



PARTNERSHIP SUCCESS STORIES

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



Reducing Transport Delays from Cardiology to Radiology

Mount Sinai Queens Hospital

Mount Sinai Queens (MSQ) is a Magnet® designated hospital in Astoria, Queens. Using PDSA and Lean strategies, the Labor Management Project (LMP) supported process improvement (PI) work in the Imaging Department to reduce transport delays to radiology.

The Challenge

MSQ experienced frequent delays when transporting patients from cardiology inpatient units to radiology for testing. The majority of these patients were delayed by more than 10 minutes for their imaging appointments.



The Solution

To promote and sustain a performance improvement culture and build leadership capacity, the LMP helped form a Leadership Development Committee of management and frontline staff in Imaging Services to oversee PI projects throughout the department.

LMP consultants coached a labor-management PI team on PI methodologies, including PDSA (Plan, Do, Study, Act), Lean, data collection and analysis, and communication skills. Data showed that a significant percentage of patients were not ready on time for transport to radiology. With the LMP's guidance, the team conducted a root cause analysis (a PI tool) with patients, nursing staff, and transporters to uncover the reasons for delays, listed in the table below.

ROOT CAUSE ANALYSIS DATA		
Reason for Delay	# of Patients	% of Patients
"I need to go to the bathroom"	15	17%
"I want my family present"	13	15%
Patient was eating	10	12%
"I would like to wash up"	8	9%
Delays in obtaining SBAR	5	6%
"Not now, later"	4	5%
Delayed by MD visit	4	5%
Wheelchair changed to a stretcher	3	4%

The LMP facilitated discussions about possible interventions. To reduce delays, Union and management PI team members decided to implement morning rounding with transporters and managers from cardiology and radiology. Additionally, patients and nursing staff were informed about radiology orders so that patients would be ready when transporters arrived, along with the SBARs (a communication tool that describes the situation, background, assessment, and recommendation) that were needed to accompany each patient.



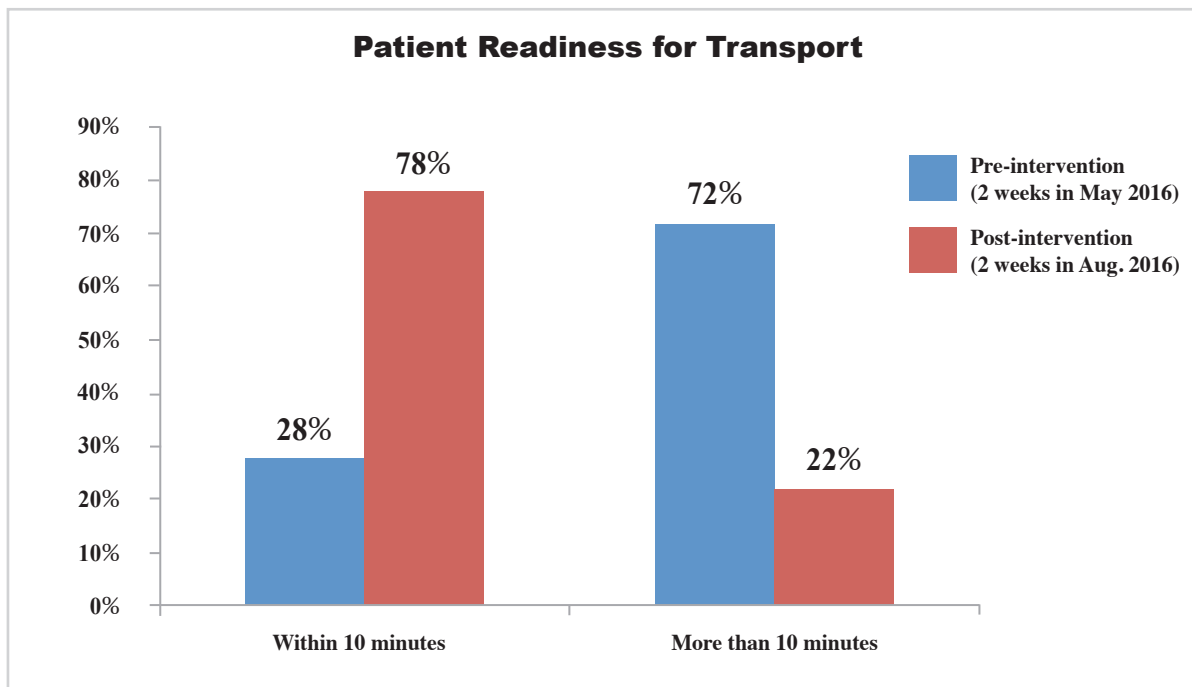
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The Results

Patient readiness for transportation was measured two weeks pre-intervention and two weeks post-intervention. The percentage of cardiology patients who were ready to be transported to radiology within ten minutes of their scheduled transport time jumped from 28% to 78%.



Positive Feedback

Peter Barnwell, Cardiology Supervisor: "Data has been collected for more than four months and shows consistent improvements in getting patients to testing sites within 10 minutes."

Brenda Grootfaam, Transporter: "Since our department started making rounds with patients and nursing staff, things have worked smoothly with transporting patients. Patients also love when I round in the morning."

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.