



PATIENT-CENTERED CARE PROGRAM RESULTS

The Labor Management Project (LMP) is a consulting group funded by 1199SEIU and the League of Voluntary Hospitals and Homes. The LMP helps labor and management to cooperatively develop solutions to the complex challenges facing healthcare providers today.

The Labor Management Project's Patient-Centered Care (PCC) Program combines training and performance improvement to enhance the patient experience and connect interdisciplinary teams to the quality improvement process. The PCC program engages participants in understanding "the why" behind changes in the healthcare delivery system. It also provides tools and structures to allow all staff members to contribute to improvements and innovations that increase patient and staff satisfaction.

While improving the patient experience was always a major concern for high-quality hospitals, it is now of paramount importance, given recent changes in Medicare's regulations that tie a portion of a hospital's Medicare reimbursement to its HCAHPS scores. HCAHPS, which stands for Health Consumer Assessment of Hospital Providers and Systems, is a standardized national survey of patients' perspectives of their hospital care. It asks about all aspects of a patient's hospital experience, including the quality of communication, staff responsiveness, and the cleanliness of the environment.

Funded by a grant from the New York State Department of Health, the Labor Management Project began working with leaders from 1199SEIU and the League of Voluntary Hospitals to launch the PCC program in 2012. The following summary highlights the program's objectives, processes, and outcomes at one of the New York City-area hospitals where it was implemented.

LABOR MANAGEMENT PROJECT

330 West 42nd Street, 13th floor, New York, NY 10036 | Mailing address: P.O. Box 1016, New York, NY 10109

Phone: (212) 643-9340 | Fax: (212) 643-9347

LMPresearch@labormanagementproject.org | LMInitiatives.org



BRONX-LEBANON HOSPITAL CENTER: 9TH FLOOR

A New Beginning of Care: A Patient-Centered Care Performance Improvement Project

Bronx-Lebanon Hospital is the largest voluntary, not-for-profit health care system serving the South and Central Bronx, with 972 beds at two hospital divisions. The Labor Management Project supported a performance improvement initiative to improve staff responsiveness.

The Challenge

Maximize the patient experience by increasing staff responsiveness to call bells.

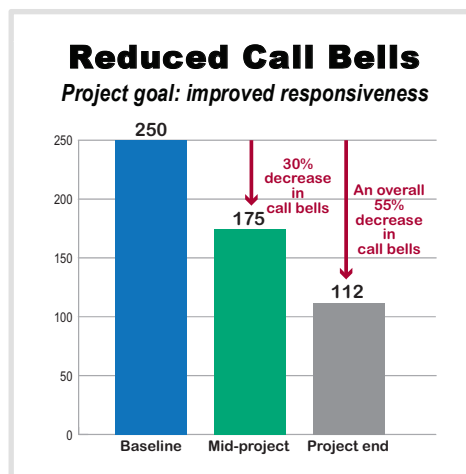
The Solution

Working with union and management sponsors, the Labor Management Project (LMP) facilitated patient-centered care trainings with hospital staff and management. In a two-day launch, the LMP worked with 9th-floor employees and managers to develop goals and a work plan aimed at addressing patients' needs before they rang their call bells. Co-leads guided the team through a three-month process whose outcomes included:

- Implemented hourly rounding and a “stay in district” policy that encourages workers to stay near their room assignments.
- Trained all 282 support and medical staff on the floor to respond to call lights.
- Improved interdisciplinary communication about patients' needs.
- Enhanced communication between the healthcare team and patients.
- Removed barriers that made it difficult to meet patients' needs quickly (e.g., preordering meals for patients admitted at night, ensuring adequate staffing, improving discharge processes).
- Trained nursing staff on AIDET, the 4 Ps (assistance with pain, potty, position, and access to possessions) and other best practices.

The Results

Use of call bells decreased by 30% (from 250 to 175 over a period of seven days) by the midpoint of the intervention and by 55% (from 250 to 112) by the end of the project. A team member meets monthly with 9th-floor colleagues to review patient satisfaction scores and reinforce responsiveness practices, and patient satisfaction trainings are provided to all new staff. The team is committed to monitoring call bell data, HCAHPS scores, and survey results to sustain and improve the project's outcomes.



Positive Feedback

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

1199 Executive Vice President Angela Doyle: “I hear the excitement and enthusiasm. I’m particularly impressed with the depth of cooperation between all the staff.”

1199 Vice President Aida Morales: “I was very proud to be part of this kind of labor management project.”

Bronx-Lebanon Manager of Training and Volunteer Services Lisa Brandon-Colon: “It’s been an honor for me to work with this group [PI team] and these consultants [Labor Management Project]. We want to replicate not just what was done, but how it was done throughout the hospital.”

Doctors and team members Aisha Siraj and Bibi Ayesha: “We experienced true teamwork on the floor, where the nurses, PCTs, social workers, and residents were in the real action. It was the 9th floor TEAM that made this project a GREAT success.”