



PARTNERSHIP SUCCESS STORIES

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



Leveraging 5S Lean for Process Improvement

Mount Sinai Queens Hospital

Mount Sinai Queens (MSQ), located in Astoria, Queens, is a Magnet® designated hospital and a Press Ganey Success Story Award® winner. The Labor Management Project (LMP) provided organizational development and process improvement (PI) consulting to guide a 5S Lean project in the Cardiology Department.

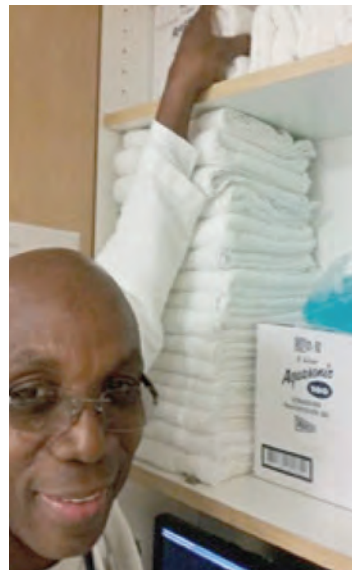
The Challenge

Cardiology imaging staff had challenges locating equipment and supplies needed for tests, slowing down the test preparation process.

The Solution

The LMP helped form a labor and management Leadership Development Committee in Imaging Services to oversee a number of process improvement (PI) initiatives. One of these was a 5S Lean project with cardiology imaging staff.

LMP consultants taught a PI team composed of labor and management representatives to implement 5S, a workplace organization method, to organize cabinets, drawers, and files. 5S stands for sorted, straightened, shined, standardized, and sustained. First, staff **sorted** and **straightened** the supplies, gathering those needed for each modality, such as EEGs, in a single area. Next, they cleaned to make each area **shine**. Staff then **standardized** supplies, and established and clearly posted PAR levels (the level of supplies needed on hand to meet a department's needs). Designated staff members have taken ownership of each area to ensure that efforts are **sustained**.





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Throughout the project, the LMP provided PI support, using PDSA (Plan, Do, Study, Act), project management, coaching in Lean methodology, and labor-management team facilitation. The LMP also promoted team effectiveness by training staff in communication skills.

The Results

The new organizational system has been sustained, allowing for greater efficiency in cardiology imaging. Given this success, the intervention was introduced in the MRI and CT areas, where results have also been sustained.



Mount Sinai Queens Leadership Development Committee

Positive Feedback

Sylvia Brown, EKG/EEG Technologist: "Because of the success in the Cardiology Department, we have been able to expand into other areas."

George Lowe, Administrative Director: "Continuous improvement in achieving optimal patient experience is what we are all working towards."

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.