Improving Patient Satisfaction Scores Through Creating a Service Excellence Culture
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
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
# 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  

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
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
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
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
Example of service structure

Hospital System
Example of Service Structure

Service Coordination Structure

- Quality Council
- Executive Team
- Service Steering Committee
- Service Strategy Coordinator

- Measurement & Feedback
- Employee to Employee Relationships
- Organization Wide Improvements
- Customer Complaint Handling/Service Recovery
- Management Accountability & Commitment
- Staff Development & Training
- Reward & Recognition
- Communications

Northside Hospital, 1997
Top down leadership

- Commitment must come from the top
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.
Creating a Service Excellence Culture

Smart Goals
1. Specific (x to y by when)
2. Measurable
3. Actionable
4. Realistic
5. Time Limited
Creating a Service Excellence Culture

Top Box Scores – achieving “Always”, “Yes, “Definitely Yes” or “Best Hospital Possible” in each response
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
**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.
Creating a Service Excellence Culture

- Teaching, training, coaching
- Creating alignment
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
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
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
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.
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
Creating a Service Excellence Culture

Resistance to change
Creating a Service Excellent Culture

Sustaining a culture change
1. Selection practices
2. Top leadership behavior
3. Socialization methods
4. Accountability
Creating a Service Excellence Culture
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
Strategies

Case Study – patient in ED
Strategies

- Provide an excellent care hotline
- White boards
Strategies

- “String Exercise”
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!
Strategies

- Demonstrate respect
  - Introducing yourself
  - Department
  - Explaining your role
  - Asking patient how they’d like to be addressed
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
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 care 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
See, Do, Get

How we See the world . . .

which, in turn, creates the results we Get.

determines what we Do . . .

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Memorable Experiences

Fear, anxious, impatient, stressed, high expectations.
Memorable Experiences

Patient

Fear, anxious, impatient, stressed, high expectations.

Provider

Thinking about work, personal issues.
Memorable Experiences

Patient

Fear, anxious, impatient, stressed, high expectations.

Memorable Event

Thinking about work, personal issues.

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
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
Strategies

Phone Etiquette
- Answering the phone
- Holds and transfers
- Tone
- Scripting
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.
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!
Service Recovery

- For every customer who bothers to complain, 26 other customers remain silent.
- The average "wronged customer" will tell 8-16 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.
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
Service Recovery

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