

# Labor and Management Reduce Patient Cycle Time at the Women's Health Center of Brookdale University Hospital Medical Center

## BACKGROUND

In 2017, Brookdale University Hospital Medical Center, part of the One Brooklyn Health System, established the Brookdale Ambulatory Care Council (ACC), a labor management committee focused on quality of care at ambulatory care sites.

In 2019 at the request of the ACC, the 1199SEIU League Labor Management Project (LMP) provided a two-day training with labor and management participants from seven Brookdale ambulatory care centers and Brookdale's onsite outpatient Women's Health Center (WCH) and Dental. The training taught participants the fundamentals of process improvement (PI). Subsequently, the LMP helped to facilitate a PI project at the onsite WCH, which provides ultrasound, OB/GYN, oncology, dysplasia, and infertility services.

## AIM

To reduce monthly patient-cycle times in the Women's Health Center at Brookdale University Hospital and to develop labor and management's internal capacity to sustain gains achieved, and to lead and manage future process improvement (PI) projects.

## THE PROCESS

- ◆ Weekly meetings of WCH PI Pilot Project team to brainstorm ideas to improve patient-flow and develop interventions.
- ◆ Establishment of project SMART goal: to increase the average number of patients seen by a provider within 30 minutes or less after check-in from 13 percent to 30 percent over a 5-week period.
- ◆ Establishment of clearly defined metrics including Cycle Time as "the number of minutes a patient spends between their initial arrival check-in to seeing their provider."
- ◆ Identification of the Ambulatory Services Scorecard to measure change in patient-cycle time.
- ◆ Process mapping.
- ◆ Ongoing monitoring of patient-cycle time data to improve and further develop successful protocols.

## PATIENT FLOW MAPPING



## ACTIONS

- ◆ Each midwife given a separate schedule; 30 minutes to review charts
- ◆ Adjusted first patient start time for midwives
- ◆ Implemented daily morning huddle
- ◆ Provided PSA in-service on DAR setting; sign-in vs. check-in; communication with waiting patients
- ◆ Provided MOA in-service on triage; patient instructions; patient escort; communication with waiting patients; utilization of flow sheet
- ◆ One MOA assigned to midwives

## RESULTS

- ◆ Increased the average percentage of patients seen by a midwife within 30 minutes or less of check-in by 26 percent (12% baseline, 38% completion of project)
- ◆ Increased the average percentage of patients seen by a physician within 30 minutes or less of check-in by 13 percent (36% baseline, 49% completion of project)
- ◆ Increase in team building activities

