



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.



BROOKLYN HOSPITAL CENTER

A Performance Improvement Project to Decrease Response Times

Brooklyn Hospital Center is a 464-bed, full-service community teaching hospital located in Downtown Brooklyn. The Labor Management Project supported a performance improvement project aimed at improving staff responsiveness to improve the patient experience.

The Challenge

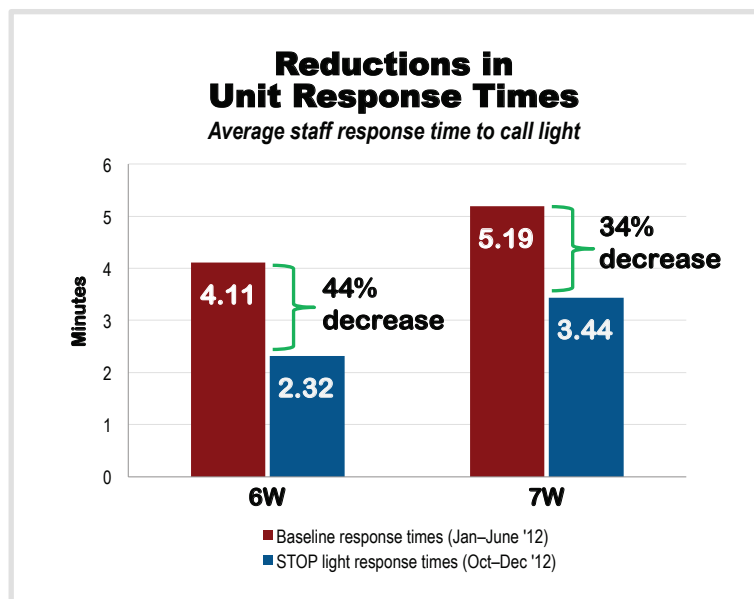
In an effort to address lower than desired HCAHPS scores, the hospital worked with the Labor Management Project (LMP) to reduce patients' need to use call bells and to better meet patients' dietary needs.

The Solution

After facilitating a series of person-centered care trainings with hospital staff and management, the LMP guided a performance improvement initiative targeting staff responsiveness on two units, 6W and 7W, which were chosen based on the strength of their leadership teams. Both teams chose to address staff responsiveness to call lights by implementing STOP Light, an initiative that encourages the participation of all staff (e.g., nurses, housekeepers, transporters, physicians, and dietitians) in responding quickly to call lights. The teams also rounded once with representatives from the food and nutrition department to determine ways of better meeting patients' dietary needs. Over the course of three months, the teams met weekly to evaluate their progress.

The Results

With the assistance of a call light tracking system, the teams on 6W and 7W were able to measure changes in staff response times. 6W decreased its average response time from 4:11 minutes to 2:32 minutes while 7W reduced its average response time from 5:19 minutes to 3:44 minutes, for improvements of 44% and 34% respectively. Hospital management was so impressed that they decided to 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: "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, Brooklyn Hospital: "I'm extraordinarily impressed with the results on the call bell. It's measureable... And not only can we measure the results, it's incredible. It's really, really good."

Wayne Allen, Vice President of Support Services, Brooklyn Hospital: "You did a great job engaging the various constituents and we need to make this a part of orientation."

Patricia Winston, Senior Vice President of Nursing, Brooklyn Hospital: "The team did exactly what it needed to do [as a pilot] and all the things it found will help us. 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."