



What are the ways that you know that your organization is providing **Service Excellence?**

- ### Objectives
- ✓ To create an understanding of the fundamental need for creating a positive and productive organizational culture focused on excellence
  - ✓ To learn the basic tools and techniques for improving the culture of health care organizations and achieving service excellence
  - ✓ To identify priorities for a future learning community

- ### Why **Service Excellence?** Why Now?
- ✓ Access, wait times, patient safety
  - ✓ Service failures
  - ✓ Healthcare workforce demographics
  - ✓ Chronic shortage of skilled health professionals
  - ✓ Stress, burnout, work-life imbalance
  - ✓ Evolving community needs & expectations
  - ✓ Performance accountability

## It is So Easy...

It is so easy—it is frighteningly easy—to forget why we are troubling ourselves in the very first place. It is so easy—it is frighteningly easy—to become trapped in a sterile thesis that our institutions must survive simply because they must survive or that our true deep purpose is to gain and preserve market share in a vacant terrain of others whose purpose is precisely the same.

It is easy to believe that our habits of work are somehow valid and worth defending in isolation from the reason for that work to exist in the first place. The work is not there in the first place.

**In the first place, there is the patient...**

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## The Patient Who Says...

- Tell me what you know right away
- Answer me
- Comfort me
- Don't make me wait
- Don't waste my time
- Don't frighten me

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## The Patient Who Says...

# Help me live

Donald M. Berwick, M.D.

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## Keys to Achieving Cultural Excellence

- ✓ Create and maintain a great culture
- ✓ Select and retain great employees
- ✓ Commit to service excellence
- ✓ Continuously develop great leaders
- ✓ Hardwire success through systems of accountability

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## Keys to Achieving Cultural Excellence

**Create and Maintain  
A Great Culture**

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**Culture will drive strategy**

**- or -**

**Culture will drag strategy**

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*An organization's culture is the shared philosophies, ideologies, values, assumptions, beliefs, attitudes and norms that knit the organizational members together.*

- Culture guides the way employees of the organization act and think as they go about doing their jobs.
- The most important influence on any organizational culture is the behavior of the organization's leaders.

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## Keys to Creating and Maintaining A Great Culture

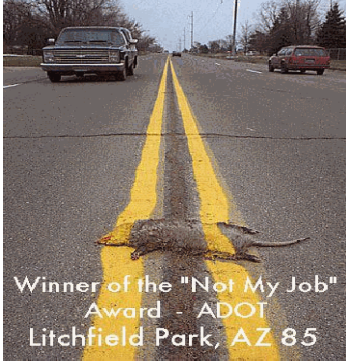
- ✓ Create an organizational culture built on open communication
- ✓ Create a "no-secrets" environment
- ✓ Create a "no excuses" environment
- ✓ Create a culture where employees feel valued, manage their own morale, behave like owners and are inspired

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## Behave Like an Owner!



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## Pillars of Operational Excellence



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90 Day Plan

Employee Forums

Quality Improvement

BEST PEOPLE BEST SERVICE

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## Leader Visibility



- ✓ Round with a purpose
- ✓ Build relationships of trust and open communication
- ✓ Solicit feedback
- ✓ Recognize staff for exemplary behavior

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## Leadership Visibility Opportunities

### Unstructured:

- ✓ Walking hallways
- ✓ Recognizing employees
- ✓ Eating lunch in cafeteria
- ✓ Coaching, mentoring employees
- ✓ Celebrating accomplishments
- ✓ Walking employees to their car
- ✓ Offering to help or deliver something to another department

### Structured:

- ✓ Employee Town Hall Meetings
- ✓ CEO column in newsletter
- ✓ Department Head Meetings

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## LEADER'S ROLE

- ✓ Create alignment and energy around the mission, vision and values
- ✓ Articulate the vision in sufficient detail so that it can be understood and executed by others
- ✓ Generate a healthy dissatisfaction with the status quo and an appetite for change
- ✓ Set appropriate expectations of what will happen and what can be accomplished
- ✓ Influence and inspire others

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## Keys to Achieving Cultural Excellence

Select & Retain Great Employees

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## Three Simple Truths

- ✓ If you begin with “who”, rather than “what”, you can easily adapt to a changing world
- ✓ If you have the right people on the bus, the problem of how to motivate and manage people largely goes away
- ✓ If you have the wrong people, it doesn't matter whether you discover the right direction; you still won't have a great company

## Standards of Performance

- ✓ Attitude
- ✓ Appearance
- ✓ Communication
- ✓ Call Lights
- ✓ Commitment to co-workers
- ✓ Customer Waiting
- ✓ Elevator Etiquette
- ✓ Privacy
- ✓ Safety Awareness
- ✓ Sense of Ownership

### PERFORMANCE STANDARDS

A set of performance standards has been developed by the employees of Baptist Health Care Inc. to establish specific behaviors that all employees are expected to practice while on duty.

By incorporating these standards as a measure of overall work performance, Baptist Health Care Inc. makes it clear that all employees are expected to adhere to and practice the standards of performance outlined in the Standards of Performance handbook.

I have read and understand the Standards of Performance handbook and I agree to comply with and practice the standards outlined within.

Signature of Applicant \_\_\_\_\_

Date \_\_\_\_\_

BHCH 118

## Peer Interviewing



- ✓ Every job is peer interviewed
- ✓ Supervisors are interviewed by staff
- ✓ Two interviews are required
- ✓ Accountability is hardwired by using selection form completed by interview team

## New Employee Orientation “Traditions”



- ✓ Mandatory two-day session
- ✓ Offered every other week
- ✓ Administrator welcome; cheer!
- ✓ 8 hours on culture / 8 hours on requirements
- ✓ Stories & letters

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## Milestone Celebrations



90 Day  
Card



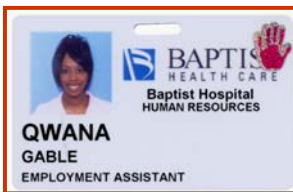
One Year  
Anniversary  
Lapel Pin

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## Colleague Support



- ✓ Vested interest in new employee's success
- ✓ Hardwired through peer interview process
- ✓ Visible support: walking to destination; understanding measurements & results; friendly atmosphere

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## SERV U (Service University)

### Agenda



- ✓ 5 Pillars
- ✓ Scripting
- ✓ Measurement 101
- ✓ Bright Ideas
- ✓ Standards of Performance
- ✓ Reward & Recognition
- ✓ Service Teams
- ✓ Graduation/Celebration

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## Bright Ideas

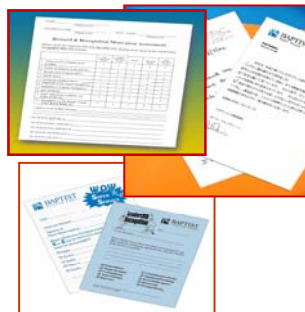


- ✓ 2.6 implemented ideas for full-time equivalent staff in 2005
- ✓ 11,009 implemented Bright Ideas in FY 2005
- ✓ Estimated cost savings of \$3.6 million
- ✓ Goal for FY 2006 = 2.8 implemented Bright Ideas

## Individuals who receive regular recognition...

- ✓ Increase their individual productivity
- ✓ Increase engagement among their colleagues
- ✓ Are more likely to stay with their organization
- ✓ Receive higher satisfaction scores from their customers
- ✓ Have better safety records and fewer accidents on the job

## Personalized Reward & Recognition



- ✓ Thank your employees
- ✓ Recognize specific behaviors
- ✓ Be consistent
- ✓ Be the CRO

## Stories That Inspire

When an employee's behavior is so exceptional that WOW recognition awards seem inadequate, individuals may be recognized as Champions



Employees are recognized for going far beyond the call of duty to serve co-workers, patients or the community

## LEADER'S ROLE

- ✓ Be the "CRO" – chief retention officer – for your department
- ✓ Utilize peer interviewing
- ✓ Work on retention efforts every day
- ✓ Build a relationship with each individual
- ✓ Give and accept feedback
- ✓ Reward & recognize
- ✓ Set expectations; hold people accountable

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## Keys to Achieving Cultural Excellence

**Commit to Service Excellence**

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## Moving "4's to "5's"

Customers will rate care "Good" if we...

- Provide directions to lost guests
- Make sure patients and family members meet the nurse manager once
- Continue conversations with each other in halls and elevators while ignoring guests
- Ask one question -- "How are you?" and then leave the room
- Discharge with no follow-up
- Explain service failures by blaming other departments or the physician
- Assume that we know the best way to care for the customer
- Provide customers a clean waiting area with a vending machine nearby

Customers will rate care "Very Good" if we...

- Take lost guests where they need to go
- Make sure the patient and family members interact with the nurse manager everyday
- Greet every guest with a smile and "Hello" – just like we would do in our own homes
- Follow aligned, proven scripting that is heard from multiple employees
- Follow up with Post-Discharge Phone Calls
- Tackle service failures by Apologizing, Correcting the issue, and then Trending for the future
- Anticipate customer needs without assuming, using a script like, "Is there anything else I can do for you?"
- Update customers frequently during their wait and offer free refreshments

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## Leader Rounding



- ✓ Take notes
- ✓ Accept feedback
- ✓ Wash hands before leaving the area
- ✓ Follow up on compliments and concerns

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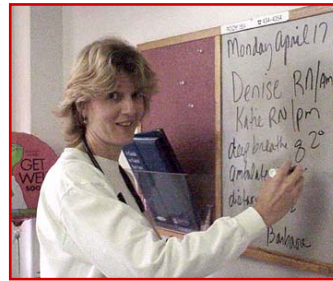
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**Right words at the right time  
give your culture a unified,  
consistent voice**



## Patient Communication Board



- ✓ Response to patient's need for more control
- ✓ Include:
  - Correct date
  - Nurse's name and phone number
  - Explanations
  - (NPO = nothing by mouth)

## Discharge Calls



- ✓ 100% of inpatient discharges called
- ✓ Call as soon as possible after discharge - within 48 hours
- ✓ Ask patient if they have a few moments to talk
- ✓ Ask for feedback on services provided
- ✓ Identify service recovery issues and resolve

## LEADER'S ROLE

- ✓ Communicate how service excellence strategies work together to achieve extraordinary results
- ✓ Encourage participation on service teams
- ✓ Reinforce exceptional service behaviors through recognition
- ✓ Continuously focus on results and opportunities for improvement

## Keys to Achieving Cultural Excellence

# Developing Great Leaders

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**“In the absence of  
development, the base rate  
for managerial  
incompetence in healthcare  
leaders is 60% – 75%.”**

Source: Robert Hogan, PhD, Hogan  
Assessment Systems research 1993 – 2003

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**There is no greater driver of  
employee satisfaction (which  
drives patient satisfaction)  
than being led by a great  
boss.**

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## Keys to Continuously Developing Great Leaders

- ✓ Leadership Development Training
- ✓ Cascade Learning
- ✓ Daily Huddling

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## Baptist University Learning Session



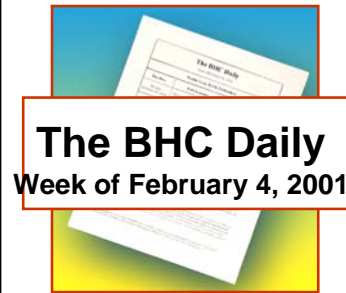
- ✓ 450+ leaders in one room together off-site
- ✓ Attendance is mandatory
- ✓ We feed them, we entertain them, we teach them, we motivate them, we love them!
- ✓ We hold them accountable

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## The BHC Daily Huddle



- ✓ Modeled after Ritz Carlton best practice
- ✓ Began in 2001
- ✓ Evolved into facility-specific

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## LEADER'S ROLE

- ✓ Be open to continuously learning
- ✓ Be open to constructive feedback
- ✓ Recognize the benefits of training
- ✓ Take what has been learned back to staff
- ✓ Lead by example

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## Keys to Achieving Cultural Excellence

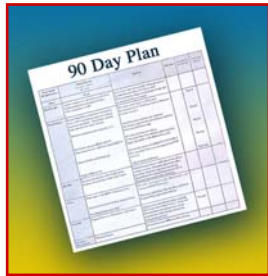
**Hardwire Success  
through Systems of  
Accountability**

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## 90-Day Plans



- ✓ Addresses each pillar of operational excellence
- ✓ Establishes goals/objectives
- ✓ Defines actions to be taken
- ✓ Provides measurable outcomes
- ✓ Determines a target date for completion
- ✓ Determines a responsible individual

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## LEADER'S ROLE

- ✓ Think of outcomes/targets that are crucial to your organization
- ✓ Align outcomes/targets with organizational goals
- ✓ Determine ways to measure and report critical targets
- ✓ Determine ways to standardize measurements and reports throughout your organization
- ✓ Hold individuals (not groups or departments or units) accountable for results
- ✓ Report results frequently enough to permit course corrections
- ✓ Reward and recognize achievement

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**And So**  
***Your***  
**Journey begins...**

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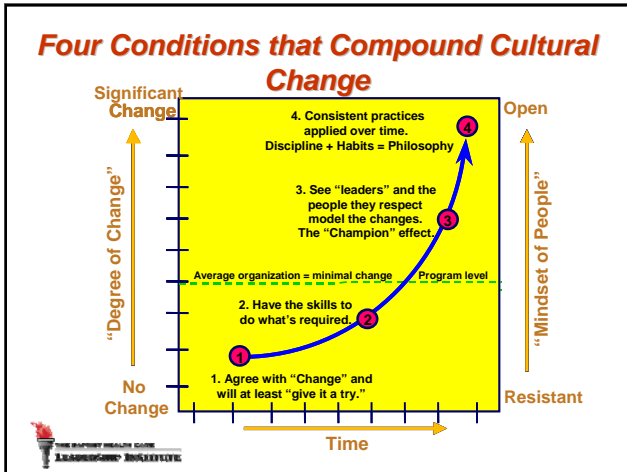
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**Change is...about the future**  
**Change is...about getting comfortable with the uncomfortable**  
**Change is...about how to make great things happen in your organization**

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- ### What Are The Gaps?
- ✓ What are the current strengths?
  - ✓ What are the opportunities for improvement?
  - ✓ What is the desired state?
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- ### A Learning Community
- ✓ Learning events for participating QHN organizations with take-away tools – ongoing networking with participants
  - ✓ Coaching opportunities after each learning event
  - ✓ Benchmark opportunities
  - ✓ On-site consulting visits, as requested
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# Light the **FIRE** within!

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