

# The Secret Sauce to Improving Patient Satisfaction




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## We Are Studer Group

**Mission**  
To make healthcare a better place for employees to work, physicians to practice medicine, and patients to receive care.

**Vision**  
To be the intellectual resource for healthcare professionals, combining passion with prescriptive actions and tools, to drive outcomes and maximize the human potential within each organization and healthcare as a whole.



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## About Studer Group

**What we do**

- Apply evidence-based tactics to achieve and sustain exceptional clinical, operational, and financial outcomes
- Develop web-based software solutions for operational alignment and process efficiency
- Provide a wealth of educational resources—including books, training videos, webinars, and institutes

**Awards**

- Received the 2010 Malcolm Baldrige Quality Award
- Ranked #5 Great Small Workplace in America

**By the numbers**

- Works with hundreds of healthcare organizations worldwide
- Employ over 80 professional coaches and speakers

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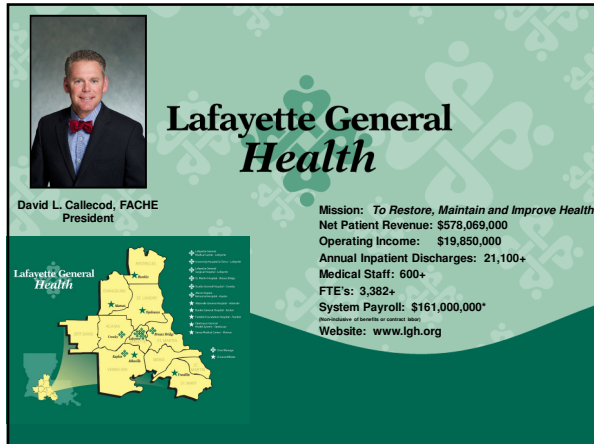
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**Lafayette General Health**

David L. Callecod, FACHE  
President

Mission: *To Restore, Maintain and Improve Health*

Net Patient Revenue: \$578,069,000  
 Operating Income: \$19,850,000  
 Annual Inpatient Discharges: 21,100+  
 Medical Staff: 600+  
 FTE's: 3,382+  
 System Payroll: \$161,000,000\*  
(Non-Indicare or contract rates)  
 Website: [www.lgh.org](http://www.lgh.org)

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SWAMP PEOPLE

HBO Series: True Detective

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**"J2E"**

Create a world class culture for  
 Employees to work  
 Patients to receive care  
 Physicians to practice medicine

Aligned Goals → Aligned Behaviors → Aligned Processes

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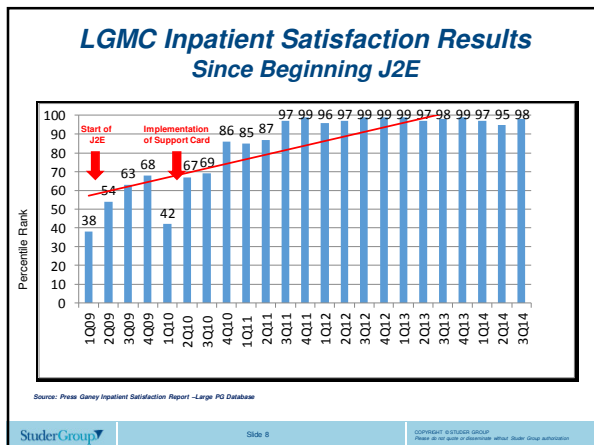
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## Pillar Progress

	Start of J2E (2009)	Progress (as of 2014)
People	EMPLOYEE Satisfaction 38 <sup>th</sup> percentile	84 <sup>th</sup> percentile
Service	INPT 38 <sup>th</sup> percentile ED 15 <sup>th</sup> percentile OUTPT n/a Physician Sat n/a	FY14 to date: INPT 99 <sup>th</sup> percentile ED 82 <sup>th</sup> percentile Outpatient 83 <sup>th</sup> percentile Physician 24 <sup>th</sup> -> 66 <sup>th</sup>
Quality	14 of 25 Indicators	31/35 Indicators
Finance	-0.4%	End of FY13 10.2%
Growth	2 Hospitals	6 Hospitals & 5 Clinical Affiliates

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## WHAT are Standards of Behavior?

Statements that clearly communicate the actual behavior an employee is expected to model.

“Etiquette vs. Answer phone using...”

“Teamwork vs. Have a mentor, be a mentor”

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## WHY the Standards of Behavior?

- Standards are *created* and *broadcasted* so that everyone in the organization knows and understands the actions the organization expects an employee to model
- Easier to ID what right / wrong looks like
- Disciplinary process (skill vs. will)
- Empowers employees to hold one another accountable

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## HOW were they started?

1. Team selection
2. Define values through *Rounding*
3. Define behaviors
4. Draft Standards agreement presented to Leadership
5. Team presented to Organization

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### Employee SERVICE Standards of Behavior

As an employee of St. Jude Children's Research Hospital, I understand that I have a high responsibility to provide excellent high quality and caring environments for our patients, customers and associates. I know that I am only one person, but I also know that I am only one person to make a difference, either positive or negative. When I choose to work within this system, I am choosing to embrace the following SERVICE standards and behavioral values to create the success and future of our system. I will be both committed to and accountable for demonstrating supportiveness, respect, integrity, communication, and excellence in service delivery by adhering to the behaviors specified in this document.

**Supportiveness**  
I will welcome new employees to the system and serve as a mentor when appropriate.  
I will avoid using the phrase, "That's not my job/function/department."

**Respect**  
I will be a team player and work collaboratively to help others, including those outside of my department. I will avoid using the phrase, "That's not my job/function/department."

**Integrity**  
I will not engage phone etiquette by identifying myself & the department, followed by a pleasant greeting.  
I will follow the 5S's: acknowledging the person at the 5th second and saying, "Hello" and 3rd last name.  
I will allow patients, customers & guests to end-of-attention or through doorway line.  
I will help our guests and new employees by directing them to their destination instead of just pointing.

**Privacy**  
I will dress to reflect respect and professionalism by wearing clothes that are clean, neat, and in good repair. (Policy V-04)  
I will respect dignity and diversity. I will insist before entering patient rooms and cover patients being transported.

**Efficiency**  
I will make a conscious decision to have a positive, willing and flexible attitude each day.  
I will continue change in understanding & being open to new ideas & approaches. Further, I will avoid using phrases like, "That's how we've always done it."  
I will promote a nurturing, healing, and safe physical environment by removing clutter, ensuring cleanliness, and keeping equipment in working order. I will report any damaged equipment or unsafe situations immediately.

**Responsibility**  
I will ensure the privacy and safety of all medical records, correspondence and confidential conversations.  
I will consistently seek opportunities for personal growth & development. I will accept coaching as part of a supportive culture.  
I will be financially responsible by not wasting hospital time, resources or equipment.  
I will follow S.C.T. (Acknowledging, Correct, Thank) when faced with a complaint or service recovery opportunity (Policy 9-02).

**Communication**  
I will use **ACTIVE LISTENING**  
- (Acknowledged) I will make eye contact, smile, promptly acknowledge those that approach me, & use names.  
- (Introduction) I will identify my name/role in the system immediately to my guests and visitors who I meet & greet.  
- (Orientation) I will provide confidence in care by recognizing up our team and hospital.  
- (Direction) I will provide direction (or follow up) to ensure a positive outcome.  
- (Explanation) I will actively listen & explain things in a way people can understand.  
- (Closing) I will receive, smile, and thank our patients & guests.  
I will take the time to read hospital and system communications (emails, flyers, newsletters, public, electronic boards, etc.) to stay informed of responsibilities, changes, and events. I will avoid repeatedly using the phrase "I don't know."  
I will avoid using cell phones, personal wireless technology, etc. for personal reasons during work time. (Policy 9-07)

**Excellence in service delivery**  
I will convey concern and compassion as well as a willingness to serve, always.  
Above all, I will exceed the expectations of my customers, patients and co-workers by consistently doing the right thing, at the right time, for the right reason. I agree to abide by the preceding standards of behavior for the duration of my career here.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

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**S.E.R.V.I.C.E.**

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**Hang up**  
your cell phones at work.  
Watch safety and productivity go up.

S.E.R.V.I.C.E.

**Let them "hear"**  
your smile.

Use proper phone etiquette with a pleasant tone of voice. Identify yourself, your department or LCMC and ask, "How may I help you?"

S.E.R.V.I.C.E.

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**Introduce** yourself  
and your purpose  
or else, it's all Greek to the patient.

S.E.R.V.I.C.E.

**Helping**  
others  
is part of your job.

Be supportive of your coworkers—and your hospital.

S.E.R.V.I.C.E.

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Guests come **first** –  
even on elevators.  
"Going up" in courtesy.

S.E.R.V.I.C.E.

It's important  
that you **stand out**.  
Scrub colors I.D. your service.

S.E.R.V.I.C.E.

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## HOW are they sustained?

Three "Must Do's" for Success...

1. Educate
2. Imitate
3. Validate

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## Leadership

- Educate
  - Top of mind efforts at LDI's
  - Crucial conversations & highmiddlelow® training in J2E U
- Imitate
- Validate
  - Employee Sat Survey Items
  - Patient Sat Survey Items
  - Support Card Survey

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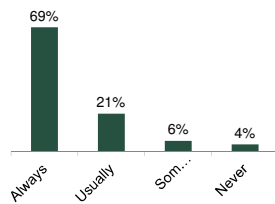
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LAB) Employees are professional, courteous, and consistently demonstrate the SERVICE Standards of Behavior.



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## Opportunity ID'd by Workforce:

TICKET

### TO SERVICE EXCELLENCE

★ I will be a team player and work collaboratively to help others, including those outside of my department. I will avoid using the phrase, "That's not my job."

I will use AIDET always.

I will promote a nurturing, healing and safe physical environment by removing clutter, ensuring cleanliness and keeping equipment in working order.

I will respond to all calls for assistance in a timely manner (1-2 min.) and provide periodic progress reports.

I will smile and demonstrate an open, friendly posture.

Other: \_\_\_\_\_

Name \_\_\_\_\_ Department \_\_\_\_\_

I will be a team player and work collaboratively to help others, including those outside of my department. I will avoid using the phrase, "That's not my job"




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## Action Plan ID'd by Workforce:

1. Cards will be in Dept. Mailbox Monday, 4/6
  2. Employees to recognize a **TEAM PLAYER**, describing their **WINNING PLAY**.
  3. Display cards in department
  4. Each month (April-June), the department will select their **PLAY MAKER** to send to the **SEMI-FINALS** where they'll enjoy ballpark snacks and a chance to win a great prize.
- Owen Auditorium**  
 April 30 1:00 – 2:00  
 May 29 1:30 – 2:30  
 June 30 1:30 – 2:30



You were credit from a **TEAM PLAYER**

Name: \_\_\_\_\_  
 Department: \_\_\_\_\_

Your Winning Play: \_\_\_\_\_

Submitted By: \_\_\_\_\_




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## Employees

- Educate
  - Pre-hire process
  - Interview questions
  - General Orientation
- Imitate
  - Standards Setters Program
- Validate
  - Change Counts Cards
  - SEM (Staff Evaluation Manager)

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## Transferring Across a System

### Lessons learned

- Adoption vs. Creation
- Who delivers the Message is important
- When to deliver the message
- How to empower staff to own it

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## It's **VBP** for Staff Performance

- Value Based Performance
- Drives consistency and enhances operational outcomes

### Alignment+Actions+Accountability

**ALIGN** expectations + Elevate **ACTIONS**+ Enhance Individual **ACCOUNTABILITY**

Our Work + My Work + My Values = SEM Score  
(30%) + (50%) + (20%) = 100%

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What we've learned...  
**Culture trumps strategy.**

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## Thank You!



**Call or Write:**

**David L. Callecod,  
FACHE  
337-289-7374  
dcallecod@lgh.org**

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