



2008 Share Conference Working Together for Quality and Service

OUR LADY OF MERCY HOSPITAL

CARING THROUGH MUTUAL RESPECT

**Increasing the speed of patient flow from the
Emergency Department to 5 North (Telemetry) and
improving patient care at each stage of the process**

HCRA 2B PROJECT

January 9, 2008

Labor-Management Project



Project Participants

Co-Leads:

**Brenda Mundy,
Contract
Administrator, Guild**

**Allison Jacobs, LPN,
Delegate**

**Charlie O'Neil, RN,
Contract
Administrator**

Team Members:

Maureen Vachna, Nurse Executive

**Charlie O'Neil, RN, Contract
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Luz Castellanos, NM ED

Elvie Gregorio, NM 5 N



Why?

- **Excessive ED boarding in tight quarters**
- **Inappropriate admissions to Telemetry**
- **Low patient satisfaction scores**
- **Conflicts between ED and Telemetry staff**

Threats to success:

- **Transition in hospital ownership**
- **ED management turnover**
- **Staffing levels - availability for training as well as a limiting variable on success of new initiatives**



What?

- 1. Management/Union dialogue on patient flow process issues throughout project**
- 2. We retained Rupert & Company to design the staff training to focus on both patient and employee relations. Highly interactive, with field trips to each others' Units. Particular emphasis was placed on:**
 - **increasing positive feedback**
 - **dealing directly with concerns**
 - **calming angry patients**
 - **improving phone manners**
- 3. Nine classes held August - October**
 - **Managers trained initially**
 - **Mix of 58 RNs, PCAs and Unit Secretaries from both Units**



Training Principles

- **We avoid assumptions**
- **We always pay attention**
- **We listen attentively at all times**
- **We speak directly & pleasantly**
- **We provide feedback willingly & consistently**
- **We cooperate regularly**
- **We do what we promise**



How Measure?

- **Pre-test/post-test inventory of attitudes and skills**
- **Trend in patient satisfaction scores (from Press-Ganey surveys)**



What is different?

- **Improvement in patient satisfaction (Press-Ganey surveys)**
- **Intra-Unit employee relations improvement (pre/post survey)**
- **Increase in positive feedback (pre/post survey)**
- **No gains in ED/5 North levels of cooperation (pre/post survey)**
- **Initiation of pilot project: ED faxing reports to 5 North. 5 North reactions being monitored closely**
- **Addressing the problem of inappropriate Telemetry admissions but need MD involvement**



SUCCESS FACTORS

- **Training emphasis on patient and family member satisfaction in light of HCAHP realities**
- **“Field trips” challenged incorrect assumptions**
- **ED and 5 North management involvement and Union involvement**



Challenges and Strategies

Biggest challenge #1:

Acceptance of report faxing by 5 North staff

Describe the steps you took to meet or manage them:

- **Revising the ED report form to address information needs of Telemetry RNs**
- **Continually monitoring 5 North staff reactions and suggestions**

Biggest challenge #2:

Inappropriate admissions to Telemetry and inordinately high number of transfers from Telemetry to other units



What's Next?

- **Involve Chief Cardiologist, other Medical staff in reducing inappropriate admissions**
- **Continue patient relations training**
- **Improving employee relations and cooperation demands coaching and mediation**