

Labor/Management Collaboration and Teambuilding

Team Building, Labor/Management Collaboration, Physicians and Nursing Staff, Enhanced Customer Service

Mission/Purpose (Objective)

To help healthcare leaders and their professional organizations at several major New York City hospital and acute care facilities develop patient-centric organizations with strong teams that work as a unified force to deliver quality patient outcomes and increased patient satisfaction.

Business Challenge

Hospitals are being challenged with high ED patient walkout rates, slow ED turnaround times, decreased nurse attitudes and patient /family communication, and reduced teamwork between staff and management, all resulting in financial losses and lower ratings on patient measure of satisfaction.

Description of Marketing Offering

*B.E.S.T.*TM (Building Exceptional Service & Teamwork) *Process* – work with both Nursing and Non-Nursing Departments to improve teamwork and enhance customer service

Process of Marketing Offering

<i>Assessment:</i>	SL&A conducts at least 25 individual meetings with complete staff cross-section and all shifts.
<i>Planning:</i>	SL&A facilitates meeting with unit team members to share assessment results and to develop project and assign leaders. Each unit discusses its goals/challenges, establishes project objectives and timetables that is shared with Steering Committee to gain executive commitment. SL&A assists in the development of an implementation charter which identifies team member roles, specific objectives and identified metrics, meeting schedule timetables and communication. A structure is set for team to meet on regular basis to encourage progress. A high level scope document is created.
<i>Implementing and Aligning</i>	Small groups have two meetings to develop a Project Plan. SL&A provides initial guidance on implementation of projects. On going communication meetings are held with small groups presenting their Unit Project Plan to Senior Executives and Steering Committee
<i>Developing Leadership</i>	SL&A runs Six Fundamentals condensed training class for small group participants and select Steering Committee members. SL&A works with Project Leaders and team to remove barrier and achieve results. SL&A trains key Project leaders and team members in meeting facilitation and in coaching skills. Kick off meetings are held as well as Recognition meetings.

Client Testimonials/Results

Examples of successes include:

Reduction in ED walkout rate; improvement in ED communication, increased overall ratings of care, increase in nursing attitudes and nurse friendliness, reduction in patient falls in cardiology units, reduction in patient wait time, improvement in patient/staff interaction, improved cleanliness, increased pain management, improved quality of food, improved call bell response time, revised visiting hours to reduce overcrowding and reduce volatility, patient tracking system to reduce family anxiety, decreased staff frustration, enhanced teamwork between nursing, security and patient access service staff, development of new behavior standards to enhance professionalism, monthly monitoring of patient complaints with ED staff, opened triage room for privacy, increase in staff optimism about their potential to improve customer service and teamwork.

“This is the most positive I’ve seen staff in all my 30 years as a nurse” - NYC Emergency Department RN
We’ve sustained these results because this is our plan which we own” - NYC Hospital RN

“In most organizations, vision and goals are top-down only. The B.E.S.T™ Process aligns organizational vision from the bottom up, by engaging the individuals who are performing the work on a daily basis to secure their input through process improvement. The results have been exciting and energizing for the individuals who have been involved, and we’ve taught ourselves the importance of benchmarking our performance and using that knowledge to produce measurable results.” VP, HR at major Brooklyn Hospital

“One of my greatest experiences of my life as a leader is to be able to witness such an important project come together in such a short time and to see workers in all disciplines bond so successfully with one goal in mind, to render the best patient care possible as one.” Manny Leon, 1199 Organizer

“The Call Bell Project helped integrate the unit to function as whole. Through this project the staff learned the concept of teamwork, respect, communication, and recognition.” Ramiro Ramos, Nurse Manager-10E