



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 QUEENS HOSPITAL

Improving Patient Flow and Experience in the Emergency Radiology Department

Mount Sinai Queens Hospital is a newly designed magnet hospital in Astoria, Queens. For this project, the Labor Management Project (LMP) supported the hospital's efforts to improve staff responsiveness by improving patient flow and experience in the Emergency Radiology Department.

The Challenge

Long waiting times for the Emergency Radiology Department were contributing to lower than desired patient satisfaction HCAHPS scores.

The Solution

In spring 2014, 1199SEIU members and the Mount Sinai Queens hospital management started a performance improvement initiative to reduce waiting times in the department. The LMP provided skill development, project team facilitation and technical assistance as a team of more than 30 frontline staff, including technologists, unit clerks, transporters and management, worked collaboratively to improve patient flow and the patient experience using the “Plan, Do, Study, Act” methodology. The interdisciplinary team developed a standard communication tool to provide patients with realistic expectations about waiting times for tests and turnaround times for test results. It also improved the coordination of patient transfers between Radiology and the Emergency department.

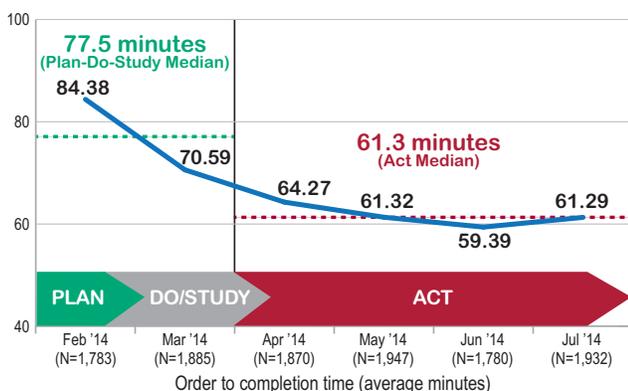


The Results

The team reduced “order to completion” time for tests from 77.5 minutes on average to 61.3 minutes. Scores on the relation Press Ganey patient satisfaction question rose from 70.1 percent to 75.8 percent.

Reduced “Order to Completion” Times for ED Radiology Tests

Mount Sinai Queens Hospital study results



Upward Trend in Press Ganey Scores

Satisfaction with “Waiting Time for ED Radiology Tests”

