



MICHAEL C. FINA



NORTH SHORE-LIJ ■ GEM PROGRAM IMPROVES TRANSPORT PERFORMANCE AT STATEN ISLAND UNIVERSITY HOSPITAL



UNIFIED GOAL

PROGRAM UNIFIED STAFF WITH A
DEDICATED AND FOCUS GOAL



INCREASED COMMUNICATION

CROSS-DEPARTMENTAL AWARDS



WALL OF FAME RECOGNITION

SETTING A POSITIVE TONE

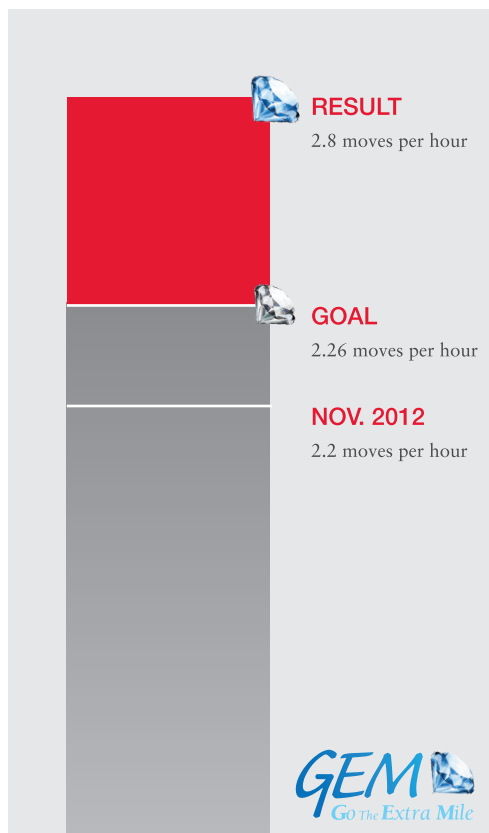


ABOUT NORTH SHORE-LIJ/SIUH

The North Shore-LIJ Health System is the 14th largest health system in the U.S., comprised of 16 hospitals serving 7 million people in the New York metropolitan area. Staten Island University Hospital (SIUH) is a specialized teaching hospital within the North Shore-LIJ system located in New York City’s fastest-growing borough. Occupying two large campuses, plus a number of community-based health centers and labs, the hospital provides quality care to the people of Staten Island, the New York metropolitan region, and to patients from around the world.

THE CHALLENGE ■

The transport staff at SIUH’s Radiology Lab is responsible for moving patients from their rooms to the Radiology department for testing. In order to keep the hospital running smoothly, these moves must be efficient and offer an exceptional patient experience. According to industry standards, the transport team should have been making an average of 2.26 patient moves per hour to reach the benchmark of 50% efficiency. In late 2012 the Radiology department was averaging only 2.2 moves per hour. The goals of the department were to consistently recognize the staff and create a fun environment for boosting morale. Michael C. Fina was already administering an achievement-based recognition platform for North Shore-LIJ called the GEM program (Go the Extra Mile), and based on a referral from HR, Eddie Lopez, Administrative Director of Radiology, and Melissa Napolitano, Diagnostic Imaging Manager, decided to co-opt it within SIUH to help improve their numbers.



THE SOLUTION ■

Michael C. Fina’s recognition platform enabled the Radiology transport staff to nominate each other for GEM certificates when they witnessed coworkers exhibiting behaviors that helped the department. Melissa and Eddie rallied their staff behind the goal of 2.26 moves per hour, and found the reward platform extremely useful for setting a positive tone. “What the GEM program does is recognize the good of what we’re doing and put it on paper,” Melissa explains. “It’s not like, ‘I’m the manager telling you what to do,’ It’s ‘We’re a team and we’re trying to do this, and you get rewarded for it.’ So it makes it fun.” The GEM nominations were compiled at the end of every month and ranked, with the top three performers receiving a reward in the form of points, redeemable online for a wide variety of gifts.

THE RESULT ■

Since the GEM program launched at SIUH, the response from the transport staff has been extremely positive. GEM certificates have appeared all over the walls in the department, so much so that a “Wall of Fame” was created to display them all on a monthly basis. The recognition culture has even spread to other areas of the hospital, and cross-departmental awards from the transport staff are becoming more commonplace. As the Administrative Director, Eddie is pleased with the metrics as well. “They were averaging 2.2 moves back in November of 2012—they’re up to 2.8 now.” He continues, “Remember, 2.26 was the standard they were trying to get to. They have now surpassed that, and now they look at that number and they want to see how they can go even further.” Thanks in large part to Melissa and Eddie’s dedication and focused approach, the GEM program unified the transport staff under a common goal, surpassed that goal, and now other managers in the hospital are taking note and asking how they can appropriate the GEM program for their departments. ■