Project Mission:
To standardize and streamline the Ergonomic Evaluation and Remediation Process to promote healthier workspaces which aligns with the Institution's HRO goals.

Objectives:
• Define roles and responsibilities throughout the ergonomic evaluation and remediation process.
• Develop a standard process to facilitate the timely response to requests for ergonomic assessments and their remediation:
  - Ergonomic evaluation requests are responded to within 2 business days.
  - From request to solution identified:
    - Accommodation: 5 business days.
    - Injury: 5 business days.
    - Preventive: 30 days.
• Evaluation report completed within 5 business days after assessment.
• Develop process for employees who present with ergonomic issues during annual assessment.
• Identify needs and pathway for customers who have medical prescriptions for ergonomic accommodations and/or assessments.
• Clearly define process connections and triggers (appropriate triage points) between EH&S, OIOC, Rusk, OHS, Departments, RED&F and HR.
• Develop a process where 100% of all ergonomic requests are tracked.
• Identify appropriate entry point for ergonomic evaluations post-employee injury.
• Identify opportunities to educate management and staff on ergonomic procedures and policies; leveraging IT technologies.

Project Scope:
• From employee request to the time the ergonomic request is remediated or addressed (All Enterprise) (inclusive of follow-up).

Charter Summary For: Ergonomics Enterprise Review and Remediation Process
Sponsor:
• Paul Schwabacher (SVP, RED+F)
Team Leader(s):
• Fred Alvarez (RED+F), Marta Figueroa (EH&S), Marco Campello (Director, OIOC) Katia Costa-Black (Sr. Mgr. of Ergonomics Services, OIOC), Emanuel Simkhayev (Research Assistant, OIOC), Kate Parkin (Sr. Dir. of Therapy Services, Rusk Rehabilitation), Nicole Delts (Employee Relations, HR), Shannon Jeter (Workers Comp Program, HR), Jennifer Eno (Senior Interior Designer, RED+F), Leeza Springer (Assistant Design Manager, RED+F), Sabrina Stines (Environmental Specialists II, EHS), Joseph Shelmet (Dir. of Tech. Mgmt, MCIT), Audrey Sadler (Associate Director, OHS), Kathleen Pacina (Employee Relations), Courtney Coyle, OC, Ergonomist.

Project Dates:
11/27-11/29

Champion:
• Vicki Match Suna (SVP, RED+F), Nancy Sanchez (SVP, HR)
Supportive Leadership:
• David Dibner, SVP, LOH
• Ileen Masser (Director of Employee Wellness, Work/Life and Employee Safety Programs, HR)
• Steven Salvati, MD (Medical Director, OHS)
• Isabel Goldberg (Senior Director, EH&S)
• David Resnick (RED+F)
• Mike Phillips (Infectious Diseases)
• Mark Pollard, VP, Hospital Operations

Subject Matter Experts:
• Daniel Driesen, Legal, NYU Brooklyn, HR, OHS & PTOT

Black Belt(s):
• Nissa Perry

Monument(s):
1) HR policies / constraints
2) All Requests must flow through EH&S
3) All employees with clinical issues must have a clinical assessment.

Presentation Overview
• Background
• Processes in place
• Key Changes & Benefits
• Key Action Items & Next Steps
• Education Plan
• Measures of Success
• Questions?
Inherited Process Map

Legacy Process

- Multiple departments addressing different aspects of ergonomic assessments and concerns
  - 8 different ways to request an ergonomic assessment/review
  - Employees and supervisors unaware or uncertain of procedure to request assessments
  - Requests not uniformly tracked
  - Different assessment criteria and procedures
  - Different report formats
  - Findings/recommendations not always appropriately shared with departments responsible for implementation
- Inconsistent follow-up on assessments and recommendations
  - 30% of requests to purchase ergonomic equipment or furniture go unfulfilled due to departmental budgetary constraints

Legacy Process

- Procedure to address accommodations with ergonomic factors unclear (i.e. ADA)
- Liability/safety concerns associated with purchase of non-standardized/non-approved equipment or furniture
### Key Changes and Benefits

<table>
<thead>
<tr>
<th>Key Change</th>
<th>Benefit</th>
</tr>
</thead>
</table>
| Single Point of Entry       | • Higher capture rate  
   • Decreased confusion  
   • Timely responses      |
| Standardized Self Assessment| • Snapshot of issue  
   • Remedy discomfort before becomes an issue |
| EH&S Triage Point           | • Ability to capture and track all cases  
   • Refer to proper care provider (right person, right place, right time)  
   • Notification of key departments to reduce risk |
| Standard Assessment & Reporting Tool | • Standardized outcomes |
| Ergonomic Standard Products | • Reduced Liability with non-approved items  
   • Discounts related to products order through proper channel  
   • Interdisciplinary team to analyze products |
| Notifications               | • Ability to track Ordering status (order, delivery, return Y/N)  
   • Notify necessary groups re: equipment (OHS, EH&S, Supervisor) |
| Follow-up Assessment        | • Customer/employee satisfaction  
   • Employee retention  
   • Employee education |
| Stronger Culture of Awareness & Safety | • Healthier workforce with access to resources and education |
Education Plan

Objective (initial):
To develop and deliver a generic ergonomics educational program targeting the following groups:
- New hires and all employees (basic awareness of ergonomic risks)
- Managers and leadership (101 on our new ergonomics process model)
- NCTT desktop teams (basic workstation ergonomics with orientation to hardware design/installation best practices)
- Clinical Staff at OHS (identification of MSK problems related to ergonomics)

Tools:
- Screen savers
- Add ergonomic information to new hire orientation
- FOCUS training in ergonomic prevention
- Relocation “Welcome Packet” with ergonomic tip sheets
- Face-to-face training tailored specifically to groups of employees identified as high risk of injury and champions
Key Action Items/Next Steps

• Intake
  o Email Address (ergonomics@nymc.org)
  o EHS link under HR Portal (content on safety at work portal)
  o Creation of ergonomics distribution list w/ automated response to staff
  o Identify key searchable Words
• Standardization of Content And Forms
  o Electronic Self Assessment
  o Triage Criteria
  o Ergonomics Report
• Creation of Educational Content

Key Action Items/Next Steps

• Furniture, Hardware, Equipment
  o Steering Committee
  o Standardized furniture and equipment (leverage purchasing opportunities)
• Future Enhancements
  o Explore opportunity to automate purchase of standard equipment and furniture i.e. MCIT Express
  o Explore opportunities to automate process

Proposed Timeline Ergonomics Rapid Improvement
### All Action Items

<table>
<thead>
<tr>
<th>Specific Action</th>
<th>Assigned To</th>
<th>Department</th>
<th>Target Date</th>
<th>MCIT?</th>
<th>Level</th>
</tr>
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<tbody>
<tr>
<td>Create an email address for the ergonomics team</td>
<td>Marta</td>
<td>EHS</td>
<td>12/12/2017</td>
<td>Yes</td>
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<tr>
<td>Develop automated email response with link</td>
<td>Marta</td>
<td>12/12/2017</td>
<td>Yes</td>
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<tr>
<td>Put EHS link on HR portal</td>
<td>Ilene</td>
<td>HR</td>
<td>12/31/2017</td>
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<td>Include ergonomics content on safety at work portal</td>
<td>Marta/Ilene</td>
<td></td>
<td>2/31/2018</td>
<td>Yes</td>
<td>1</td>
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<tr>
<td>Identify key words/search terms/ergonomic verbiage</td>
<td>Marco</td>
<td></td>
<td>12/31/2017</td>
<td>No</td>
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<tr>
<td>Create/explore OHS BK and Manhattan campus Ergonomics mailbox</td>
<td>Audrey</td>
<td></td>
<td>Yes</td>
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<td>Revise content for uniform employee self-assessment form</td>
<td>Marta/Abrina</td>
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<td>1/15/2018</td>
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<td>Explore online electronic employee self-assessment form</td>
<td>Marta/Abrina</td>
<td></td>
<td>1/15/2018</td>
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<tr>
<td>Standardize file names</td>
<td>Marta</td>
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<td>Clarify triage criteria</td>
<td>Marta</td>
<td></td>
<td>1/15/2018</td>
<td>No</td>
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<tr>
<td>Standardize ergonomics report</td>
<td>Courtney</td>
<td></td>
<td>1/15/2018</td>
<td>No</td>
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<tr>
<td>Develop ergonomics FAQs for staff and managers</td>
<td>Katia</td>
<td></td>
<td>1/15/2018</td>
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<td>Explore adding ergonomics education to New Beginnings course</td>
<td>Kathleen</td>
<td></td>
<td>1/15/2018</td>
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<td>Explore online education in Saba</td>
<td>Kate</td>
<td></td>
<td>1/15/2018</td>
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<td>Explores addition of ergonomic training to existing and new products</td>
<td>Jennifer</td>
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<td>1/31/2018</td>
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<td>Create welcome package/move management and trial</td>
<td>Jennifer/Marco</td>
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<td>2/1/2018</td>
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<td>Standardize ergonomic furniture and equipment (ongoing)</td>
<td>Jennifer/Joe</td>
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<td>2/28/2018</td>
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<td>Annual Product Fair</td>
<td>Jennifer/Joe</td>
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<td>Spring 2018</td>
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<tr>
<td>Create ergonomics presentation for leadership/managers</td>
<td>Marta</td>
<td></td>
<td>Spring 2018</td>
<td>No</td>
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<tr>
<td>Ergonomics training for MCIT desktop group</td>
<td>Joe</td>
<td></td>
<td>Spring 2018</td>
<td>No</td>
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<tr>
<td>Explore options to automate purchasing of ergonomic equipment</td>
<td>Joe/Jennifer</td>
<td></td>
<td>TBD</td>
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<td>Explore opportunities to automate entire process</td>
<td>Joe/Marta/Ilene/Jennifer</td>
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<td>TBD</td>
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</table>

### Measures of Success

- Reduction of time and resources with new processes
  - From identified need to request fulfilled (and all time points in between as defined by the new process)
- Customer Satisfaction
  - Managers and employees who go through ergonomic evaluation process
- Productivity
  - Pre-intervention self-assessment and post-intervention of time lost from work due to ergonomic discomfort
- Cost Avoidance/Savings
  - Number of worker’s comp claims avoided by early intervention
  - Medical and Indemnity costs avoided
  - Long term—Reduction of WC premiums resulting from less claims reported
  - Long term—Reduction of WC premiums resulting from having an organizational ergonomic program; education and training

### Proposed Process Map

![Proposed Process Map Image]
Questions?