



PARTNERSHIP SUCCESS STORIES

Labor and management working together to improve care delivery and quality of work life



Management, Union Leaders and Frontline Workers Sustain Change Together

Bronx-Lebanon Hospital Center

Bronx-Lebanon Hospital Center (BLHC) is a teaching hospital that has more than 20 stand-alone clinics in its outpatient network. Supported by the Labor Management Project (LMP), 1199SEIU, the Committee of Interns and Residents (CIR), and BLHC leadership, the hospital embarked on a comprehensive patient-centered care (PCC) and process improvement (PI) initiative in its ambulatory centers in 2016.

The Challenge

BLHC aimed to build sustainability for change initiatives and patient-centered care through leadership development of frontline workers.

The Solution

The LMP provided leadership development and PI capacity-building to jointly led labor-management teams. To develop frontline workers as leaders empowered to implement and sustain PI and change initiatives, the LMP first trained five BLHC staff to teach the LMP's PCC training curriculum. These staff then trained over 700 BLHC ambulatory staff.

After training was completed, the LMP supported the launch of PI projects aimed at improving the patient wait experience in three ambulatory clinics. LMP consultants met with Union and management co-led PI teams every other week. They also provided training to facilitate team and leadership building on topics such as joint teams, meeting and facilitation skills, presentation skills, and communication skills (e.g., relational coordination, communication wheel, Johari's Window). The LMP also provided PI coaching using the PDSA (Plan, Do, Study, Act) model and further strengthened team-building as the PI work was being done.

PI work achieved included a document titled *Visit Map: A Patient's Guide of What to Expect During the Clinic Visit* (Figure 1), waiting room education, entertainment to improve the patient experience, and environmental improvements such as fresh paint and counters to communicate patients' position in the queue.



Figure 1: Visit Map: A Patient's Guide of What to Expect During the Clinic Visit

PEDIATRIC CLINIC STEP BY STEP



Step 1: Registration

Step 2: Nurse's Examination



Step 3: Doctor's Visit

Step 4: Any Necessary Procedures (Vaccines, Tests)



Step 5: Discharge and Make the Next Appointment

Step 6: Meet with Other Staff if You Need To -- (Social Worker, Nutritionist)





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The Results

Pre-and post-clinic surveys showed a six-month improvement in communication, teamwork, conflict resolution and understanding performance measurements, as shown in Figures 2 and 3. Moreover, there was an overall improvement in team effectiveness and strengthened labor-management collaboration.

Figure 2: Since the PCC training and PI project:

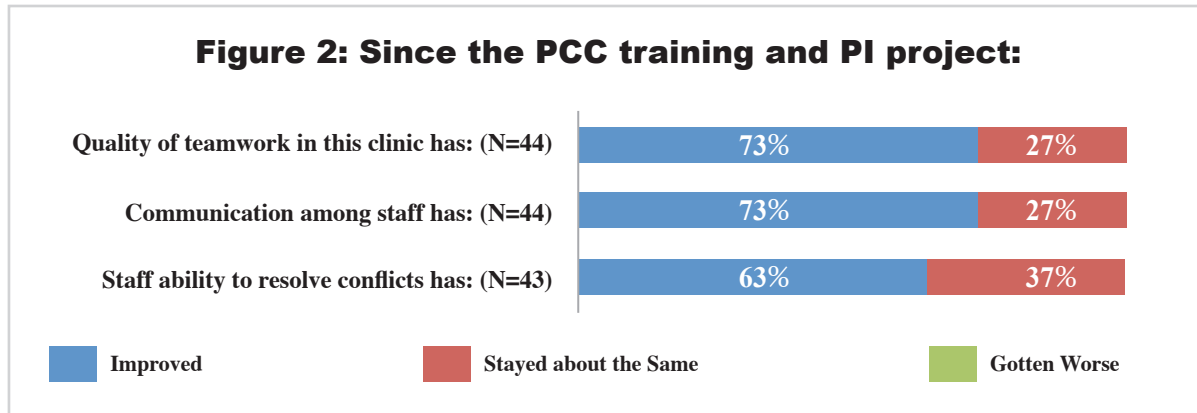
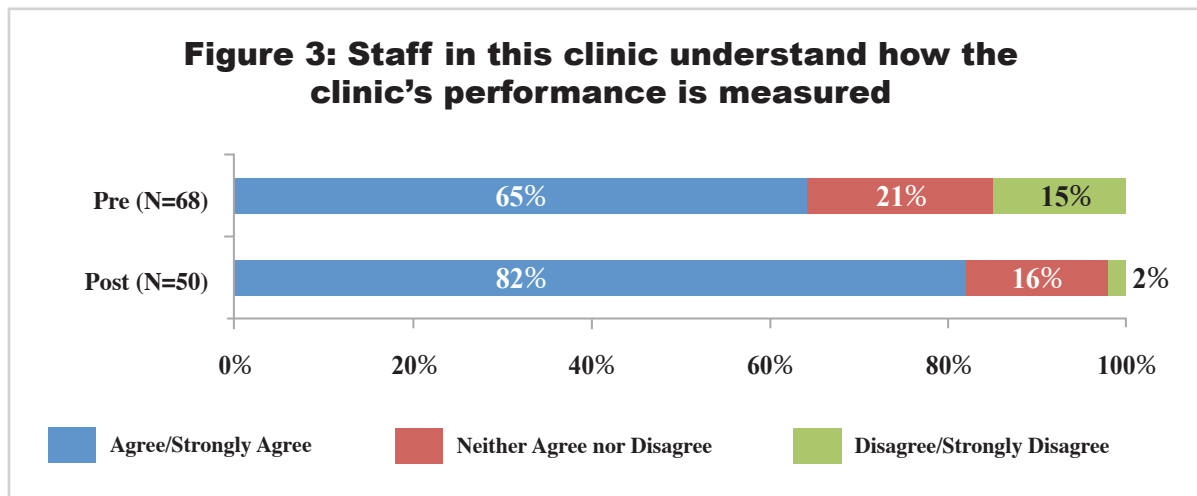


Figure 3: Staff in this clinic understand how the clinic's performance is measured



THE LABOR MANAGEMENT PROJECT (LMP) is a consulting group that brings labor and management together to address the complex challenges facing today's healthcare organizations. Funded through collective bargaining, the LMP is overseen by a board of trustees with representatives from 1199SEIU United Healthcare Workers East and the League of Voluntary Hospitals and Homes of New York (an employer association and bargaining agent).

The LMP's mission is to support the partnership of labor and management health care teams to achieve positive work environments, excellent care and community wellbeing. Goals include increasing worker voice and involvement; enhancing the quality of care; improving patient and staff satisfaction; and increasing operational effectiveness and performance.

The LMP offers a broad range of services and strategies, including organizational development and labor-management consulting, process improvement facilitation, skill-building sessions, workplace and community health, and research and evaluation.