



MICHAEL C. FINA



HEALTHCARE SNAPSHOT ■

DRIVING EMPLOYEE ENGAGEMENT THROUGH POINTS-BASED INITIATIVES

At a time when quality of care, accountability, and HCAHPS scores are more important than ever to healthcare organizations, Michael C. Fina's points-based initiatives and incentive programs are perfectly suited to drive desired behaviors that increase employee engagement, resulting in higher retention and improved patient satisfaction rates. We recently helped a provider in the Southwest implement an initiative-based program that gave their staff a renewed sense of purpose in the midst of a changing industry.

THE CHALLENGE ■

Two healthcare providers in Texas merged to form a considerable central hospital serving 62 counties and 1.2 million denizens. The newly formed hospital’s mission was to provide quality care to the whole person – mind, body, and spirit – along with a pledge to improve the health and quality of life within its community through charitable actions. However, the hospital’s employees did not fare well after the incorporation. The resulting organization had to reduce its workforce, creating tension among staff on either side of the merger. Turnover sharply increased, employee morale hit an all-time low, and the counteractive effects began to spread to a larger scale. Based on its declining reputation, the hospital was no longer attracting top physicians; their community began to see them in a negative light, and most damaging of all, HCAHPS scores sunk below acceptable levels, making them ineligible for assistance under the provisions of the Affordable Care Act.

THE SOLUTION ■

In January 2009, Michael C. Fina became the healthcare provider’s partner in employee recognition. We worked together to develop an initiative-based points program to allow the organization to reward employees for exhibiting desired behaviors, such as picking up extra shifts, participating in blood drives, and providing excellent customer service. Employees could log in to a website that explicitly detailed what was expected of them and be rewarded with points for fulfilling those expectations. Employees could redeem their points for millions of items – everything from iPods and cameras to books, movies, household appliances, and furniture. Together we created a comprehensive communication plan to launch the program to employees. In addition, we developed an extensive list of initiatives engineered to directly impact patient satisfaction, as well as achievable goals such as training, community service, upholding core values, and attending town hall meetings.

THE RESULT ■

Within the first two years of the program, the employees surpassed expected targets, employee retention was on the rise, and the hospital was awarded “Most Improved Healthcare System” by their survey vendor. The increased participation and engagement by employees created a sweeping reversal



in morale, along with a renewed sense of unity and purpose, which has translated into higher patient satisfaction scores. They have also enjoyed a dramatic increase in participation for their annual blood drive and their employee-sponsored charitable donation program.

Today, employees clearly understand the behaviors that are expected of them and enjoy the rewards that follow their efforts. As a result, patients are receiving top-quality care from a more engaged workforce. Expenditure on points, formerly limited to the HR budget, has now become available to any department in the organization that wishes to create their own initiatives. In the future, they plan to reserve more points for initiatives that drive HCAHPS scores, such as keeping patient readmissions down, hospital cleanliness, and staying in communication with physicians.

LOOKING FORWARD ■

With Michael C. Fina as their partner, they are one step closer to fulfilling their vision of being one of the premier Texas healthcare systems by 2015. By using a points-based recognition strategy designed to influence employee behavior and participation, they have made meaningful improvements companywide and are poised to accomplish great things in the future. If you would like to learn more about how Michael C. Fina helped this organization, please contact salesinfo@mcfina.com. ■

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