



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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JAMAICA HOSPITAL

Improving Patient Experience through Performance Improvement

Jamaica Hospital is a 424-bed, not-for-profit teaching hospital located in Jamaica, Queens. The Labor Management Project helped the hospital institute performance improvements, building on a patient-centered care training initiative aimed at improving the patient experience.

The Challenge

Boost hospital patient experience (HCAHPS) scores by engaging staff in improving call bell response time and reduce patient need for call bells.



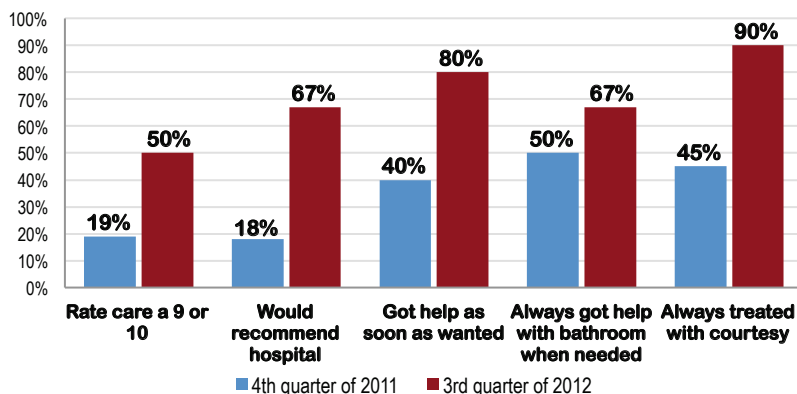
The Solution

The hospital decided to initiate its labor-management performance improvement project on unit 3N. After examining initial patient survey data and assembling a unit-based performance improvement team composed of representatives from 1199SEIU and hospital management, call bell response was selected as the improvement focus. The Labor Management Project provided technical support and worked closely with the team's labor and management co-leads to develop their performance improvement skills. The team's efforts yielded several best practices, including a "no pass" policy that trained all staff to respond to call lights and hourly rounding. Staff on the unit adopted a standard practice of visiting each patient

in an effort to meet their needs before they are pressing enough to require a call light. The team also created a welcome kit for patients, which included a notepad and pen, toothbrush and toothpaste, slipper socks and a pill case.

HCAHPS Improvements

2011 to 2012, 3 North Unit, Jamaica Hospital



The Results

Patient satisfaction scores on the HCAHPS survey increased substantially over several months following these initiatives.

Positive Feedback

Jamaica Hospital COO and Executive Vice President Bill Lynch: "The only asset we've ever had is our employees. [The labor/management team] really set a high standard. They've proven that it can be done."

1199SEIU Organizer Daniel Calise: "There has been a lot of enthusiasm. Jamaica can and will be the beacon for health care in Queens."