

JAMAICA HOSPITAL Improving Patient Experience through Performance Improvement

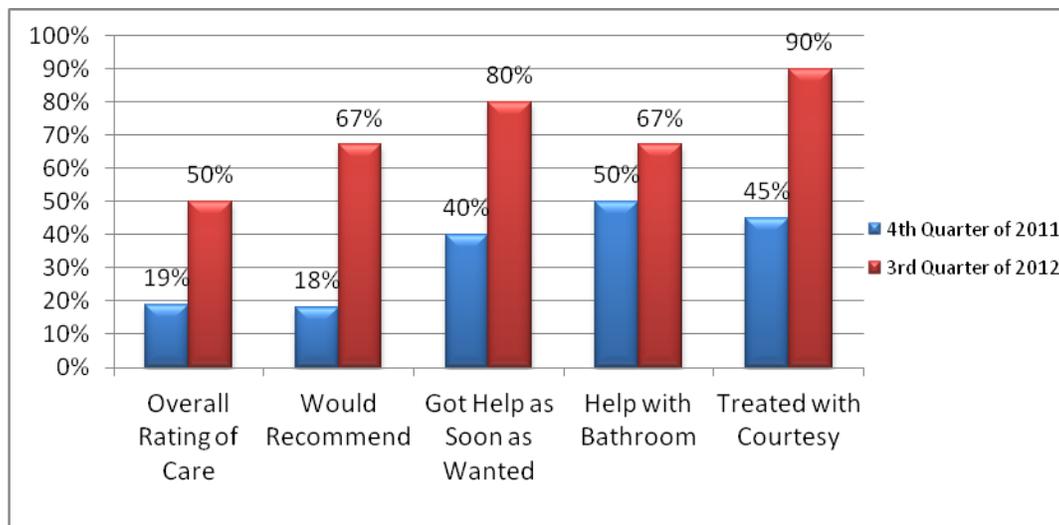
The Labor Management Project supported performance improvement at Jamaica hospital, building on a patient-centered care training initiative aimed at improving the patient experience.

The Challenge: Health care reform has heralded new attention to the patient experience, with hospital reimbursement tied in part to patient satisfaction survey results. Jamaica hospital was challenged with lower than desirable scores on federal-mandated "HCAHPS" surveys. The hospital identified a unit, 3N, with which to initiate joint labor/management work to improve the patient experience and document the results.

The Solution: The Labor Management Project provided technical support and training to help establish a unit-based team composed of representatives from 1199SEIU and hospital management. Labor Management Project staff trained team co-leads and helped to facilitate the performance improvement work. The labor management team examined existing patient survey data and best practices, and chose to address staff responsiveness to call lights as well as other aspects of the patient experience. The team put into place several initiatives shown to be best practices, including a "no pass" policy that trained all staff to respond to call lights, and hourly rounding in which staff visit each patient in order to meet needs even before a call light is needed. The team also created a "welcome kit" for patients with note pad and pen, toothbrush and toothpaste, slipper socks, and pill case.

The Results: Patient satisfaction scores, as measured with the HCAHPS survey, increased substantially over several months following these initiatives.

**HCAHPS Improvements
2011 to 2012, 3 North Unit, Jamaica Hospital¹**



Positive Feedback:

"The only asset we've ever had is our employees," stated Bill Lynch, COO and Executive Vice President of Jamaica Hospital. "[The labor/management team] really set a high standard, they've proven that it can be done."

"There has been a lot of enthusiasm," stated Daniel Calise, Organizer, 1199SEIU. "Jamaica can and will be the beacon for health care in Queens."

¹ Percentages represent: a) the percent of patients rating the overall quality of care a 9 or 10; b) the percent reporting they would recommend the hospital; c) the percent reporting they always got help as soon as they wanted it; d) the percent reporting they always got help to the bathroom when needed; and e) the percent reporting that they were always treated with courtesy.