients as possible. Your commitment to our patients and clinical excellence is what kept the unit going!

Read more...

via EMAIL
👍

All UCSF
My Groups ▼
Mine ▼

All UCSF Recognitions

From Alla Ustinov to Mirha Buric

05/14/2018 12:35 PM

Thank you for all your help!

Hi Mirha,

Thank you so much for putting our patients first and taking the brunt of all clinical work last week. Supporting both Mission Bay and Owens sessions was a lot of work. Your dedication and dependability are what kept us going!

Read more...

via EMAIL
👍

From Swamin Ranjitkar to Victor Galvez

05/14/2018 09:25 AM

Recognition

Hi Deepan,

Thank you very much for your contribution to the team. I want you recognize for being very responsive and dedicated. You have been really great with Mule support. I appreciate you taking time in the weekend and coordinating support. I know you are still learning Mule but you have done excellent job so far.