



1199SEIU LABOR MANAGEMENT PROJECT

S H O W C A S E

of

PROMISING PRACTICES



**“Outcomes of Establishing an Integrated
Labor Management Committee”**

Presenters

St. John's Riverside Hospital Park Care Pavilion | Yonkers, NY

- **Brian Mitchell**
Associate Counsel for Labor
and Employee Relations
- **Cynthia McCalla**
RN (1199 Delegate)





Background

- In early 2018, Park Care went through a significant transition in the aftermath of state-mandated compliance efforts led by new management leaders.
- These efforts ensured continued provision of behavioral health services to the community and the preservation of the business unit, which includes 1199SEIU members.
- Primary issues: labor/management communication, labor relations and front-line staff morale/engagement.



Labor Management Committee Members

Management Reps:

Brian M. (Mgmt. Co-Chair)
Bridgette P. (Note-taker)
Donna P.
John S.
Agnes G. (Alternate Note-Taker)
Kathy O.
Jim L.

1199 Health System Reps:

Patrick F. –Exec Sponsor
Vincent W. (Time-Keeper)
Donald W.
Sonja D. –(Union Co-Chair)
Paul G.

1199 RN Division Reps:

Nadine W. –Exec Sponsor
Nicole B.
Mary S.
Cynthia M.
Patricia J. (Alt. Co-chair)



Project Goals

Park Care's Labor Management Committee Goals (per Charter):

Strengthen the LMC role and function by meeting monthly to identify opportunities for joint work with input from staff.

Model transparent communication about changes/operational policies and engage staff to develop trustworthy working relationships.

Create a safe working environment for staff and patients and measure progress.

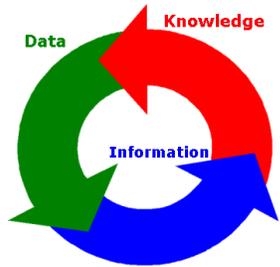


The Process

Project activities include:

- Chartering LMC (defined roles/responsibilities, i.e. Co-Chairs)
- Apply jointly-led LMC processes to enable efficient planning/prep for monthly meetings
- Establishment of LMC group norms (ground rules for having effective meetings)
- Joint problem-solving and decision-making about staff development opportunities

Interventions & Accomplishments

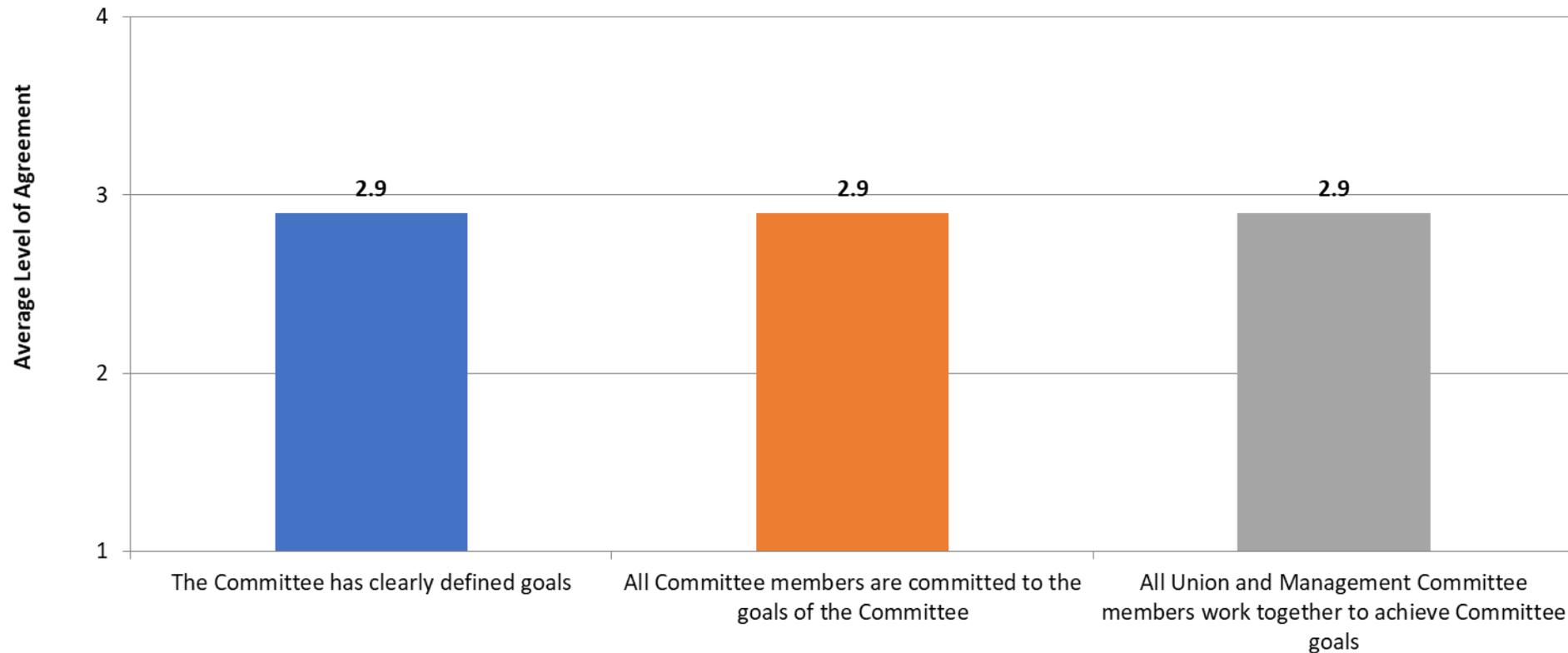


- LMP conducted an anonymous survey to collect baseline data on LMC members' perceptions (January 2019)
- LMP modeled facilitation and began chartering process with LMC members during monthly meetings
- Co-Chairs, along with union representatives, jointly designed monthly agendas and documented all discussions

Outcomes | Quantitative and Qualitative

LMC Survey – Key Findings (Goals)

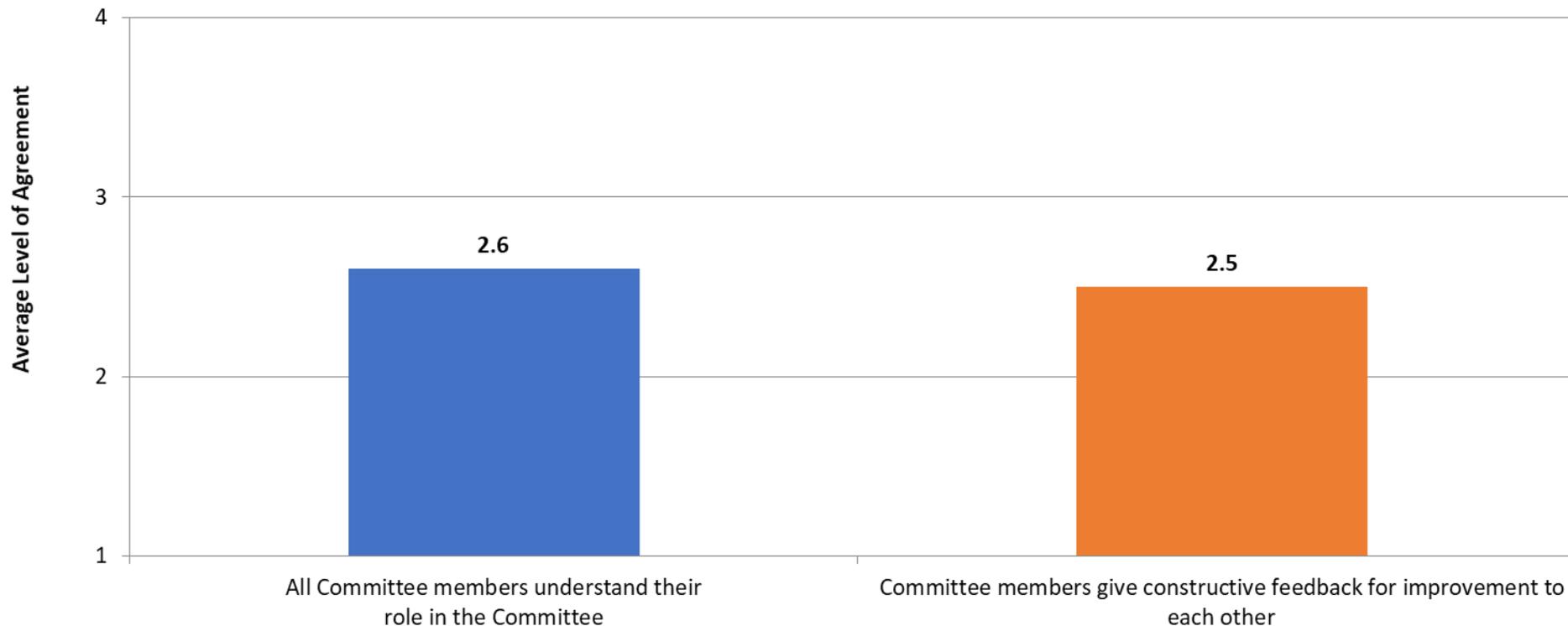
Members' Level of Agreement with Committee Goal Statements (n=13)
(1=Strongly disagree; 4=Strongly agree)



Outcomes | Quantitative and Qualitative

LMC Survey – Key Findings (Roles)

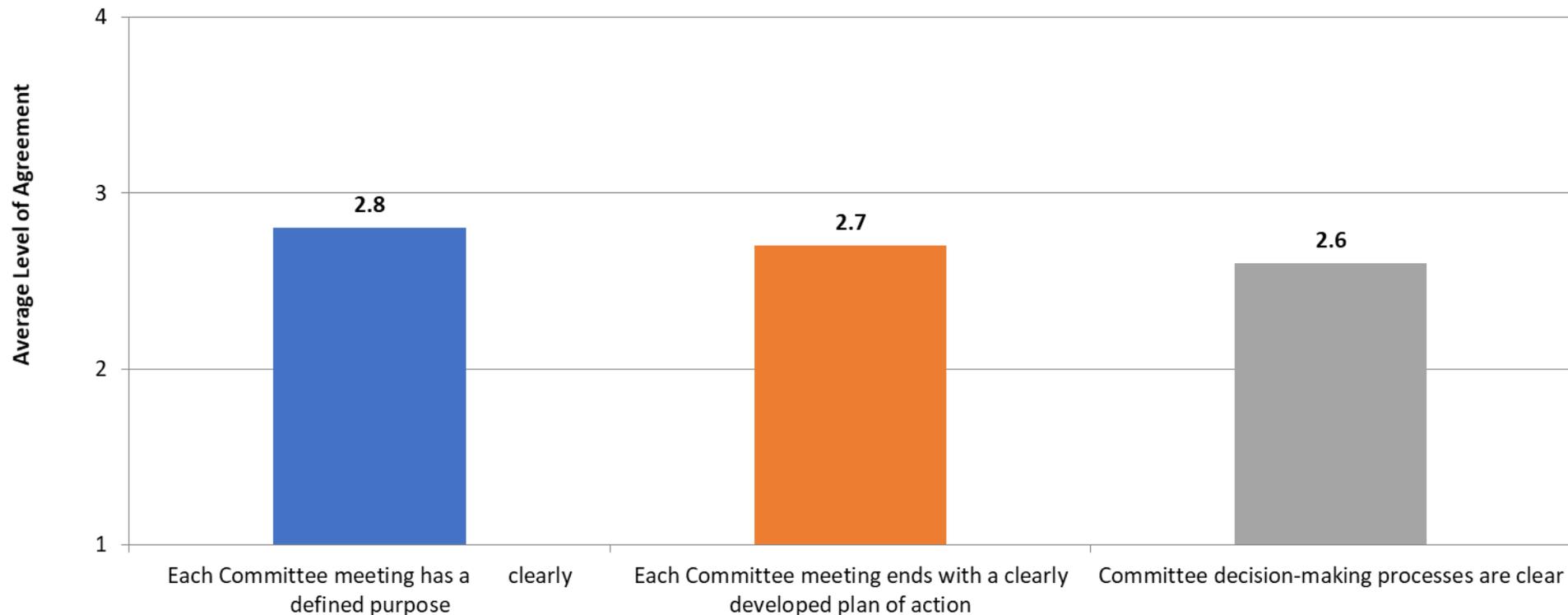
Members' Level of Agreement with Committee Role Statements (n=13)
(1=Strongly disagree; 4=Strongly agree)



Outcomes | Quantitative and Qualitative

LMC Survey – Key Findings (Committee Processes)

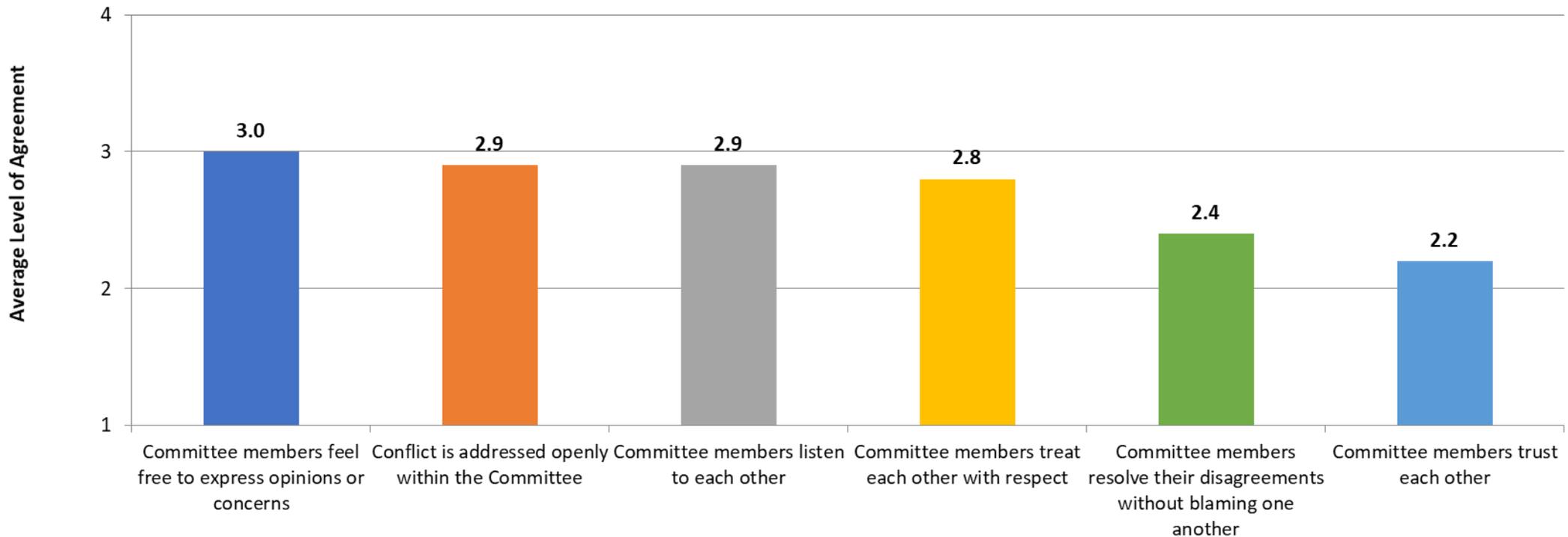
Members' Level of Agreement with Committee Process Statements (n=12)
(1=Strongly disagree; 4=Strongly agree)



Outcomes | Quantitative and Qualitative

LMC Survey – Key Findings (Relationships/Communication)

Members' Level of Agreement with Committee Relationship and Communication Statements (n=12)
(1=Strongly disagree; 4=Strongly agree)



Outcomes | Quantitative and Qualitative

Increased staff participation within LMC has improved quality of meetings and joint problem-solving communication and has increased staff development opportunities

To date, over

 **70**
STAFF

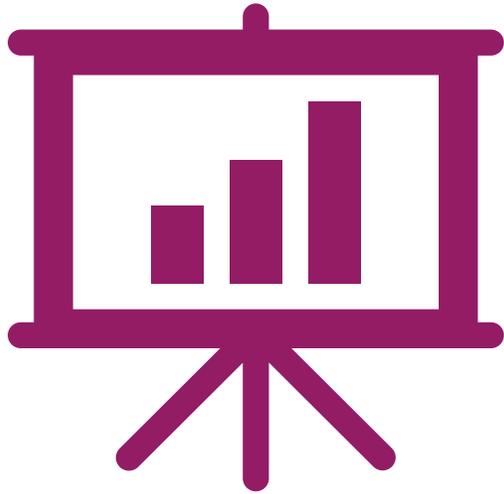
have been trained on Patient-Centered Care skills

Lessons Learned



- Dialogue and collaboration are **not** a point of weakness for union and management
- Preparation for meetings is essential
- Allowing all voices to be heard, despite differences, drives fruitful discussions and joint problem-solving
- An “integrated” LMC provides the opportunity for comprehensive dialogue and problem-solving with all union (RNs and Health System Divisions) and management stakeholders

Plans For Sustainability



- LMC roles to continue rotation approach in 2020 (to provide leadership opportunities to LMC members)
- Skill-building sessions for all LMC members to enhance joint leadership development
- PCC Training - target 200 staff and implement an improvement project in 2020



The Value Of Partnership

Reflections/Quotes from LMC members:

“Working together as a collaborative team is the best approach to achieve positive patient outcomes”

– Donna Pascarelli, RN, AVP of Nursing

“Collaboration has increased the quality of our dialogue and it is the seed to foster a greater working relationship between union & management”

–Vincent Waters, 1199 Admin. Organizer





QUESTIONS?