

### PARTNERSHIP SUCCESS STORIES

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



# Reducing First Case Cancellations and Delays in the MRI Suite

## Mount Sinai Queens Hospital

Mount Sinai Queens (MSQ) is a Magnet® designated community hospital in Astoria, Queens. The Labor Management Project (LMP) provided leadership development and process improvement (PI) coaching to the imaging department to reduce delays for cardiology inpatients scheduled for MRI scans.

#### The Challenge

The Imaging Department at MSQ experienced a large number of first appointment cancellations and delays among cardiology inpatients scheduled for an MRI, impacting the efficiency of the entire day's MRI schedule.

#### The Solution

To build leadership capacity and capabilities in staff at all levels and titles, the LMP collaborated with MSQ and 1199SEIU to form a Leadership Development Committee of Imaging Services management and frontline staff to oversee PI projects throughout the department. LMP consultants met with the Leadership Committee biweekly and with a PI team either weekly or every other week. They also coached the committee and the PI team on PDSA (Plan, Do, Study, Act) and Lean process improvement methodologies, project management, and communication skills.

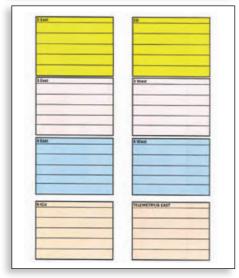
In addition, the LMP coached the PI team on how to use PI tools such as root cause analysis and process mapping to identify reasons for MRI first case cancellations and delays. The team discovered that the major causes of delays were incomplete safety forms and sedation orders, lack of IV access for sedation, and patients not being ready for transport. Next, the LMP facilitated discussions among labor and management PI team members to identify interventions to decrease delays.

#### Interventions included:

- The evening imaging team created an inpatient MRI schedule (Figure 1) for the following day
  - The schedule listed all cases by unit, including priority cases, with color coding for each floor/unit
- Imaging distributed the schedule in the morning to all cardiology inpatient units, with instructions to have patients ready on time for their MRI

## Figure 1: MRI Inpatient Schedule







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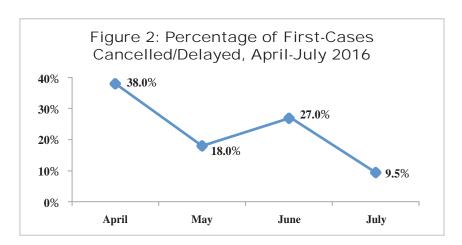
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 Imaging staff rounded on cardiology unit patients and staff each morning to assess patient readiness for transport to the MRI suite

#### The Results

The percentage of first cases that were cancelled or delayed dropped from 38% to 9.5% over 120 days (Figure 2).





#### Positive Feedback

Sean O'Brien, Medical Secretary Soraya Flores and MRI Technologist: "While working with this process improvement project we quickly realized that team effectiveness was crucial in order to implement the improvements."

Antoine Jones, Radiology Supervisor: "Together everyone achieves more."

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.