



REDUCING PATIENT TRANSPORT DELAYS

Kingsbrook Jewish Medical Center



Kingsbrook Jewish Medical Center is a full-service teaching hospital in Brooklyn, New York. The Labor Management Project supported performance improvement work aimed at reducing delays in patient transport.

The Challenge

Various units experienced delays and cancellations in patient transport between nursing and clinical procedures. Most delays (80%, n=87) occurred because the patient was not ready. To improve the patient experience of care and reduce patient length of stay, some units aimed to reduce their transport delays from 35% to 20% and cancellations from 25% to 15%.

The Solution

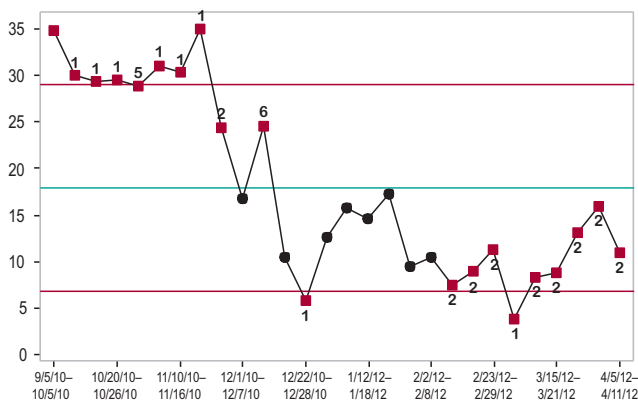
With support from the Labor Management Project, the hospital created a labor-management team of patient transporters, patient care technicians, unit clerks, radiology technicians, and supervisors from Radiology, Transport, and Nursing. The team created a process flow map to help clarify the handoff process, identified barriers, and wrote a script to help transporters communicate with patients, nursing staff and physicians. Team members communicated project goals to peers in 15-minute huddles and met with managers to align the goals with daily operations. They also constructed a binding contract between the hospital's executive sponsors, stakeholders and frontline staff that articulated the standard flow of patient transport from nursing to radiology. Staff now document and update goals, progress, and performance using a Kaizen Board (storyboard) posted in each department, updating the contract as processes improve.

The Results

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

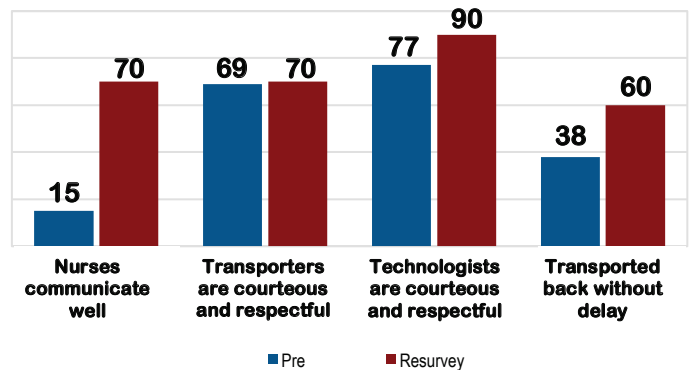
Transport Delays

Delays decreased significantly during the initiative



Percentage of Patients Who Strongly Agree

Pre and post implementation phase (B3)



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