

BROOKLYN HOSPITAL CENTER

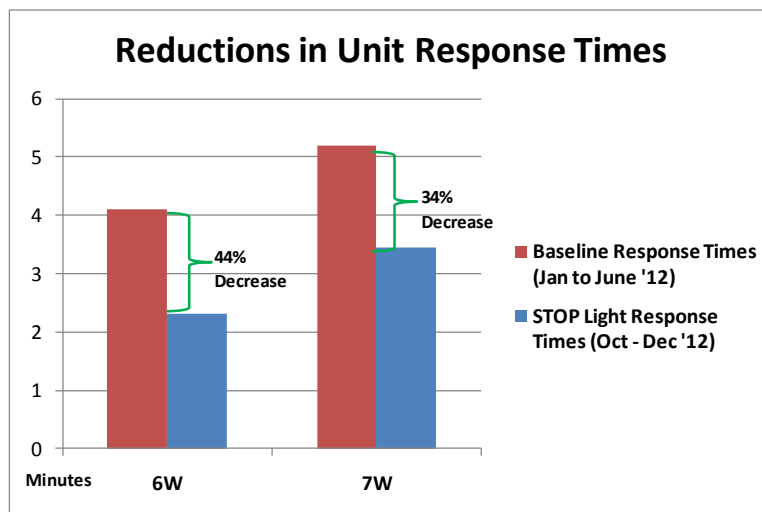
A Performance Improvement Project to Decrease Response Times

The Labor Management Project supported a performance improvement (PI) project at the Brooklyn Hospital Center aimed at increasing patients' perceptions of staff responsiveness.

The Challenge: Staff responsiveness is a key indicator of patient satisfaction on federally-mandated HCAHPS surveys, which are now tied to hospital reimbursement eligibility. In an effort to address lower than desired HCAHPS scores, The Labor Management Project worked with union and management sponsors and facilitated a series of Person Centered Care trainings with hospital staff and management. After these trainings, the hospital chose to further their efforts by having the Labor Management Project guide a performance improvement initiative targeting staff responsiveness.

The Solution: The Brooklyn Hospital Center identified two units, 6W and 7W, with which to initiate performance improvement work. These particular units were chosen based on the strengths of their leadership teams. Once the Labor Management Project launched the PI project with teams of 1199SEIU representatives and unit managers on 6W and 7W, it then provided assistance to each team's co-leads in facilitating the performance improvement work. Both teams chose to address staff responsiveness to call lights by implementing "STOP Light" – an initiative that encourages everyone's participation (e.g., nurses, housekeepers, transporters, physicians, and dietitians) in responding quickly to call lights. The teams also engaged in rounding (once) with representatives from the food and nutrition department to determine how to better meet patients' dietary needs. Over the course of three months, the teams met weekly to evaluate their progress.

The Results: With the assistance of RSW, a call light tracking system, the teams on 6W and 7W were able to measure changes in staff response times. The team on 6W decreased its average response time from 4:11 minutes (January to June 2012) to 2:32 minutes (October to December 2012). Over the same time period, the labor-management team on 7W reduced their unit's response time from 5:19 minutes to 3:44 minutes. This change represents a 44% improvement on 6W and a 34% improvement on 7W. When the teams made their final presentation, hospital management was so impressed with the initiative that they decided to immediately replicate the performance improvement project hospital-wide, with the assistance of the leaders who emerged on 6W and 7W.



Positive Feedback: Tony Howell, Brooklyn Hospital's 1199 Vice President, stated, "This project has been a tremendous success. It created a great sense of teamwork across all the different job titles. Everyone worked together to accomplish a common goal."

John Lasky, Senior Vice President of Human Resources, exclaimed, "I'm extraordinarily impressed with the results on the call bell. It's measurable...And not only can we measure the results, it's incredible. It's really, really good. I'm overly and overtly excited...This has to be hard-wired into the entire institution."

Wayne Allen, Vice President of Support Services, remarked, "Its huge improvement...It needs to become the culture [of the hospital]. You did a great job engaging the various constituents and we need to make this a part of orientation...You guys have a lot to be proud of."

Patricia Winston, Senior Vice President of Nursing, affirmed, "The team did exactly what it needed to do [as a pilot] and all the things it found will help us. And we'll clarify these [issues] before we roll it out. There's no question about whether we'll roll it out house-wide, it's just a matter of how we roll it out and how do we educate people."