



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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MOUNT SINAI ROOSEVELT HOSPITAL

A Patient-Centered Care Performance Improvement Project

Mount Sinai Roosevelt is a 505-bed hospital serving Midtown and the West Side of Manhattan in New York City. The Labor Management Project supported performance improvement work aimed at enhancing the patient experience by improving staff responsiveness.

The Challenge

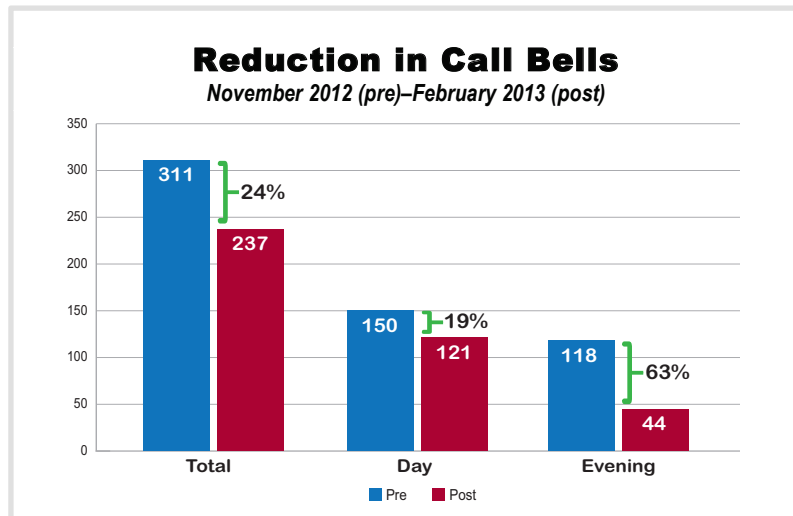
As part of its long-term commitment to creating a culture of excellence through collaboration, union and management leaders enlisted the Labor Management Project to help them improve staff responsiveness.

The Solution

After conducting patient-centered care trainings for nearly 200 hospital employees and managers, the Labor Management Project (LMP) guided a performance improvement initiative by 1199SEIU representatives and managers aimed at improving employees' responsiveness to patients on unit 9B. The team chose to focus on reducing the number of call bells. With assistance from the LMP, two co-leads—one management and one union representative—guided the team as it helped staff implement new responsiveness policies (hourly rounding and “stay in district,” which encourages workers to stay near their room assignments), cultivate culture change (monthly unit meetings encourage engagement) and troubleshoot issues that hindered responsiveness to patients' needs. The team also trained all 178 support and medical staff on the unit to respond to call bells, following a “no pass” policy. This process took approximately three months.

The Results

Within three months, overall call bell use had decreased by 24% (see chart), including a 63% decrease on the evening shift. (Data was collected for 7 days per period on the day shift, 5 days on the night shift, and 4 days on the evening shift.) With an estimated 4 minutes spent on each call response, this decrease saved the unit an average of 74 minutes on each evening shift—time that could be devoted to other patient care needs.



Positive Feedback

Roopchan (Bob) Baboolal, ANCC, the team's union co-lead: “The project was effective and had a good outcome. From my observations, the best results are achieved when practices are done from the heart and with love for what you do.”

Andre George, team member from Materials Management: “The opportunity to engage with staff across the departments empowered us to be leaders in striving for change.”

Joanne Miller, Mount Sinai Roosevelt's Chief Nursing Officer: “I would like to commend everybody on your spirit. Of course your hard work is recognized as well, but hard work can't really go anywhere without a passion for putting your patients first. What you've identified is important and could serve as a model for other units.”

Estela Vazquez, 1199 Executive Vice President: “We are very pleased with the outcomes and give thanks to the incredible efforts of the union staff, our delegates and members, and the management team. This is an example that joint efforts produce positive results that we all can take credit for.”