



330 West 42nd Street, 13th FL • New York, NY 10036 • Mailing Address: P.O. Box 1016 • New York, NY 10108
 Tel (212) 643 -9340 • Fax (212) 643 -9347 • info@labormanagementproject.org

KINGSBROOK JEWISH MEDICAL CENTER
Patient Transport

Challenge: Various units throughout Kingsbrook Jewish Medical Center encountered delays and cancellations in patient transport from nursing to procedures. Most delays occurred because the patient was not ready (80%, n=87). With support from the Labor Management Project, units like Briger 3 hoped to reduce transport delays from 35% to 20% and cancellations from 25% to 15%.

Solution: In October 2011, with support from the Labor Management Project, the hospital created a labor/management team of patient transporters, patient care technicians, unit clerks, radiology technicians, and supervisors from Radiology, Transport, and Nursing. The purpose of the work was to: 1) improve patient experience of care; 2) reduce transport delays from bed to clinical procedure. It was also thought that if delays and cancellations to Radiology were decreased, that the patient length of stay would also be reduced.

The Labor Management Project then facilitated the creation of a process flow map to help clarify the work, communication and hand off among physicians, nurses, patient care techs, clerks, radiology and transport staff. The team identified barriers to transport flow, communication among staff, and strategies to standardize the work. The team wrote a script that guided transporters in how to communicate with patients, nursing staff and physicians. They communicated project goals with peers through 15 minute huddles and met with managers to align project goals with daily operations. The team also constructed a service level agreement - a binding contract between the Executive sponsors, stakeholders and frontline staff that articulated the standard flow of patient transport from nursing to radiology and that would be continuously updated as processes improved. Staff documented and continually updated goals, progress, and performance using a "Kaizen Board," or storyboard posted in each department.

Outcomes:

- Transport **delays decreased** from 34.9% in October 2011 to 12.4% in February 2012
- Transport **cancellations decreased** from 24.1% to 18.1% between October 2011 and February 2012.
- The percentage of patients who strongly agreed that nurses communicated the procedure to them increased more than fourfold from 15 to 70%, those that strongly agreed that technologists treated them with courtesy and respect increased from 77 to 90%, and the percentage who strongly agreed that they were transported back without delay improved from 38 to 60%.
- The **length of stay (LOS) for patients decreased** from 7.1 to 5.9 days.
- The **overall rating of the hospital improved** from 55 to 58.8%.

