



PARTNERSHIP SUCCESS STORIES

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



Building a Sustainable Patient-Centered Care Training Program

Good Samaritan Hospital

Good Samaritan Hospital, a member of the Westchester Medical Center Health Network, is a 286-bed, not-for-profit hospital in Suffern, New York. The Labor Management Project (LMP) and the Registered Nurse Labor Management Initiative (RNLMI) provided training and coaching to support the hospital's development of a robust Patient-Centered Care (PCC) employee training program.

The Challenge

Good Samaritan Hospital aimed to enhance employees' understanding of patient-centered care and develop employees' communication and customer service skills.

The Solution

The LMP provided a PCC “train-the-trainer” program to eight Good Samaritan employees—three Union members and five management staff—to build a sustainable training program that would reach all hospital employees.

For three days, these eight employees learned the PCC curriculum and practiced facilitation techniques with support, guidance, and feedback from LMP master trainers. Their schedules were adjusted to accommodate the mental and physical rigor of the eight-hour training sessions, and later to ensure their availability to deliver PCC training. Union leadership and hospital management clearly communicated their expectations for each internal trainer and facilitated the scheduling of all the trainings they would deliver.

After completing the train-the-trainer course, these eight newly minted trainers provided PCC training to Good Samaritan staff throughout the summer and fall of 2016. The LMP provided extensive onsite support and coaching during this time, ensuring that all aspects of the program were in place and successful. An LMP consultant observed each trainer's first session and provided immediate feedback and coaching. Moreover, LMP consultants provided phone coaching on an as needed basis. Union and management sponsors demonstrated sustained commitment to the initiative and worked constructively and collaboratively to address challenges as they arose.





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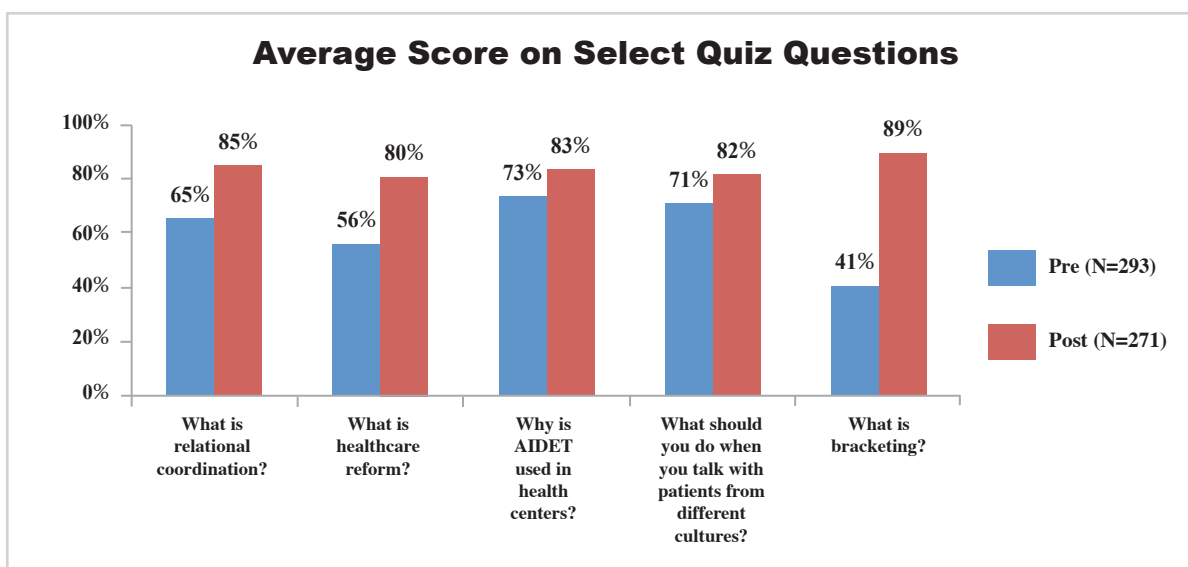
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The Results

The eight Good Samaritan trainers delivered the PCC training to 349 Good Samaritan staff. Combined with earlier PCC training that had been delivered by LMP trainers, nearly all Good Samaritan staff have now received PCC training.

To measure the transfer of training, employees trained by internal trainers completed a quiz before and after the training about various aspects of patient-centered care. Quiz scores increased from an average pre-training score of 74% to 89% post-training. The figure below shows average scores on select quiz questions before and after the training. Thanks to the LMP's extensive coaching, Good Samaritan now has the capacity and structure to continue delivery of PCC to all new staff.



Positive Feedback from Training Participants

"I learned that it is important to give patient-specific care. Every patient is different and deserves the best care you can possibly give."

"Patient satisfaction is one of the most important aspects of my job."

"I loved how different members of the health care team came together to teach the class."

"I enjoyed the class. The instructors were wonderful. Job well done!! It was a very interactive and engaging class."

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.