



BRONX-LEBANON HOSPITAL CENTER: 15TH FLOOR

The Power to Change: A Patient-Centered Care Performance Improvement Project



Bronx-Lebanon Hospital is the largest voluntary, not-for-profit health care system serving the South and Central Bronx, with 972 beds at two major hospital divisions. The Labor Management Project provided support for an internally led performance improvement initiative.

The Challenge

Maximize the patient experience by increasing staff responsiveness to call bells and improving communication, teamwork, and work processes, both within and across disciplines.

The Solution

A two-day Labor Management Project (LMP) training prepared nine Bronx-Lebanon Hospital Center (BLHC) union and management employees to coach fellow staff through performance improvement projects designed to improve patient satisfaction. With support from the LMP, two coaches then guided a team of union and management staff on the 15th floor (a medical-surgical unit) as they identified problems, established project goals, implemented improvements and tracked outcomes. The team adopted these improvements:

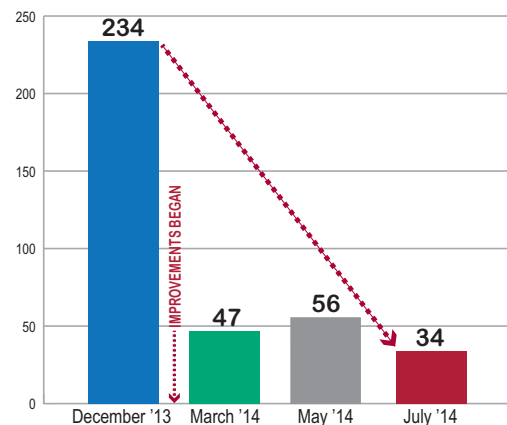
- **Improve interdisciplinary communication.**

Created and administered a monthly survey to assess hourly rounding with the 4 Ps (assistance



Decreased Call Bells

*Anticipate patient needs:
"Be there before patients need us"*



Positive Feedback

Chairman, BLHC Dept. of Medicine: "It is clear that the issue of mutual respect had to be solved by you: people who are in the trenches. Great job!"

1199SEIU member and Patient Care Technician: "I love the way my coworkers are helping each other. There is much more teamwork now."

SEIU Healthcare Committee of Interns and Residents (CIR) sponsor and team coach: "The team's determination was amazing! The assessment tool was an innovative way to train and reinforce skills."

BLHC Vice President, Human Resources: "I am amazed at how you improved your treatment of one another. You made a great video to illustrate the 'before' and 'after.'"

Team member: "By leaving our titles at the door and by respecting and valuing each other, we made each team member feel important."

CIR member: "I've noticed big changes on the 15th floor. Everyone is communicating and the morning huddle keeps everyone on the same page."

LABOR MANAGEMENT PROJECT

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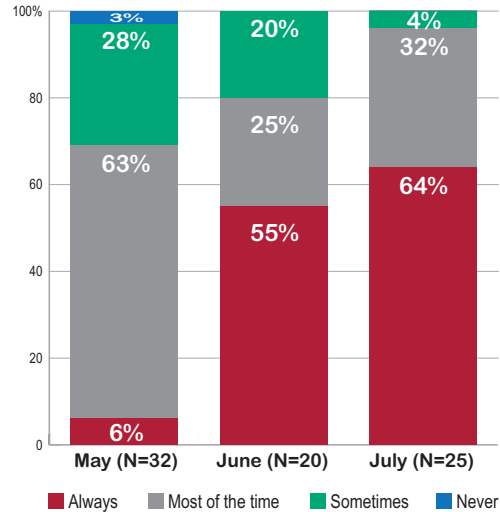


with pain, potty, position, and access to possessions), adherence to the No Pass Zone policy and to roles and responsibilities, and mutual respect. Incorporated the survey's learning objectives into monthly unit orientations. Held weekly educational huddles for all disciplines to discuss survey areas needing improvement and to foster open communications and team building.

- **Reenergize the “No Pass Zone” policy.** Trained more than 100 staff from Medicine, Nursing, Dietary, Housekeeping, Transportation and Social Work on how to answer call bells and translated the “No Pass Zone” training and pocket card into Spanish. Reinforced the practice through weekly educational huddles; one-on-one observation and a monthly assessment tool.
- **Improve communication with patients.** Made presentations to staff about hourly rounding using the 4 Ps, created a Spanish pocket card and updated lesson plan to facilitate use of the 4 Ps, and monitored and reinforced the practice through huddles, one-on-one observation, staff meetings and data collection.
- **Improve work processes.** Created a white board outlining assignments at nurses' station, increased the number of PCTs during RN shift changes to promote responsiveness and adopted a minimum PCT staffing policy, and increased the number of social workers.

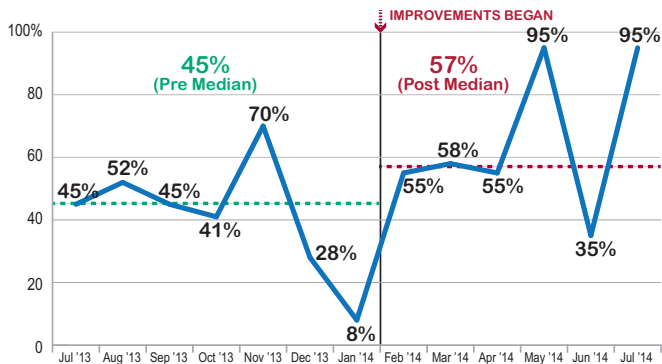
Survey Results: Improved Respect

“How often my coworkers demonstrate mutual respect and etiquette”



Improved HCAHPS Scores

“Always got call button help as soon as I wanted it”



The Results

Call bell use decreased by 85%, from 234 to 34 over a five-day period (see chart). Improvements in the unit's HCAHPS scores (see chart) suggest that patient satisfaction increased because of the team's efforts, and results from the survey question regarding “mutual respect” (see chart) illustrate that staff's treatment of one another improved during the project. The team is committed to monitoring call bell data, HCAHPS scores, and survey results to sustain and improve their outcomes.