Improving Patient Satisfaction Scores Through Creating a Service Excellence Culture

Patrick Shaul, LCSW

Objectives

- Participants will review the HCAHPS survey
- Participants will learn the key components for creating a service excellence culture
- Participants will be able to define the differences between patient satisfaction scores and creating a service excellence culture
- Participants will be able to list specific strategies for improving patient satisfaction scores

Introduction

- Patrick Shaul, ACSW, LCSW

HCAHPS

- Hospital Consumer Assessment of Healthcare Providers and Systems
- Measures patients' perceptions of their hospital experience

Patrick Shaul, LCSW

HCAHPS

Three goals

1. Produce comparable data on the patient's perspective on care that allows comparisons across hospitals

2. Public reporting designed to create incentives to improve quality of care

3. Public reporting will serve to enhance accountability through increasing transparency

HCAHPS

Content and Administration

- Administered to discharged patients over 21
- 27 questions, 18 core questions about critical aspects of hospital stay
- Four items to direct patients to relevant questions
- Three items to adjust for mix of patients across hospitals
- Two items that support Congressionally mandated reports

Patrick Shaul, LCSW

HCAHPS Survey

Six Summary Measures/Composites	Nurse communication Doctor communication Responsiveness of hospital staff Pain Management Communication about medications Discharge Information
Two Individual Measures	Cleanliness of hospital environment Quietness of hospital environment
Two Outcome Measure	Overall rating of hospital Willingness to recommend hospital
Five Demographic Questions	Health Status Education level completed Ethnicity/Race (2 items) Language

Patrick Shaul, LCSW

HCAHPS

Content and Administration

- Four methods to gather data
    1. Mail
    2. Telephone
    3. Mail with telephone follow up
    4. Interactive voice recognition

HCAHPS - Scoring

1. Never
2. Sometimes
3. Usually
4. Always

Or

1. Yes
2. No

Overall Rating

0- Worst Hospital Possible

10 – Best Hospital Possible

Willingness to Recommend

- Definitely No
- Probably No
- Probably Yes
- Definitely Yes

Patrick Shaul, LCSW

HCAHPS

Public reporting

- Publicly reported HCAHPS results are based on four consecutive quarters of patient surveys

- Hospitals may use HCAPHS tool as a stand alone survey or combine with hospital specific items

Creating a Service Excellence Culture

1. Service structure
2. Top down leadership
3. Service vision
4. Goals
5. Communication plan
6. Teaching skills/training/coaching
7. Metrics and Accountability
8. Engagement

Patrick Shaul, LCSW

Creating a Service Excellence Culture

"I can't define it [culture], but I know when I see it"

Robbins, Stephens, Managing Today, 2.0. 2000

Patrick Shaul, LCSW

Creating a Service Excellence Culture

Organizational Culture – a system of shared meaning held by members that distinguishes the organizations from other organizations.
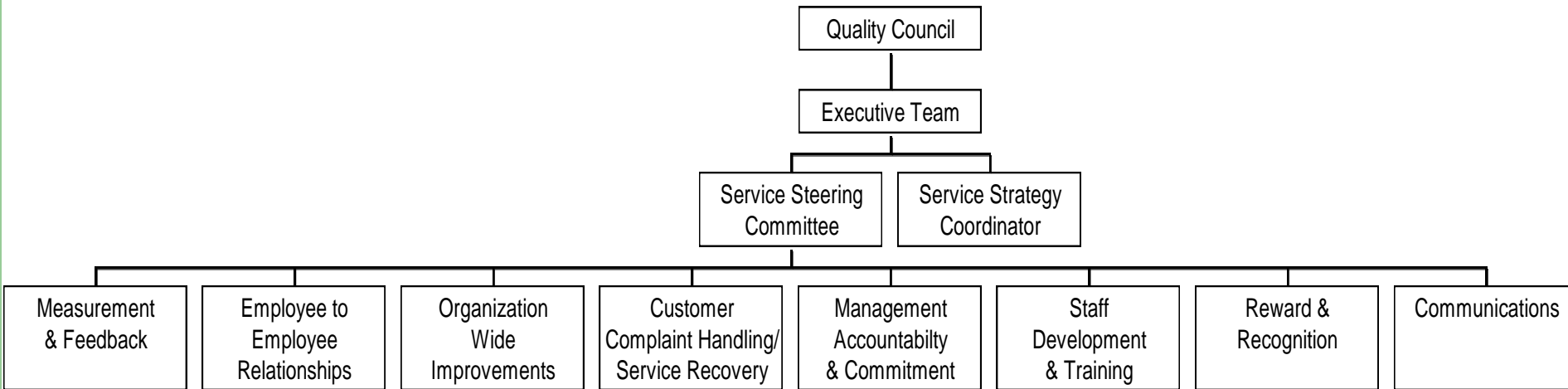
Robbins, Stephens, Managing Today, 2.0. 2000

Patrick Shaul, LCSW

Example of service structure

Hospital System

Patrick Shaul, LCSW

Example of Service Structure

Service Coordination Structure

Northside Hospital, 1997

Patrick Shaul, LCSW

Top down leadership

- Commitment must come from the top

Patrick Shaul, LCSW

Example of Service Vision

- *When a patient, family member, employee or physician has an opportunity to choose a hospital – Northside Hospital will be their choice, not just because we deliver the best clinical care, but because we deliver care with an attitude that reflects excellent service and thus offers maximum value.*

- *We will treat each person who comes through our doors with dignity, respect, caring and warmth.*

- *All employees will feel a sense of pride for every aspect of work we do at Northside Hospital.*

Service Quality Excellence, 1998

Nordstrom's Service Vision

The Essence of Nordstrom's Organizational Culture
Welcome to Nordstrom
We're glad to have you with our Company.
Our number goal is to provide
outstanding customer service.
Set both your personal and professional goals high.
We have Great confidence in your ability to achieve them.
Nordstrom Rules
Rule #1 Use your good judgment in all situations
There will be no additional rules
Please feel free to ask your department manager,
store manager, or division general manager
any questions at any time.

Patrick Shaul, LCSW

Creating a Service Excellence Culture

Smart Goals

1. Specific (x to y by when)

2. Measurable

3. Actionable

4. Realistic

5. Time Limited

Patrick Shaul, LCSW

Creating a Service Excellence Culture

Top Box Scores – achieving "Always", "Yes, "Definitely Yes" or "Best Hospital Possible" in each response

Patrick Shaul, LCSW

Culture vs. Scores

- Phillip Schaeleg, CEO of George Washington Hospital, "*Changing the culture [to service] is no longer a nicety, it's a necessity*" (Hospitals and Health Networks, Jan. 20, 1998).

- Jacalyn Sherriton of Health Management Consultants notes, "Most companies just train people and don't change the infrastructure to support the objectives…But that's what ensures success" (Hospitals & Health Networks, Jan. 98).

Creating a Service Excellence Culture

- Communication Plan
- Cascading, organized plan

Patrick Shaul, LCSW

Creating a Service Excellence Culture

Line of sight = being able to see how my individual work contributes to the achievement of team goals and how team goals contribute to organizational goals.

Franklin Covey
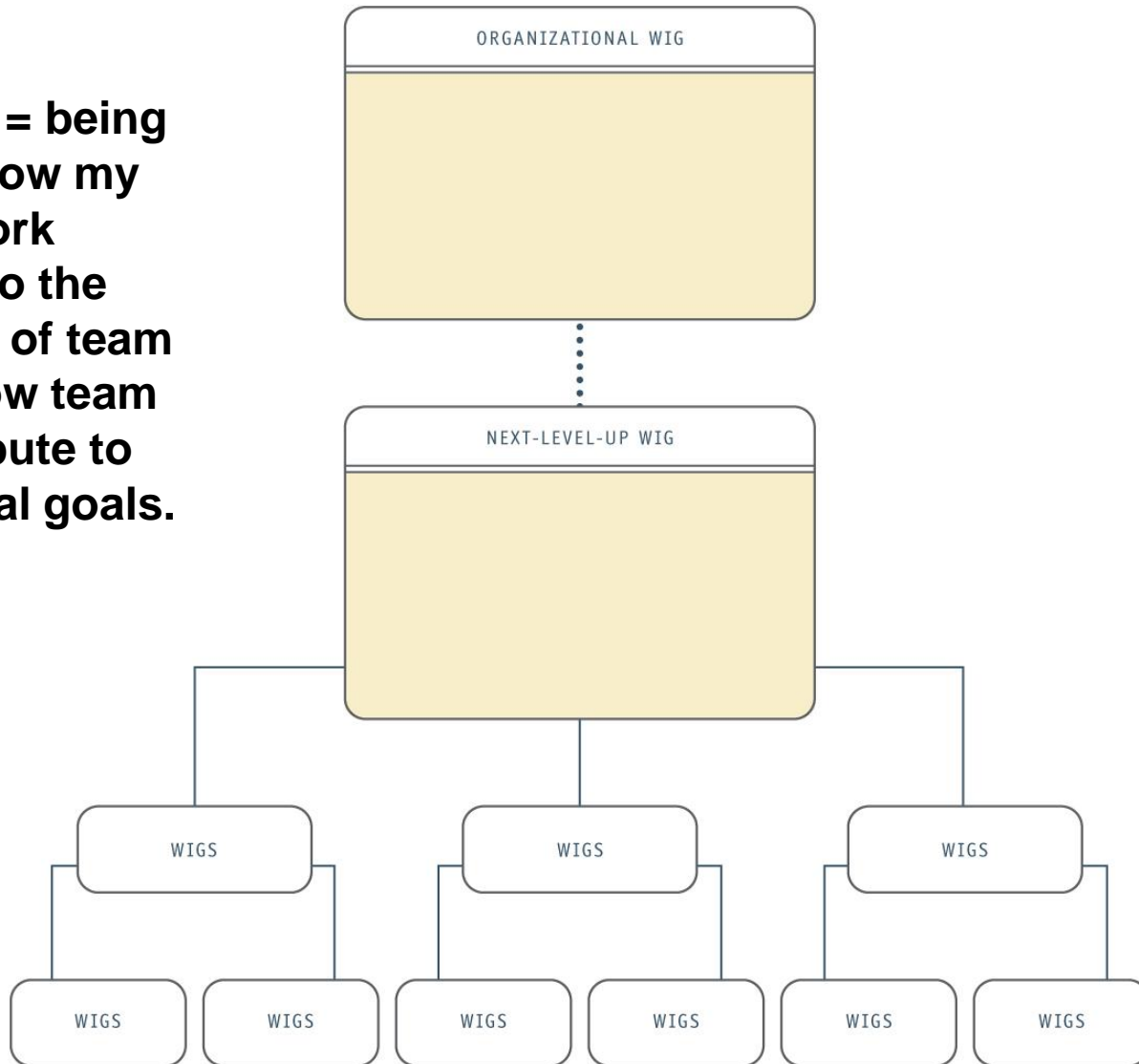
Creating a Service Excellence Culture

- Teaching, training, coaching
- Creating alignment

Patrick Shaul, LCSW

Creating a Service Excellence Culture

Metrics and Accountability

1. HCAHPS scores, Press Ganey Scores, NRC Picker scores
2. Sharing scores
3. Top box scores
4. Accountability
5. Baptist Hospital example

Patrick Shaul, LCSW

Creating a Service Excellence Culture

Engagement

- The Engaged Employee
- The Not-Engaged Employee
- The Actively Disengaged Employee

Creating a Service Excellence Culture

Engagement

- Gallup Q 12 Questions

Patrick Shaul, LCSW

Creating a Service Excellence Culture

- Do you know what is expected of you at work?
- Do you have the materials and equipment you need to do your work right?
- At work, do you have the opportunity to do what you do best every day?
- In the last seven days, have you received recognition or praise for doing good work?
- Does your supervisor, or someone at work, seem to care about you as a person?
- Is there someone at work who encourages your development?
- At work, do your opinions seem to count?
- Does the mission/purpose of your company make you feel your job is important?
- Are your associates (fellow employees) committed to doing quality work?
- Do you have a best friend at work?
- In the last six months, has someone at work talked to you about your progress?
- In the last year, have you had opportunities at work to learn and grow?

Gallup Q 12

Patrick Shaul, LCSW

Creating a Service Excellence Culture

Planetree Vision, Mission and Beliefs Statements

Vision
As a global catalyst and leader Planetree promotes the development and implementation of innovative models of healthcare that focus on healing and nurturing body, mind and spirit.

Mission
Planetree is a non-profit organization that provides education and information in a collaborative community of healthcare organizations, facilitating efforts to create patient centered care in healing environments.

Planetree Organization

- **Beliefs**
  We believe…
    - that we are human beings, caring for other human beings

    - we are all caregivers

    - care giving is best achieved through kindness and compassion

    - safe, accessible, high quality care is fundamental to patient-centered care

    - in a holistic approach to meeting people's needs of body, mind and spirit

    - families, friends and loved ones are vital to the healing process

    - access to understandable health information can empower individuals to participate in their health care

    - the opportunity for individuals to make personal choices related to their care is essential

    - physical environments can enhance healing, health and wellbeing

    - illness can be a transformational experience for patients, families and caregivers

Creating a Service Excellence Culture

Learning an organization's culture

1. Stories
2. Rituals
3. Material Symbols
4. Language

Robbins, Managing Today 2.0 2000

Patrick Shaul, LCSW

Creating a Service Excellence Culture

Resistance to change

Patrick Shaul, LCSW

Creating a Service Excellent Culture

Sustaining a culture change

1. Selection practices
2. Top leadership behavior
3. Socialization methods
4. Accountability

Patrick Shaul, LCSW

Creating a Service Excellence Culture

"THIS IS A VERY PRIVATE ROOM . . . I HAVEN'T SEEN A DOCTOR IN DAYS."

Patrick Shaul, LCSW

Creating a Service Excellent Culture

Examples

- Maestro story
- Building a ramp
- Allowing dying patient to have her dog visit

Creating a Service Excellence Culture - Strategies

- Case study – patient in ED

Patrick Shaul, LCSW

Strategies

Case Study – patient in ED

Patrick Shaul, LCSW

Strategies

- Provide an excellent care hotline
- White boards

Strategies

- "String Exercise"

Employees

Lolma Olson, Consultant

Patrick Shaul, LCSW

Strategies
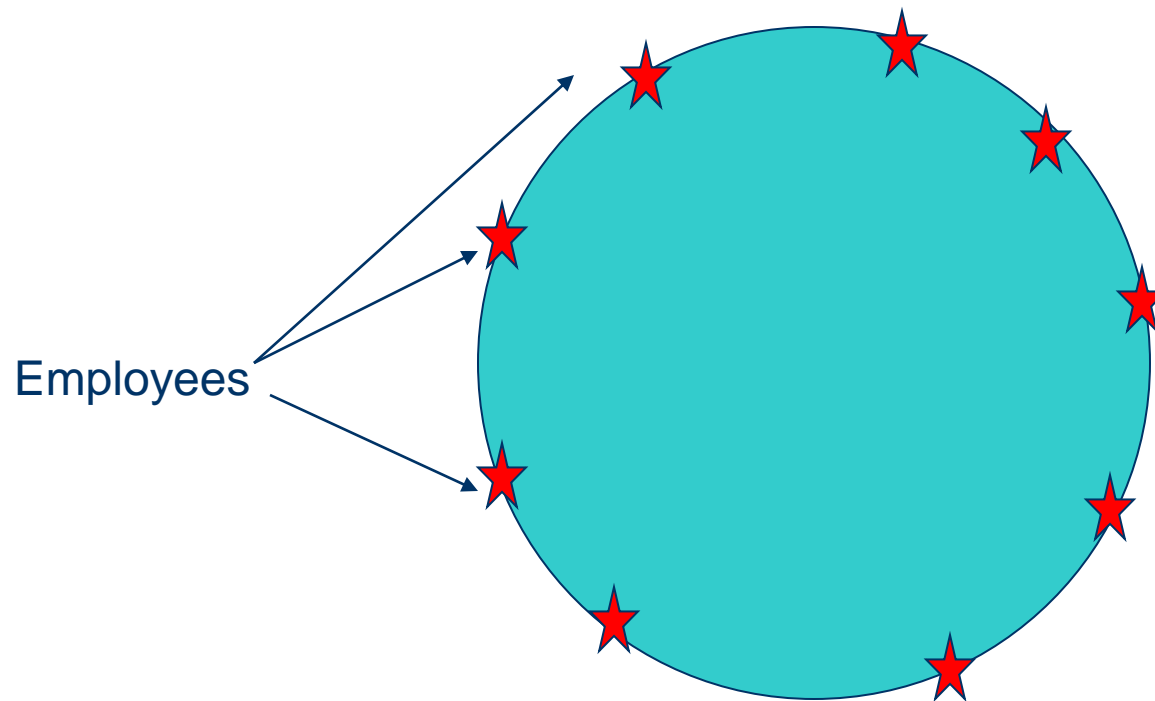
- String exercise

Employees

Start here
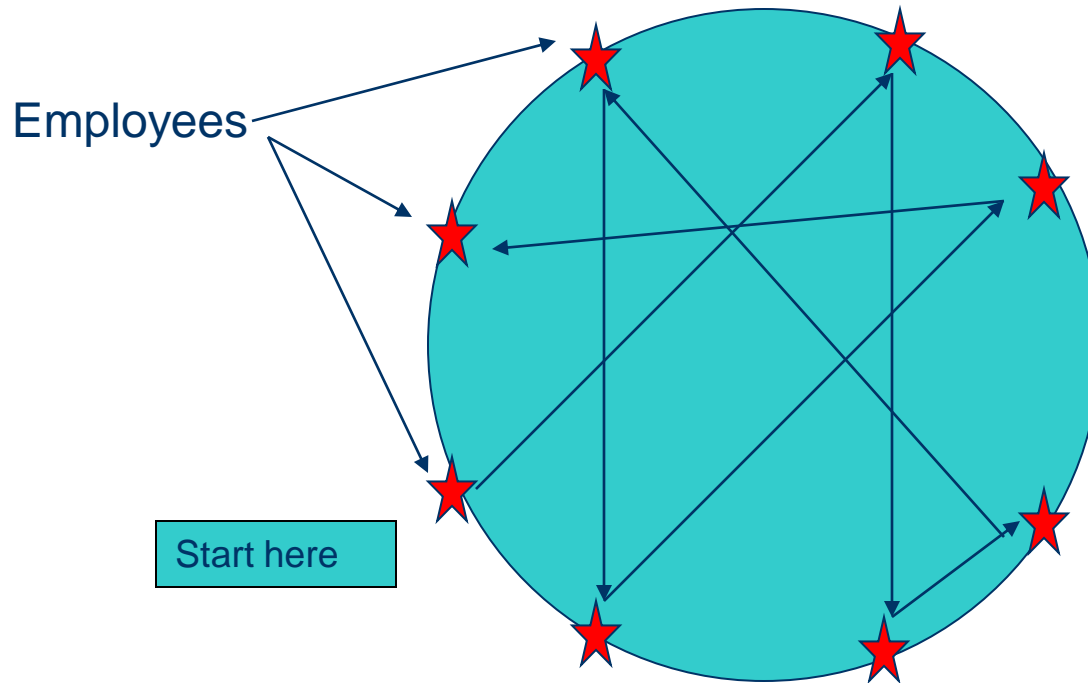
Strategies

- Implement bedside reporting

Strategies

- Hourly rounding
- Leadership rounding/shadowing employees

Strategies - Rounding

5P's, Every Patient, Every Time

1. Pain
2. Potty
3. Positioning
4. Personal Needs
5. Patient Priority
6. White Board (RN, PCT, Charge RN, name, number, date)

Always

Observer _____

Date _____

Needs to work on #'s _____

Perfect! Way to Go!

Patrick Shaul, LCSW

Strategies

- Demonstrate respect
    - -Introducing yourself
    - -department
    - -explaining your role
    - -asking patient how they'd like to be addressed

Patrick Shaul, LCSW

Strategies

Communication

- Use open ended questions
- Asking if patient has any questions
- Asking "Is there anything else I can do?" before leaving the room

Active Listening

Five Key Elements to Active Listening

1. Pay attention
2. Show that you are listening
3. Provide feedback
4. Defer judgment
5. Respond appropriately

Patrick Shaul, LCSW

Strategies

Communication
- AIDET model

AIDET Model   Studer Group 2005

A	ACKNOWLEDGE: *Goal: Establish trust by demonstrating empathy*
I	INTRODUCE: *Goal: Reduce anxiety by sharing with the patients the skill set and experience of those that will be touching them* •Introduce Self •Establish successful handoff to others by introducing others: Coworkers, other departments or physicians
D	DURATION: *Goal: Reduce anxiety by establishing time expectations* •Time to wait before the procedure, exam, to see the doctor •Time of test, exam •Time until the patient can leave •Time to get results
E	EXPLANATION: *Goal: Enlist patient in care plan* •Explain the test or procedure •Explain what will be taking place in terms the *patient can understand*
T	THANK YOU: *Goal: Thank the patient for trusting us and letting us chare for them. Provides final opportunity for patients to share any concerns or questions.* •Thank them for choosing your organization •Ask if he or she has any final questions or concerns

Strategies

- Thanking patients for using your hospital

Patient's point of view

- Blindfold exercise

"Patience Pointavue"

How do patients feel when they walk into the doctors office?

- * Fear
- * Stressed
- * Anxious

What do they see?

- * Clinical Staff
- * Physical Environment
- * Other Patients

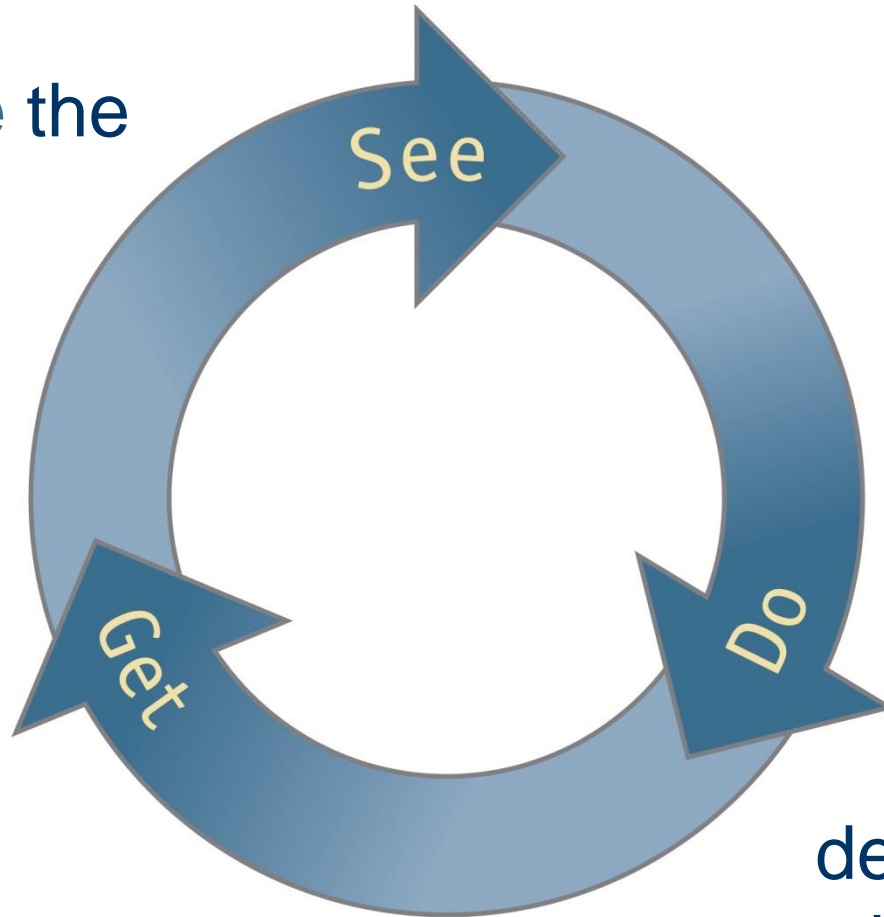What do they hear?

- * Diagnosis
- * Staff conversations/Interaction

Patrick Shaul, LCSW

See, Do, Get

How we **See** the world. . .

determines what we **Do**. . .

which, in turn, creates the results we **Get**.

Memorable Experiences

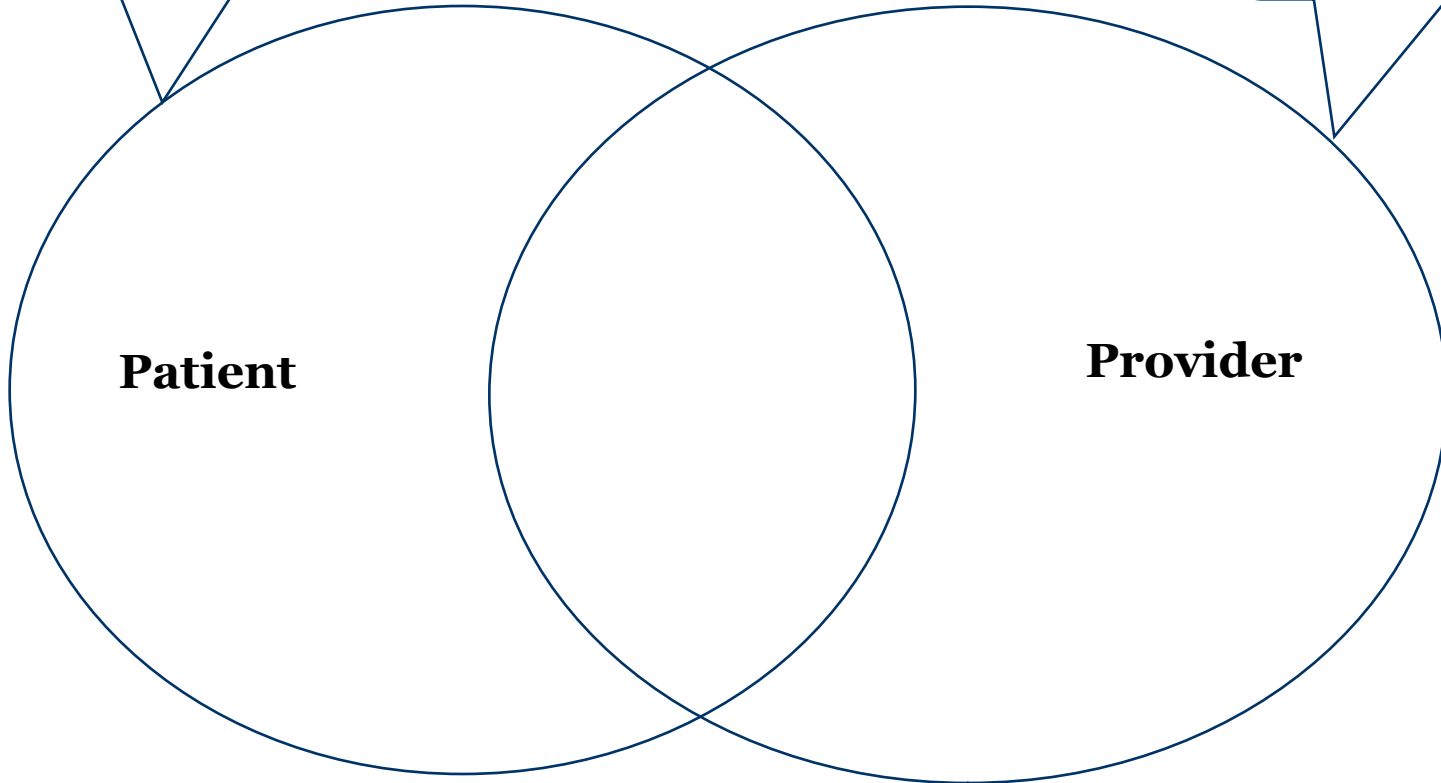Fear, anxious, impatient, stressed, high expectations.

Patient

Memorable Experiences

Fear, anxious, impatient, stressed, high expectations.

Thinking about work, personal issues.

Patient

Provider

Memorable Experiences

Fear, anxious, impatient, stressed, high expectations.
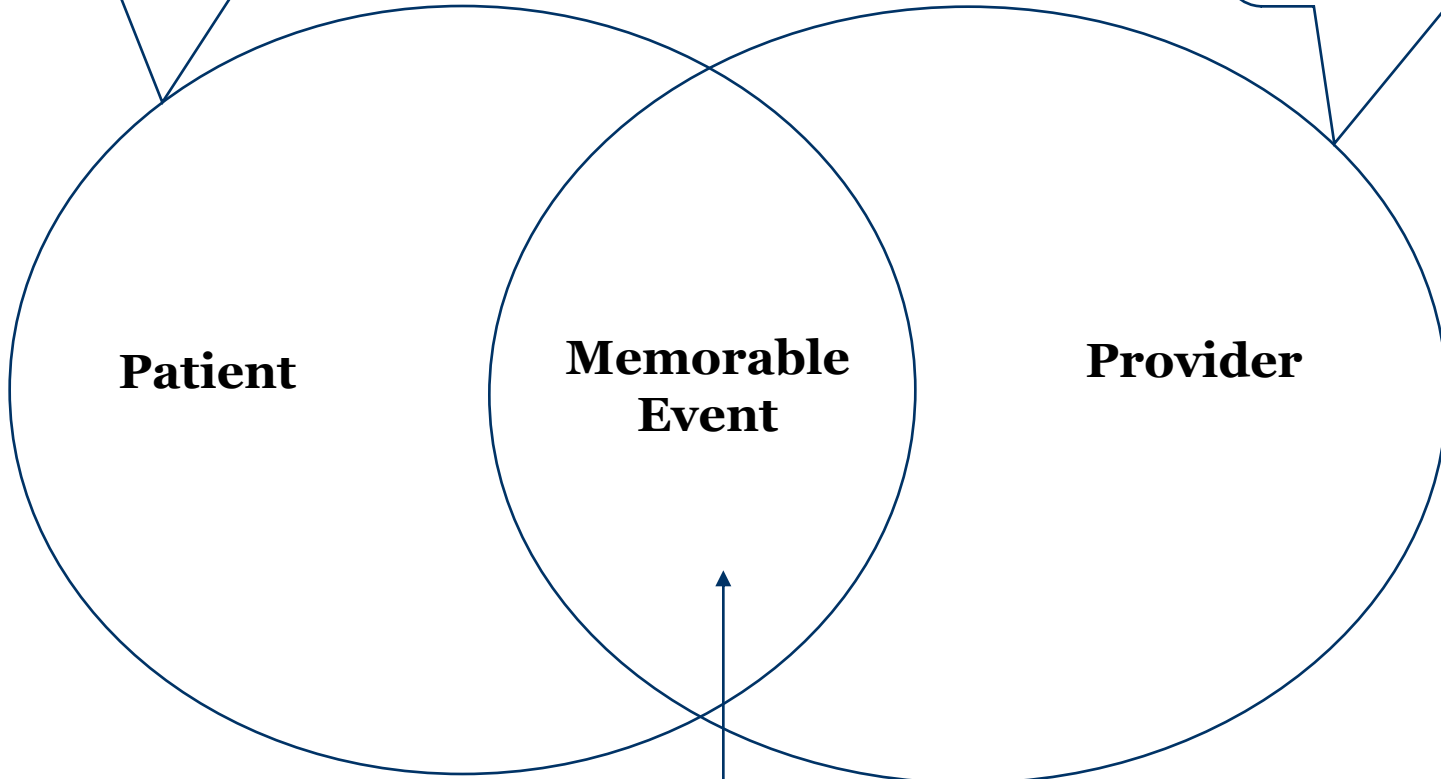
Thinking about work, personal issues.

Patient

Memorable Event

Provider

Create a positive memorable event!

Strategies

- Wayfinding
    - -Providing directions
    - -Maps
    - -Walking patients to departments

Strategies

- Red light/ Green light exercise
  - ❖ Which rules have you found yourself explaining to patients?
  - ❖ Which rules do you think annoy patients?
  - ❖ Which rules have prevented you from resolving patient complaints?

Leebov, Scott, Olson, 1998

Patrick Shaul, LCSW

Strategies

- Posting Results
- Creating a Line of Sight for all employees
- Reward and recognition

Strategies

- Housekeeping/Environmental Services
- Engineering
- Patient Access
- Human Resources

Strategies

- Meetings – Focus on service
  - ❖ A compliment I received this week from a patient…….
  - ❖ A service improvement I'm working on this week is……
  - ❖ Sharing appreciations at the end of the meeting

Leebov, Scott, Olson, 1998

Patrick Shaul, LCSW

Strategies

Phone Etiquette

- Answering the phone
- Holds and transfers
- Tone
- Scripting

Patrick Shaul, LCSW

Tips for better Telephone service

- Answer promptly.
- Always identify yourself when you answer the phone: "This is _____."
- Speak clearly and distinctly in a pleasant tone of voice. (Smile)
- Listen actively and graciously without interrupting.
- Before placing a call on hold, obtain the callers permission.
- Thank the caller for holding.
- When transferring a call, be sure to explain to the caller that you are doing so and where you are transferring them.
- If the caller has reached the wrong department, be courteous.

Patrick Shaul, LCSW

Handling the Angry caller

- Remain neutral
- Let them talk
- State and confirm the issue as you see it. Look to the patient to confirm your understanding.
- Be empathetic
- Offer an apology
- Do what you promise. In other words, Walk the Talk!

Patrick Shaul, LCSW

Service Recovery

- For every customer who bothers to complain, 26 other customers remain silent.
- The average "wronged customer" will tell 8-l6 people about it. Over 20% will tell more than 20.
- Ninety-one percent of unhappy customers will not willingly do business with you again.
- It costs five times as much to attract a new customer as it does to keep an established one
- If you make an effort to remedy customer complaints, 82-95% of them will support you.

Lee Resource Inc.

Service Recovery

"In 2009, according to Solucient, the average length-of-stay for acute care hospitals (those accountable for HCAHPS performance) was 4 ½ days. That represents 108 hours…[that] is a long time for healthcare workers to be consistent in their delivery of care to their patients in the world of Always."

Owens, 2011

Patrick Shaul, LCSW

Service Recovery

In an average 4 day inpatient stay, a patient will have over 60-80 encounters with staff

Patrick Shaul, LCSW

Service Recovery

1. Do it right the first time

2. Fix it properly if it ever fails

3. Remember: There are no third chances

Berry, 1999

Patrick Shaul, LCSW

When a patient is dissatisfied

- What actions do you take?

When a Patient is Dissatisfied

1. Apologize
2. Listen, emphasize and ask open ended questions
3. Fix the problem quickly and fairly
4. Offer atonement
5. Follow up
6. Remember your promises

Patrick Shaul, LCSW

Service Recovery –Four Components

1. Effective systems for inviting/encouraging customers to complain

2. Guidelines for staff and latitude to act and atone

3. Clear protocols for handling customers complaints effectively

4. Staff skilled in service recovery

Summary

Creating a Service Excellence Culture is not about getting the highest patient satisfaction scores, creating a SE Culture is about doing the right thing for all patients all the time

Patrick Shaul, LCSW

Bibliography

- Berry L. Discovering the Soul of Service: The Nine Drivers of Sustainable Business Success. New York: Free Press, 1999.
- Franklin Covey. www.franklincovey.com
- Gallup Organization. http://www.gallup.com/consulting/52/employee-engagement.aspx
- Hoest, Bunny. Lockhorns. Atlanta Journal Constitution. Oct 16, 2011.
- Leebov, Wendy, Scott, Gail, Olson, Lolma. Achieving Impressive Customer Service. American Hospital Publishing, 1998.
- HCAHPS. *www.healthstream.com/**HCAHPS***
- Northside Hospital. www.northside.com
- Owens, Kathy. The HCAHPS Imperataive for Creating a Patient-Centered Experience. Baptist Leadership Group, 2011. retrieved from the www Sept. 1, 2011
- Planetree Organization. www.planetree.org
- Pike Peak Fish Company. www.pikeplacefish.com
- Robbins, Stephen. Managing Today 2.0. Prentice Hall, Upper Saddle River, NJ 2000.
- Schaeleg, Phillip. CEO of George Washington Hospital, (Hospitals and Health Networks, Jan. 20, 1998).
- Studer Group.www.studergroup.com
- Sherriton, Jacalyn. Health Management Consultants. (Hospitals & Health Networks, Jan. 98).
- The CAHPS Improvement Guide: Practical Strategies for Improving the Patient Care Experience. Retrieved from Word Wide Web Sept. 1, 2011.
- Whitehurst, Steve for HealthLeaders Media, Patient Experience: Hospitals' Holy Grail? Sept 30, 2011. retrieved from World Wide Web Oct 2011 via LinkedIn.

Patrick Shaul, LCSW

Patrick Shaul, LCSW

- pjshaul@gmail.com
- 770-289-9966