

BRONX-LEBANON HOSPITAL CENTER: Hospital Management, Union Leaders, and Frontline Workers Build Capacity to Sustain Change Initiatives

BACKGROUND

Bronx-Lebanon Hospital Center (BLHC) is a 972-bed teaching hospital in the Bronx, New York that has more than 20 stand alone clinics as part of its outpatient network. 1199SEIU Healthcare Workers East is the largest local union in the nation. The Committee for Interns and Residents (CIR) is a union representing physicians. The Labor Management Project (LMP), a consulting group funded through collective bargaining, provides skill development, facilitation, and technical assistance to employers and 1199SEIU membership.

Supported by the LMP, 1199SEIU, CIR, and BLHC leadership embarked on a patient centered care (PCC) initiative that engages interdisciplinary teams in enhancing patient experience through staff education on patient-centered principles and performance improvement initiatives. Beginning in the hospital setting in 2012, Union and BLHC leadership spread the initiative to BLHC's ambulatory care settings in 2015-2016, with a focus on building internal capacity to provide training in patient centered care and to facilitate performance improvement projects.



AIM

To build sustainability for change initiatives and patient centered care through leadership development of frontline workers

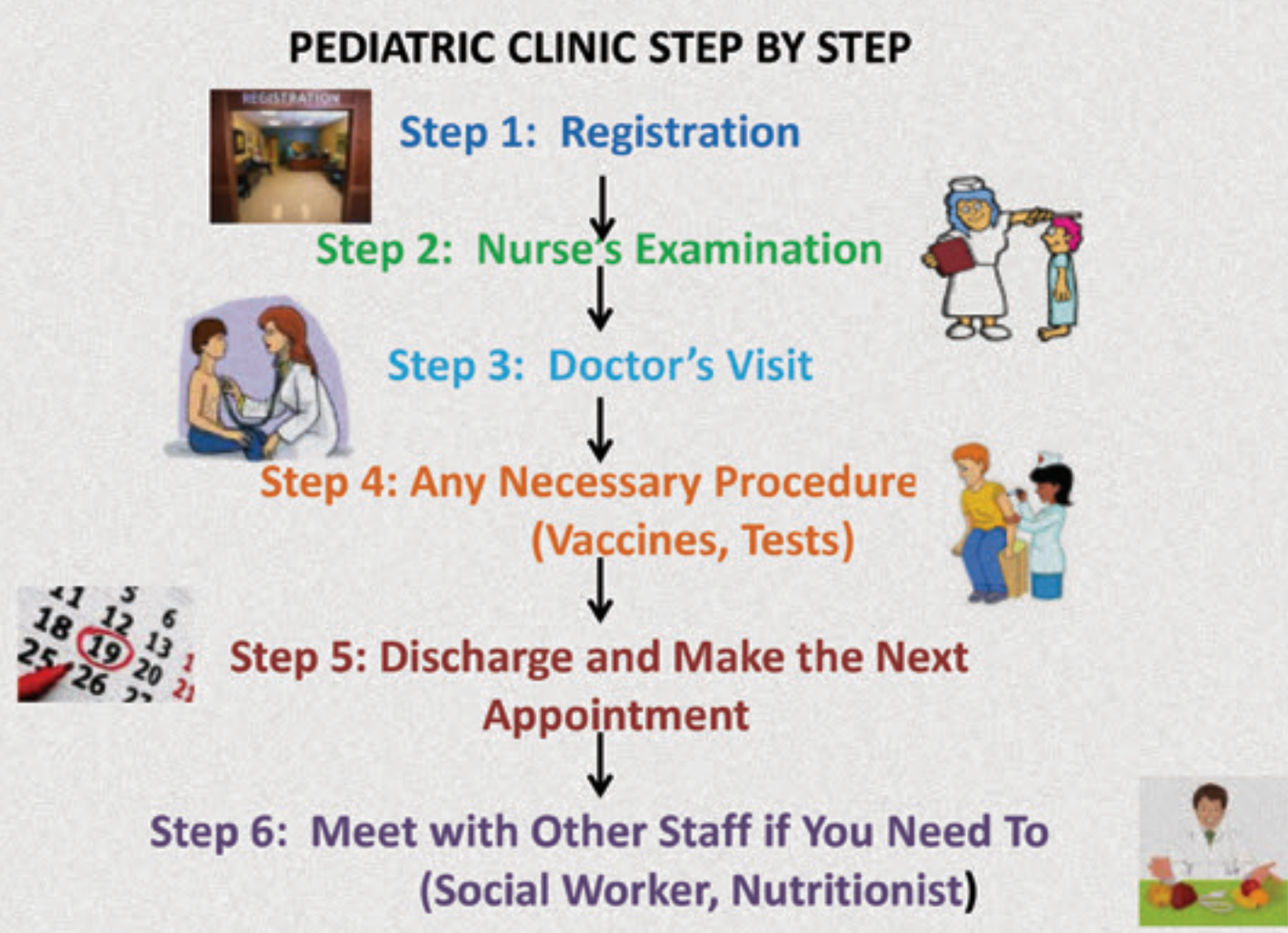
STRATEGY

- PCC Train the Trainer and coaching for frontline staff
- Establishment of interdisciplinary teams in three clinics providing adult and pediatric care
- Coaching on data collection/analysis, organizational and leadership development, presentation skills, and project management tools and concepts
- Monthly learning-collaborative to allow teams to share information and develop high-impact leadership at all levels
- Team building via the PI work

EXAMPLES OF INITIATIVES THAT HELPED TO STRENGTHEN TEAMWORK

- Joint labor-management development of Visit Map: A Patient's Guide of What to Expect During the Clinic Visit
- Development of waiting room education and entertainment to improve the patient experience
- Environmental improvements (e.g., fresh paint, posted counters to communicate position in queue)

Visit Map: A Patient's Guide of What to Expect During the Clinic Visit



RESULTS

- Trained trainers delivered PCC training to over 700 colleagues
- Pre/post clinic assessments completed by PI team members showed 6-month improvement in communication, role clarity, performance measurement, and recognition
- Surveyed staff reported overall improvement in team effectiveness, including ability to resolve conflict and solve problems, communication, and relationships among staff and between staff and patients
- Strengthened labor-management collaboration, as evidenced by improvements in the quality of teamwork by teams composed of union members and management representatives

