



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.

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FLUSHING HOSPITAL MEDICAL CENTER

A Performance Improvement Initiative for Patient-Centered Care

Flushing Hospital Medical Center is a 325-bed, not-for-profit teaching hospital in Queens. The Labor Management Project supported a performance improvement initiative aimed at improving two key HCAHPS scores.

The Challenge

The hospital's geriatric units wanted to improve two key indicators of patient satisfaction on the HCAHPS survey: processes and patient perception regarding pain management and communication between hospital staff and patients and their families regarding medication. These were particularly challenging issues for these units because their patients are linguistically diverse and many have dementia.

The Solution

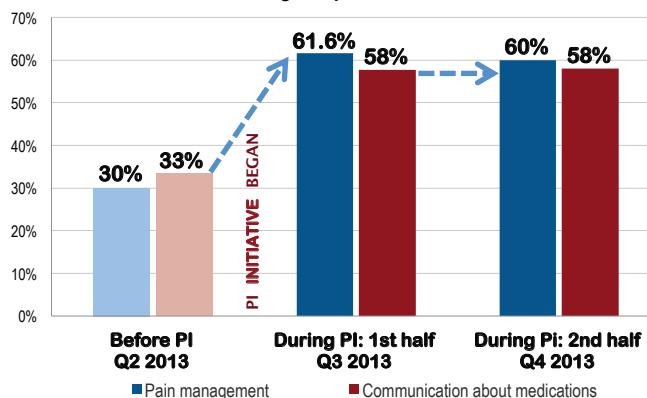
Union and management sponsors invited the Labor Management Project (LMP) to facilitate patient-centered care trainings for hospital staff and then initiate a performance improvement project, focused on improving pain management and communication about medication, in two medical-surgical geriatric units. The two were consolidated into one unit, 2N, for the purposes of the initiative. During a two-day launch, the LMP worked with a team of unit employees and managers to establish goals and a work plan. The team then conducted staff in-services, one on using the Patient Education about Medication protocol to help patients and their relatives ask questions about medications and one on hourly rounding using the 4 Ps (assistance with pain, potty, position, and access to possessions). The team tracked how often staff discussed pain with patients and distributed prompts in several languages to help patients and family members communicate with staff.

The Results

The unit's HCAHPS scores in "Pain Management" and "Communication about Medication" increased by nearly 100% (see chart) even though the team faced many challenges over the course of the project, including unit closures, leadership changes and staff reassignments. Team members anticipate that improvements will persist, as the group will continue to meet, measure, and improve the unit's outcomes. Flushing's sponsors requested the LMP's support in establishing a committee to implement additional performance improvement initiatives.

Improvement in HCAHPS Scores

Flushing Hospital - Unit 2N



Positive Feedback

Brian Joseph, 1199SEIU Vice President: "We see ourselves as business partners with Flushing. We are here for the same purpose. We can only succeed as a team. We will continue to improve the institution so our HCAHPS scores continue to go up."

Robert Levine, Flushing Hospital Medical Center Executive Vice President and COO: "What you have accomplished and what we will continue to accomplish through this initiative will help Flushing provide an excellent experience for patients. We look forward to continuing this work with our partners in 1199."

Paul Cormerais, RN on 2N: "It was nice working with 1199 on this great project. I look forward to expanding this to other floors."