



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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ST. JOHN'S EPISCOPAL HOSPITAL

A Patient-Centered Care Performance Improvement Project

St. John's is a 240-bed community hospital in Far Rockaway, New York. The Labor Management Project supported performance improvement work aimed at improving staff responsiveness to improve the patient experience.

The Challenge

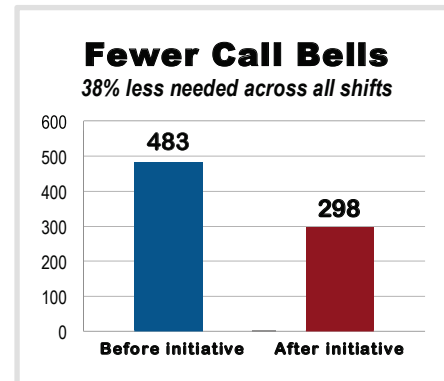
Union and management leaders at St. John's Episcopal have committed themselves to cultivating a culture of excellence and high-quality service through collaboration. In pursuit of that goal, and in hopes of improving patient satisfaction scores on their HCAHPS surveys, they enlisted the Labor Management Project (LMP) to conduct a series of patient-centered care trainings.

The Solution

The LMP trained 169 hospital employees and managers on patient-centered care and then conducted a performance improvement project aimed at improving staff responsiveness to patients' needs on Tower 11 (a telemetry unit). A team of managers and 1199SEIU representatives from the unit selected a reduction in the use of call bells as its key measure. All nurses were trained on hourly rounding with the 4 Ps (assistance with pain, potty, position, and access to possessions), using whiteboards, customized rounding pocket cards, and bedside logs; implementing huddles and one-on-ones to get staff input and problem solve; and "staying in district," i.e. remaining near their room assignments. The team also trained over 200 staff from departments like Food & Nutrition, Environmental, Medical, Rehabilitation, Imaging, and Respiratory, who interact with patients on the unit, on the "no pass" policy of responding to call bells. Lastly, the team identified and addressed issues that hindered staff's ability to adequately respond to patients' needs, such as staffing for high-volume times, language barriers and supply shortages. This process took approximately three months.

The Results

The use of call bells decreased by 38% (from 483 to 298 over a 7-day period, including day, evening and night shifts), with day and night shifts reducing their call bells by 54% and 52% respectively. HCAHPS scores also improved, by 20% on the survey questions for "staff responsiveness," from 8% to 71% on the "hospital rating" question and from 14% to 71% on "likeliness to recommend hospital." St. John is supporting the group's commitment to continue training its peers, collecting call bell data, and meeting once a month to monitor progress.



Positive Feedback

Brian Joseph, Vice President Health System II, 1199SEIU: "The Steering Committee plays a vital role in where this project goes. We are here and committed to supporting you."

Sharika Gordon, Vice President, SJE Human Resources, St. John's: "What you've done is truly inspiring. I look forward to implementing this in other areas."

Kevin Geraghty, Director, Food and Nutrition, St. John's: "I want to thank you all for the tremendous job you did. It's amazing to see your results, and I'd like to say that the Press Ganey results for Tower 11 in my department have also improved significantly in four areas – overall (76% to 86%), temperature of food (69% to 86%), quality of food (68% to 85%), and courtesy of personnel (79% to 88%)."

Dennis Alfred, co-lead and Tower 11 Service Assistant: "When I needed help, I was never turned down from either union or management. Management has committed to be there for us, union has committed to be there for us. The patients need us, and all we have to do is be committed too."