



## 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

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## MOUNT SINAI QUEENS HOSPITAL

*Improving Response to Call Lights through Performance Improvement*

*Mount Sinai Queens Hospital is a newly designated magnet hospital in Astoria, Queens. The Labor Management Project supported the hospital's efforts to improve staff responsiveness by helping to establish and facilitate a successful performance improvement initiative.*

### The Challenge

Mount Sinai Queens wanted to improve the patient experience by improving staff response time to patient call lights.

### The Solution

The Labor Management Project provided facilitation and training to help establish a multi-disciplinary team with equal representation from 1199SEIU members and hospital management. After identifying a unit, 3 East, on which to work, the team collected data through focus groups, an employee survey, and measuring the response time to call lights. The team then developed a curriculum and training program called HEADS UP to provide guidance for all staff—including those in housekeeping, engineering, food and nutrition, laboratory, and transport—on how to respond to call lights. The acronym stands for: **H** = Heads up! Look up when you are in patient areas and be aware if call lights are lit; **E** = Enter the room and introduce yourself if call light is on; **A** = Attend to the patient; ask what the patient needs; **D** = Determine what you can or cannot do; **S** = Safety first! Make sure never to put the patient at risk; **U** = Understand what the patient needs and provide assistance if you can; **P** = Pass it on if you cannot fill the need yourself.

### The Results

Patients' perception of responsiveness of staff increased substantially over several months following the implementation of HEADS UP. Success in the unit led the hospital to expand the initiative throughout the hospital, with members of the labor-management team conducting observations and providing support and feedback to staff on other units. Sustaining the gain has been a challenge, especially due to new competing priorities. The team is reviewing the program and generating ideas for revisiting the in-service training, implementing monthly activities around HEADS UP, and marketing the initiative to staff. A group of labor and management sponsors are working on a reward and recognition program to be presented to the unit with the highest responsiveness score monthly, in an attempt to further engage staff.



### Positive Feedback

**Ilyssa Decasperis, 1199SEIU sponsor:** "This is the best team I've ever worked with. Everybody's voice was recognized." In addition, she said, the diverse labor-management team communicated well with the rest of the hospital. "We got a lot of buy-in."