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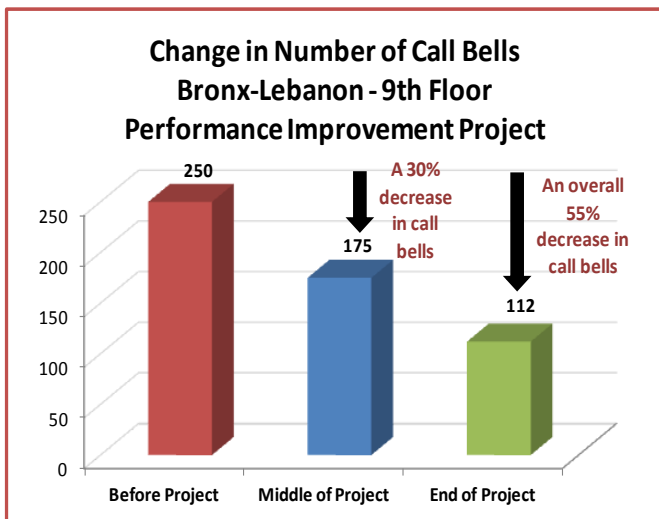
**BRONX-LEBANON HOSPITAL CENTER**  
**A New Beginning of Care: A Patient-Centered Care Performance Improvement Project**

*The Labor Management Project supported a performance improvement (PI) initiative at Bronx-Lebanon Hospital during the first three months of 2013. The PI initiative was 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 partially tied to hospital reimbursement. In an effort to address lower than desired HCAHPS scores, the Labor Management Project (LMP) worked with union and management sponsors at Bronx-Lebanon Hospital to facilitate a series of Patient-Centered Care trainings with hospital staff and management. After these trainings, the sponsors agreed to deepen their commitment by having the LMP guide a performance improvement project targeting staff responsiveness. This included establishing a goal to lower the number of call bells.

**The Solution:** Union and management sponsors at Bronx-Lebanon selected the ninth floor for its performance improvement initiative. In a two-day launch, the LMP worked with a multidisciplinary team of union and non-union employees and managers from the ninth floor to develop goals and a work plan for the project. After the LMP provided facilitation training to the team's union and management co-leads, the co-leads guided the team through a process of: implementing new responsiveness policies (hourly rounding and "stay in district," which encourages workers to stay near their room assignments); training all support and medical staff on the floor to respond to call lights and follow a "no pass" policy (282 employees trained); improving interdisciplinary communication about patients' needs within the healthcare team; enhancing communication between the healthcare team and patients from the time of admission to the time of discharge; and addressing barriers to meeting patients' needs quickly (e.g., relocating the ice machine for quicker access, preordering meals for patients admitted at night, ensuring adequate staffing, improving discharge processes). Additionally, all nursing staff trained on how to round using AIDET, the 4Ps (Pain, Position, Potty, Personal Possessions), and other proven best practices. This entire process took approximately three months.

**The Results:** In April 2013, the team (also known as the "Dream Team") presented their results to their union and management sponsors. They were happy to report a 30% decrease in call bells (from 250 to 175) by the midpoint of the intervention, and an overall 55% decrease in call bells (from 250 to 112) by the end of the project.<sup>1</sup> These decreases suggest that the changes the floor implemented over the twelve-week intervention period increased the likelihood that patients' needs were addressed before they felt the need to ring their call bells. The team members fully anticipate that these improvements will persist, as the PI group will continue to meet, measure outcomes, and improve responsiveness. The team will also continue to meet with their colleagues on the ninth floor every month to review patient satisfaction scores and reinforce the responsiveness practices. Furthermore, they will provide patient satisfaction trainings to all new staff assigned to their floor. While the floor's HCAHPS scores have already shown modest improvements, it will take time to see the true impact of this PI project (due to the time lag of HCAHPS reporting).



**Positive Feedback:** Miguel Fuentes, Bronx-Lebanon CEO exclaimed, "I am blown away and I have to commend you. We have worked on quality of care and financial viability; but one area we've slipped on is patient satisfaction. If we can do this project on other floors and sustain the results, we'll be one of the best hospitals in the city again."

Angela Doyle, 1199 Executive Vice President said, "I hear the excitement and enthusiasm. I'm particularly impressed with the depth of cooperation between all the staff. Let us work hard to sustain this team concept on the ninth floor and to expand it through the hospital."

Aida Morales, 1199 Vice President shared, "I was very excited when they brought this idea to 1199. I was very proud to be part of this kind of labor management project."

Selena Griffin-Mahon, Assistant VP of Human Resources stated, "We chose the 9th floor because you have the largest number of patients, great staff and we felt you would be successful. You were! Great job!"

<sup>1</sup> For each period of data collection (pre, mid, and post), call bell data was recorded a total of seven days for both day and night shifts.

Lisa Brandon-Colon, Manager of Training and Volunteer Services remarked, "It's been an honor for me to work with this group [PI team] and these consultants [LMP]. We want to replicate not just what was done, but *how* it was done throughout the hospital."

Drs. Aisha Siraj and Bibi Ayesha, both members of the team said, "We experienced true teamwork on the floor, where the nurses, PCTs, social workers, and residents were in the real action. It was the 9<sup>th</sup> floor TEAM that made this project a GREAT success."