



Using Recognition, Reward and Benefits to Invest in Culture Transformation

How Peoplecare reimaged its engagement initiatives to build a high-performance, culture-focussed organisation





Industry:
Insurance



Number of employees:
200



Number of locations:
4



Online/Offline ratio:
100% online



Male/Female ratio:
83% female, 17% male

About the company

Peoplecare is a not-for-profit health insurer located on the New South Wales south coast. For the past 65 years it has grown as a leader in both industry and technology initiatives and prides itself in providing accessible and affordable health care to over 80,000 members. Peoplecare was one of 16 companies to make the AON Best Employer list in 2017, and was the first health insurer in Australia and New Zealand to be accredited for achieving high employee engagement, effective leadership and a high-performance culture.



The challenge:

Peoplecare prides itself on creating an award-winning work environment based on the philosophy “personal is best.” This drives the quality of service it provides members, which starts with the experience of each and every employee.

“Peoplecare is an organisation that invests in the people that are servicing and helping our members often during difficult times in their life,” says Maree Morgan-Monk, Head of People, Culture and Capability. “We have a high-performance culture and that is undoubtedly reflected in the way we help our members, deliver exceptional customer service and be a secure, financially healthy organisation.”

For Maree and her team, providing opportunities to support, recognise and develop Peoplecare employees is key to success both as an employer and a health provider. Its growing team requires people who can combine industry knowledge and interpersonal skills to provide exceptional service, but being in a regional area poses the ongoing challenge of a limited talent pool.

“We provided Peoplecarers standard benefits like an Employee Assistance Program and yearly flu vaccinations, as well as ad hoc rewards like vouchers for movies and major retail chains,” explains Danica Vujic, HR Specialist at Peoplecare.

However, to attract and retain more people, Peoplecare knew it needed to expand its employee benefits offering and improve the existing recognition and reward experience which was based on an internal system and required a lot of manual administration.

“Our internal system allowed you to nominate someone for an award called a Mwah,” Danica explains. “The word Mwah is very much part of our internal branding – it fits in with our company values which we call Our True Loves. People used to log in and nominate each other but these didn’t instantly appear and we received a lot of feedback in our



engagement surveys that our people wanted something more in this space.”

However, as a not-for-profit organisation, Peoplcare faced the challenge of finding a solution that delivered an award-winning experience on a very limited budget.

Challenges

- Existing recognition program was slow and required manual handling
- Limited benefits in place to retain and attract employees
- Limited budget
- Limited talent pool

The approach:

Danica started the process of researching different benefits providers and recognition and reward programs. “One of my mentors within the HR industry recommended Reward Gateway’s platform because it provided both,” she says. Her team organised a demonstration and were instantly impressed by the number of retailers their people would access on the new employee benefits platform.

“It seemed like a no-brainer because if we looked at budget allocated for each employee, the savings each of us could get from the weekly shop would far exceed what we would be paying. And that doesn’t even factor in all the goodness that would come from the recognition and reward,” Danica explains.

Having an instant and social employee recognition and reward platform on the same platform was also a winner for Peoplecare.

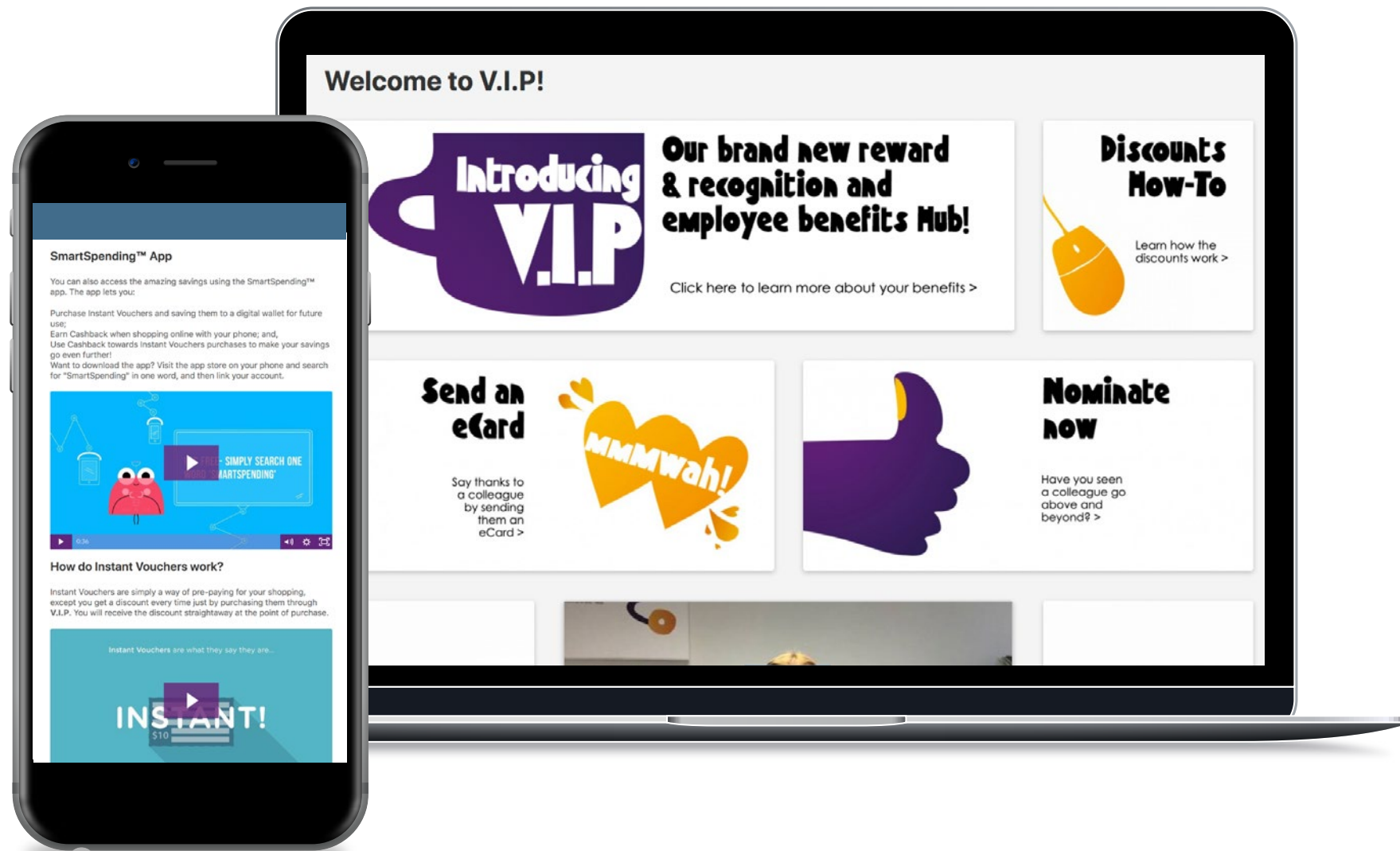
“It makes everyone aware of what other people are doing. Some people might take that for granted, but being able to read why someone else received a nomination or eCard can be really special,” Danica says. “We love the fact that you can ‘like’ and comment on eCards as well. We didn’t have that before on our intranet, so we knew that would be really helpful because you would get that engagement from staff.”

Peoplecare partnered with Reward Gateway to launch “VIP,” which stands for “Very Important Peoplecarers.” The program offers all employees exclusive discounts

at over 300 retailers, as well as instant recognition and reward through peer-to-peer awards and eCards (which of course retained the unforgettable title Mwah!).

“Branding played a really important role in the design process,” Danica says, “We have a really unique brand and we loved that we could tailor the platform to really bring that to life.”





To launch the program, the People, Culture and Capability team were key drivers in training staff and encouraging use, as well as identifying managers who could be advocates for the program across the organisation. They used a series of instructional videos to help demonstrate how to access and use the system easily.

“Some people are always a bit hesitant to try something different, especially when they don’t know how to use it,” Danica says, “But we made ourselves available, booked in face-to-face meetings and walked them through how to access VIP from their computers and install the discounts app on their phones. Showing them, answering their questions – all that just really helped with the change management.”

New Peoplecarers are also introduced to the system as part of their induction process, so they get instant access to employee discounts, and can embrace the recognition culture at Peoplecare from day one.

The results:

Peoplecare managers and the executive team receive an HR metrics report every month, which allows them to see program performance on a regular basis. “We report on program participation and performance, as well as spend and savings within the benefits platform,” Danica says. Within the first 6 months of launching, VIP had 92% of its employees active and provided over \$10,000 worth of savings. Employees also sent each other over 1000 Mwahs and submitted over 65 peer-to-peer award nominations.

“I think at first, people were sceptical but all the discounts add up.” Danica explains, “People now see the benefit – I saved over \$700 in the first few months of the program, which is amazing! But what I have really loved seeing is the high utilisation of

the eCards and peer-to-peer recognition.” Danica and her team originally thought the discounts aspect of VIP would be the most attractive part of the program, and while it does get heavily utilised, the recognition aspect has proven increasingly popular.

To maintain momentum, the People, Culture and Capability team send out fun facts about VIP to Peoplecare employees each month. They communicate the number of purchases made, number of eCards sent, and which Mwahs were most popular. “We also shine a light on Peoplecarers who have sent the highest number of eCards in the last month or the quarter,” Danica says. “We give them a little gift just to say thanks for continuing to share the love, and for what they’re contributing to the recognition culture in our organisation. For us, that’s really important.”

VIP’s first six months



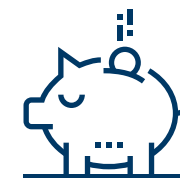
92%

active users



65

peer-to-peer nominations



\$10k+

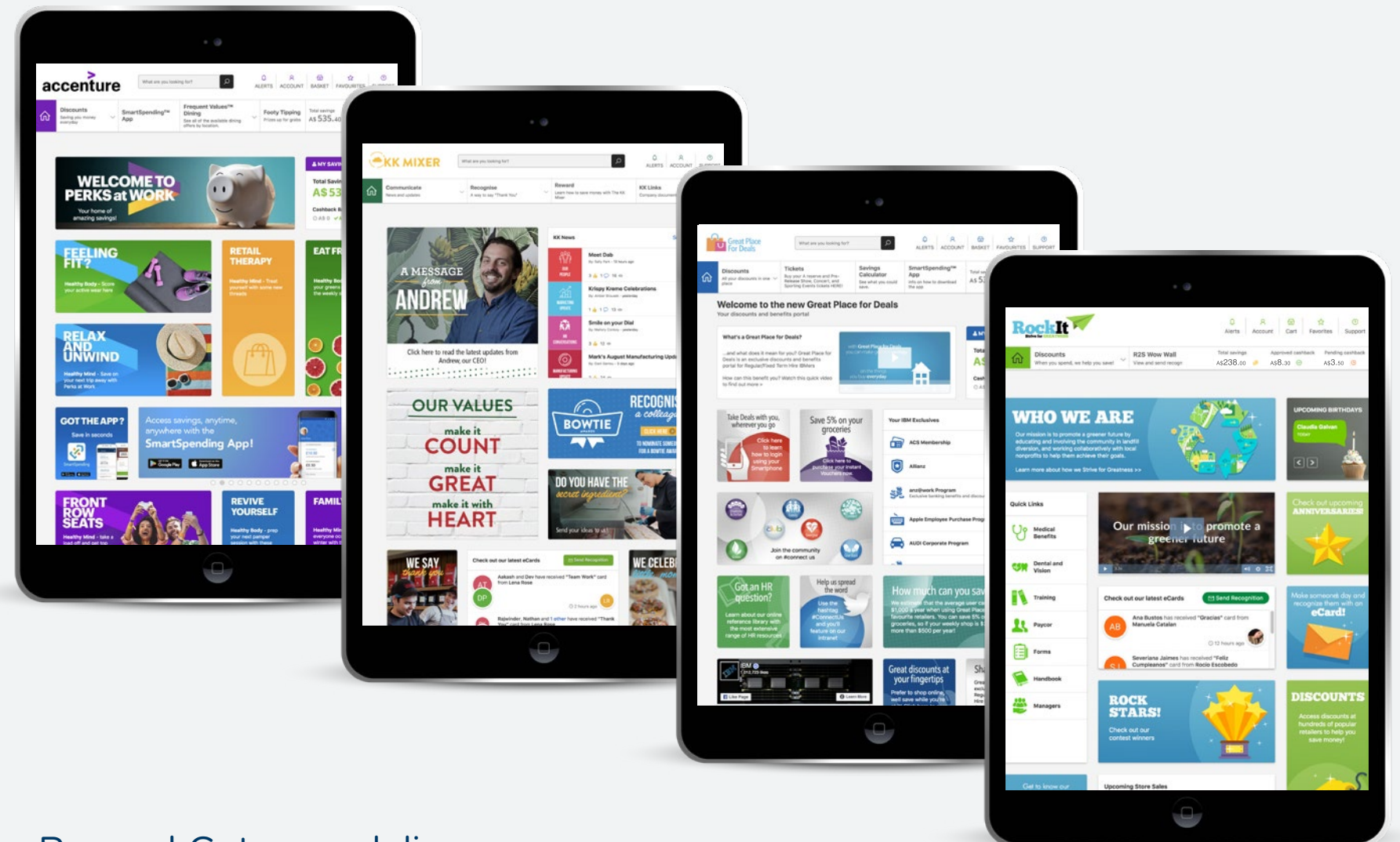
worth of savings

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