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.

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**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)*
**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:**

<table>
<thead>
<tr>
<th></th>
<th>Improved</th>
<th>Stayed about the Same</th>
<th>Gotten Worse</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of teamwork</td>
<td>73%</td>
<td>27%</td>
<td></td>
</tr>
<tr>
<td>Communication</td>
<td>73%</td>
<td>27%</td>
<td></td>
</tr>
<tr>
<td>Staff ability to resolve conflicts</td>
<td>63%</td>
<td>37%</td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>Agree/Strongly Agree</th>
<th>Neither Agree nor Disagree</th>
<th>Disagree/Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre (N=68)</td>
<td>65%</td>
<td>21%</td>
<td>15%</td>
</tr>
<tr>
<td>Post (N=50)</td>
<td>82%</td>
<td>16%</td>
<td>2%</td>
</tr>
</tbody>
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