



Ohio Partnership for Excellence

September, 2005





- **History**
- **Corporate Objective:**
 - *“Enhance the balanced scorecard (BSC), focusing especially on the development of service quality indicators and measures. Link the balanced scorecard to St. Luke’s customer service program.”*





- **Hospital's Service Effectiveness Committee (SEC) researched successful customer service programs and recommended a Malcolm Baldrige award winning program.**
- **We wanted to customize aspects of this model to fit our needs and culture.**





- **Employee focus groups were developed to work on a service vision program for St. Luke's Hospital.**
- **Employee focus groups (3 per day) for three weeks.**
- **190 employees participated.**

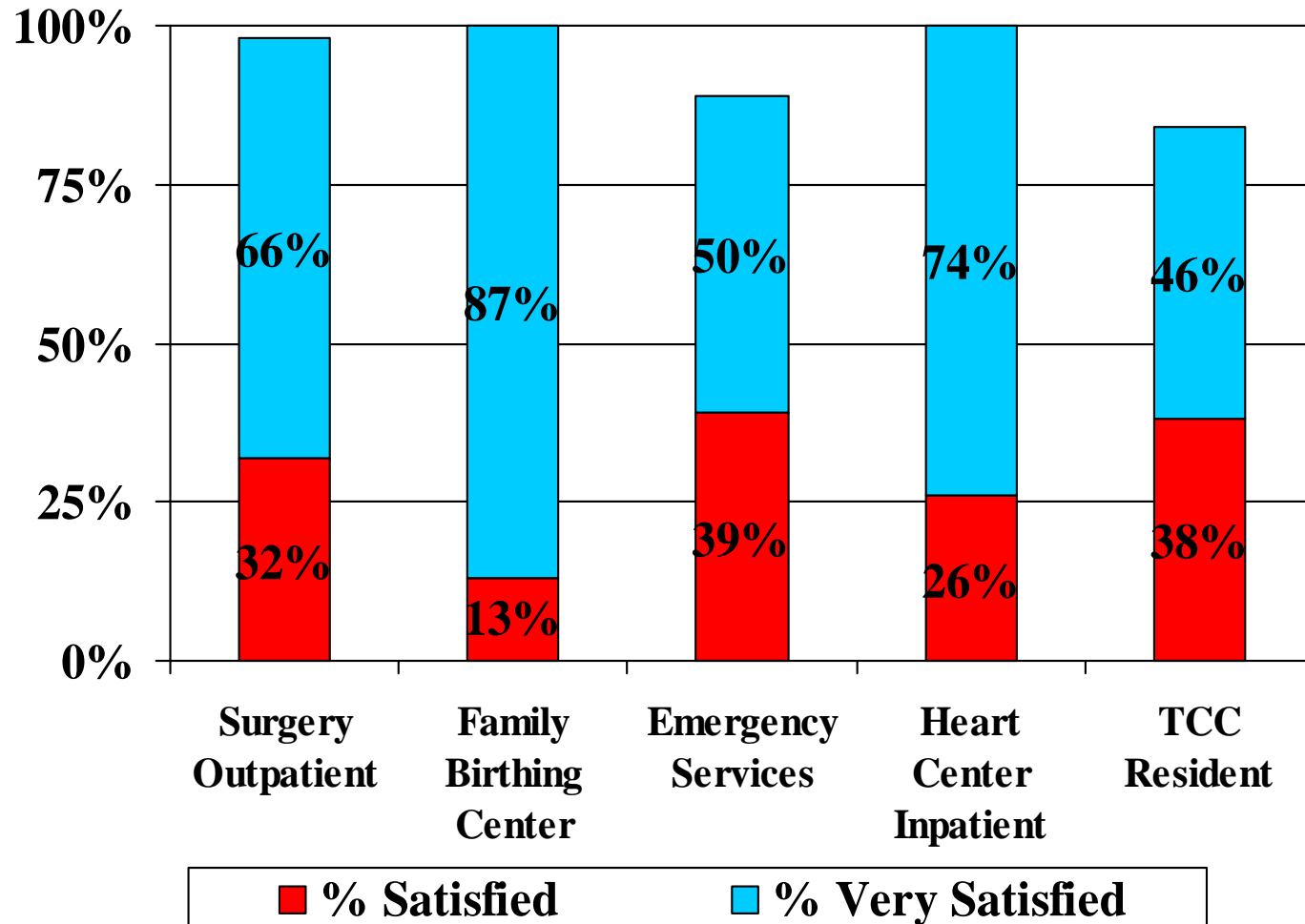




- **Employees reviewed patient satisfaction data from Outpatient Surgery, OB, Inpatient, Emergency and the national Parkside Associates data (now Press, Ganey).**
- **Patient satisfaction data is good, but we need to increase percentage of very satisfied patients.**



St. Luke's Patient Satisfaction: 2001



Inpatient satisfaction survey is currently in process.





- **Employees agreed that they wanted a service program for St. Luke's - BUT, they did not want a “Be Nice Class” or “Smile School.”**
- **Employees worked on a service vision model and made suggestions to really customize it to St. Luke's culture.**





- **They worked on:**
 - **Guiding Principle**
 - **Five Stars of Service**
 - **Steps to Stardom**





- **Guiding Principle**

- **We are a family of professionals caring for those with health needs.**





- **Five *STARS* of Service**

- **S**tart with a warm greeting. Address patients by their last names.
- **T**ake communication seriously. Always be courteous, compassionate and confidential.
- **A**nticipate and address patients’ physical, emotional and spiritual needs.
- **R**each for Excellence.
- **S**ay “Thank You,” for the patient’s trust. Ask, “Is there anything else I can do for you?” in every interaction.





- **Steps to *STAR*dom**

- 1. Employees will be ambassadors of St. Luke's Hospital in and outside of the work place. Always speak positively.**
- 2. Take pride in your personal appearance. Everyone is responsible for conveying a professional image. All employees will wear their name tags while on duty.**
- 3. All employees will continuously identify opportunities for improvement.**





- **Steps to *STAR*dom (cont.)**

- 4. Cleanliness throughout the hospital is the responsibility of every employee.**
- 5. Always maintain eye contact. Use good language with our guests and each other. Use words like “Good Morning,” “Certainly,” “I’ll be happy to,” and “My pleasure.” All employees will introduce themselves prior to serving the patient.**
- 6. Whoever encounters a complaint or problem will resolve it to the individual’s satisfaction.**





- **Steps to *STARdom* (cont.)**

- 7. Make sure visitors have an escort instead of pointing out directions to another area of the hospital.**
- 8. Always practice good telephone etiquette. Answer calls within three rings and with a "smile." Always identify yourself and your department. Use the caller's name when possible. When necessary, ask the caller "*May I place you on hold?*"**
- 9. Think safety first. Each employee is responsible for creating a safe, secure and accident-free environment for all patients and each other. Be aware of all fire and safety emergency procedures, and report security risks immediately.**





- **Steps to *STAR*dom (cont.).**

- 10. It is the responsibility of every employee to create an environment of teamwork. If you're not serving the customer, your job is to serve someone who is.**
- 11. To create pride and joy in the workplace, employees should be involved in the planning of their work.**
- 12. When in doubt, let the spirit of Gold Star Service guide your actions.**





- **Employee focus group also identified a number of potential pitfalls / issues for a successful implementation.**
- **They said Management needed to address issues such as:**
 - *consistency between departments;*
 - *favoritism;*
 - *buy-in from managers, employees and future new hires;*
 - *accountability and developing a sense of teamwork between departments.*





- **The Service Effectiveness Committee developed five priority areas to address employee concerns and potential pitfalls:**
 - **Dress Code Workgroup**
 - **Patient Escort Workgroup**
 - **Disciplinary Workgroup**
 - **Telephone Etiquette Workgroup**
 - **Complaint/Resolution Workgroup**
- **Every Department Head was assigned to a workgroup.**



Dress Code Task Force

- **2nd Step to STARdom**
 - *Take pride in your personal appearance.*
 - *Everyone is responsible for conveying a professional image.*
 - *All employees will wear their name tags while on duty.*



Dress Code Task Force (cont.)

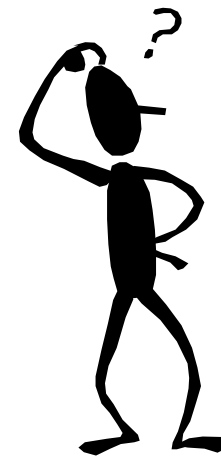
- **Looking “OKAY” or looking your “BEST”?**

**With “Gold Star Service” in mind,
our objective is to
“Be the Best.”**



Dress Code Task Force (cont.)

- **So, what do our customers want and what does our dress code and policies have to do with it?**
- **They want to be assured that we are:**
 - **Knowledgeable**
 - **Trustworthy**
 - **Honest**
 - **Professional**
 - **Caring**

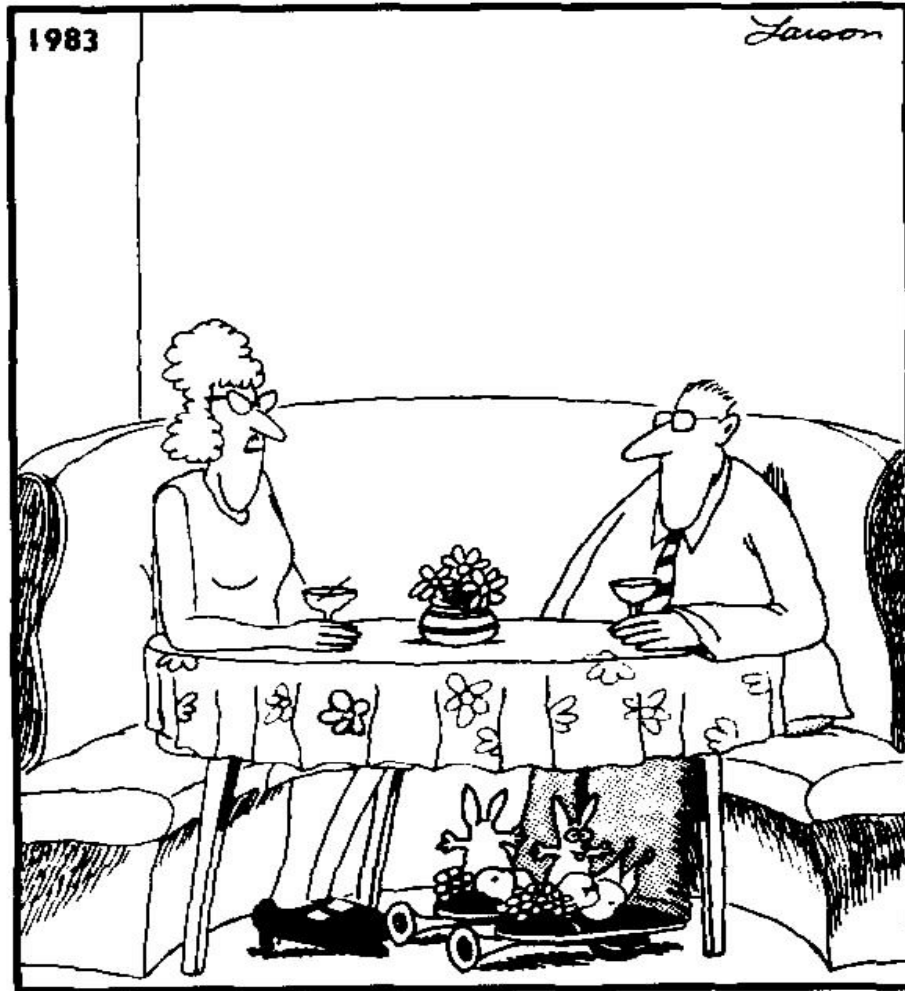


“One Image Speaks Volumes!!”

“First Impressions are Lasting!!”



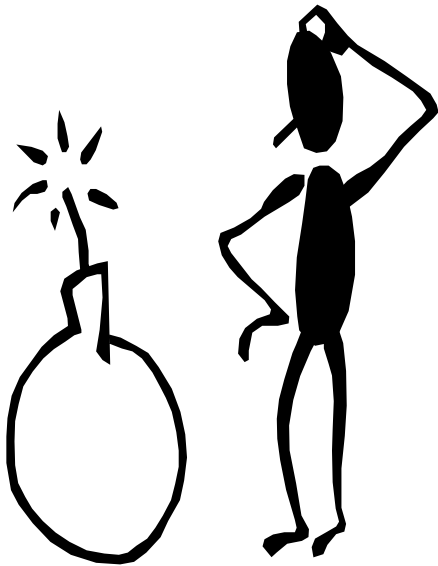
Dress Code Task Force (cont.)



The
FAR SIDE
September
22
FRIDAY

"I judge a man by the shoes he wears, Jerry."

Dress Code Task Force (cont.)



- **Market research tells us that:**
 - *55% of how we are perceived is through the visual messages we project through our appearance.*
- **By projecting our professional "best," we demonstrate respect for ourselves and those around us.**
- **The Dress Code Task Force expressed concern that:**
 - **Not everyone projected a “professional image.”**
 - **Existing policy needed to be looked at and inconsistencies addressed.**

Dress Code Task Force (cont.)

- **The following recommendations were made:**
 - Each staff member should convey a professional image.
 - All clothing must be properly maintained: no tears, frays, wrinkles, or stains.
 - All buttons and zippers are intact.
 - All clothing is properly fitted: no clinging material.
 - Undergarments are not revealed.
 - All personnel must wear socks or hose.
 - Reasonable attempts should be made to conceal tattoos.
 - Piercings, other than ears, should not be visible while on duty.
 - Business casual attire is acceptable, providing it meets the above minimum guidelines.
 - Personal identification must be worn.



Dress Code Task Force (cont.)

- **The following attire was deemed inappropriate for work:**
 - **T-Shirts.**
 - **Shirts with imprinted logos and/or advertisements other than St. Luke's.**
 - **Blue denim jeans, shirts, jumpers, or skirts.**
 - **Leggings or stirrup pants.**
 - **Shorts / Skorts / Culottes (shorts are acceptable if fundamental to job).**
 - **Cargo pants.**
 - **Miniskirts.**



Dress Code Task Force (cont.)

- **The following attire was deemed inappropriate for work: (cont.)**
 - **Clothing that does not cover the shoulders (i.e., halter / tube / tanktops or sundresses).**
 - **Clothing that does not cover the midriff.**
 - **Beach footwear.**
 - **Baseball caps and hats.**
 - **Pants that do not cover the ankle.**
 - **Sweatshirts (other than holiday sweatshirts).**
 - **Sports attire (i.e., sweats, jogging suits, wind suits) unless it is fundamental to your job.**



Escort Service Task Force

- **7th Step to *STARdom***
 - *Make sure visitors have an escort instead of pointing out directions to another area of the hospital.*



Escort Service Task Force (cont.)

- **Action:**
 - **Asked employees from The Heart Center, Facilities, PLS, Environmental Services, Central Supply, OPS, and IMC, along with several volunteers, to track for four days how often they helped someone who was lost.**
 - **The group escorted over 200 different people to different locations.**
 - **Most common destinations: OPC, main lobby, cafeteria, radiology, bathrooms, and phones.**



Escort Service Task Force (cont.)

- **Reasons people get confused as to direction:**



- **Three main entrances to the hospital, only one of which is staffed 24 hours a day (ER).**
- **Not enough Handicap parking spots in the OPC parking lot so people drive around to ER and use those spots. People then get lost coming through ER entrance.**
- **Overall layout of the hospital - lots of long halls.**

Escort Service Task Force (cont.)

- **Solutions:**
 - **Establish an “Escort Volunteer” team to roam the hospital looking for lost people. They would be given portable phones so they could be reached to assist departments needing an escort for their patients.**
 - **Staff working at the three entrances will use hospital maps that have been specially printed to help people find their locations if they choose not to be escorted.**



Escort Service Task Force (cont.)

- **Solutions (cont.)**
 - **Re-do present maps to make them more user friendly. Color code entrances on the maps to match entrance signs encountered when entering our parking lots off Monclova.**
 - Use the “CAD” system in Facilities to make maps.
 - **Educate staff working at the various entrances that they need to remind patients/families/visitors as to what entrance they came in.**
 - Perhaps provide a color-coded paper they can hold onto for reference. This could be given to an employee helping them if they become lost.

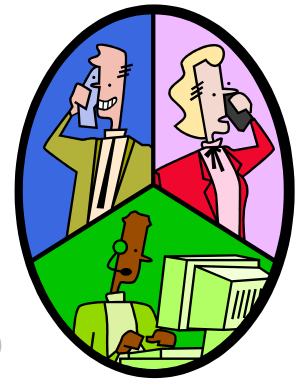


Escort Service Task Force (cont.)

- **Solutions (cont.)**

- **Mount additional phones throughout the hospital and provide signage indicating that phones can be used to call for assistance.**
- **Mount maps by the phones so the person calling will be able to identify their location to the person answering the call.**

- **Maps would indicate “you are here, phone #_____.”
The volunteer escort service would answer the call and provide assistance, as needed.**



Escort Service Task Force (cont.)

- **Solutions (cont.)**
 - **Review present sign colors.**
 - **Concern has been voiced that our signs just don't "stick out," they blend into the walls.**
 - **Another alternative would be to purchase the "Navigo" system to guide people, but this would be an expensive alternative.**



Escort Service Task Force (cont.)

- **Staff Education Needed**
 - **Review expectation of Step 7.**
 - **If unable to escort a person to their destination, you can call for assistance on the phone or use the “tag team” approach to ask someone else to help.**
 - **Encourage all departments to use the escort service, greatly reducing the opportunity people have to become lost.**



Disciplinary Procedures, Enforcement and Consistency Task Force

- **12 Steps to STARdom**
 - *It was felt that the overall Steps to STARdom would best be achieved with some changes to the current disciplinary policy as it relates to enforcement and consistency issues.*



Disciplinary Procedures, Enforcement and Consistency Task Force (cont.)

- **Background**

- **Employees were concerned that there is favoritism and that many managers may implement Gold Star inconsistently within departments. Department Heads felt that the Management Team needs to continually strive to institutionalize the program in order for this to work.**
- **Employees say managers are not consistent. Department Heads agree. Department Heads not comfortable with confrontation, coaching and documentation. Department head/ managers are not enforcing the policies consistently either by choice or by lack of knowledge. Senior management does not know if department managers enforce the policy consistently.**



Disciplinary Procedures, Enforcement and Consistency Task Force (cont.)

- **Recommendations**

- **Education and orientation to include training on policies which would include senior management through front line on policy content and expectation.**
- **“How to” training for carrying out various disciplinary activities and scripting communication with staff when giving disciplinary action.**



Disciplinary Procedures, Enforcement and Consistency Task Force (cont.)

- **Recommendations (cont.)**
 - **The review of the content of all personnel policies making content more concise. Policies need to be “black and white”. Every two years a policy should be reviewed making sure it is relevant to today’s cultures and expectations.**
 - **Review of departmental policies to determine if they comply with the hospital policies.**



Disciplinary Procedures, Enforcement and Consistency Task Force (cont.)

- **Recommendations (cont.)**
 - **Update content on disciplinary policy – include language on service vision for St. Luke’s. Provide a lesser suspension as interim step to a 3-day suspension. (Re-emphasize coaching).**



Disciplinary Procedures, Enforcement and Consistency Task Force (cont.)

- **Recommendations (cont.)**

- **Add Gold Star Service component to the verbal/written progression:**

- **Badmouthing St. Luke's to patients, families and/or physicians.**
- **Rudeness, disrespect, or provoking behavior to patients, families, physicians or others while on duty.**
- **Making statements such as, "it's not my job" or showing any evidence of not owning problems and taking responsibility for service vision at St. Luke's.**
- **Failure to follow any of the twelve Steps to *STARdom* in the Gold Star or any behavior that would not be perceived to be in the spirit of the Gold Star Service Program.**



Telephone Etiquette Task Force

- **8th Step to *STAR*dom**
 - *Always practice good telephone etiquette.*
 - *Answer calls within three rings and with a “smile.”*
 - *Always identify yourself and your department.*
 - *Use the caller’s name when possible.*
 - *When necessary, ask the call “May I place you on hold?”*



Telephone Etiquette Task Force (cont.)

- **Supplement to 8th Step to *STARdom***
 - **If a phone call is to be transferred, the expectation is that the staff member transferring the call puts the caller on hold, gets in touch with the right party, announcing who is on hold and why, prior to transferring the call.**
 - **When the recipient of a call is not readily available, provide the caller a choice of holding, leaving a written message or leaving a voice mail message.**



Telephone Etiquette Task Force (cont.)

- **Audix**
 - **Using Audix to screen phone calls should be avoided except**
 - **No bailouts to the operator.**
 - **Audix messages should be updated, simple, and to-the-point.**
 - **Audix education is a must.**



Telephone Etiquette Task Force (cont.)

- **Automated Messaging Systems**
 - **Like Audix, messages should be updated, simple, and to-the-point.**
 - **Service hours should be stated in the message.**
- **Spectralink Phones and Pagers**
 - **Phones and pagers should be switched to vibrate mode when in a meeting.**
 - **If a return telephone call is required, staff should step outside the room to return the call.**



Telephone Etiquette Task Force (cont.)

- **Inappropriate Calls to the Operator / Transfer Problems**
 - **Education on transferring calls is a must.**
 - **Whoever receives a call owns the call, regardless of who the call was intended for.**
 - **The expectation is that you assist the caller in resolving his / her issue or getting the caller to a person who can.**
 - **Phone lists will be available in all meeting rooms and conference rooms within the hospital.**



Telephone Etiquette Task Force (cont.)

- **Other**
 - **Due to the existence of several phone number prefixes within the hospital, all phone numbers should be evaluated, and a plan developed and implemented to organize phone numbers by service and or department. For example . . .**



Complaints / Resolution Task Force

- **6th Step to STARdom**
 - *Whoever encounters a complaint or problem will resolve it to the individual's satisfaction.*
- **10th Step to STARdom**
 - *It is the responsibility of every employee to create an environment of teamwork. If you're not serving the customer, your job is to serve someone who is.*
- **12th Step to STARdom**
 - *When in doubt, let the spirit of Gold Star Service guide your actions.*



Complaints / Resolution Task Force (cont.)

- Complaints / Resolution

- Employees not sure how far to go in solving a complaint. Some employees are not aware of Careline; others use it as an “easy way out” by simply referring the patient or visitor directly to Careline.
- Staff often refer patients and visitors to Careline with the belief that if enough complaints come in, then “something” will be done by “someone” to fix the problem.
- It is more difficult to fix a problem after it has officially become a Careline; many times, patients have left the hospital.



Complaints/Resolution Task Force (cont.)

- **Goals of Gold Star Service Program re Complaints**
 - **To prevent or decrease number of complaints by recognizing problems and intervening before problems become formal Carelines.**
 - **Importance of body language: reading and exhibiting.**
 - **To empower employees to solve problems on the spot or know who to refer the problem to for immediate resolution.**
 - **All employees will become patient advocates.**
 - **Customers are not just patients and visitors; we are all each other's customers and should be treated accordingly.**



Complaints / Resolution Task Force (cont.)

- **Obstacles**

- **Complacency / buy-in on the part of Management (Middle Management).**
- **Prioritizing Appropriate Actions.**
 - **“If I help this person, I will be late getting back / clocking in or out / etc.**
- **Cost Containment vs. Customer Service.**
 - **i.e., liners, clocking out late.**
- **Lack of professional, courteous working relationships and flexibility.**



Complaints/Resolution Task Force (cont.)

- **Recommendations:**
 - Leadership by example.
 - Training and communication of expectations, appropriate actions.
 - Incorporate Gold Star Service program into hiring and orientation process.
 - Provide staff / key managers with samples / lists of possible actions / statements that are helpful when dealing with various situations.



Complaints/Resolution Task Force (cont.)

- Department managers could provide guidelines. Get input from front-line staff.
- Provide guidelines as to things an employee is not to say; i.e., “here is a Careline card” or “call the Careline number on your phone” without first attempting to solve the person’s problem.
 - One effective guideline is to use the *LAST* method in dealing with concerns and complaints :
 - » *L*isten
 - » *A*pologize
 - » *S*olve
 - » *T*hank



Complaints/Resolution Task Force (cont.)

*When in doubt,
let the spirit of Gold Star
guide your actions. . . .
When in doubt, do the right thing.*





- **Keys to Success**

- **Gold Star will work only if we lead by example.**

- **Good service ≠ Expensive Service**

- **doing things right the first time is cheaper than the 2nd or 3rd time**

- **This is not a program with a start and a finish - it's an on-going process.**





- **Keys to Success**

- **Success will take time - but every step forward gets us closer to our goal.**
- **Communicate**
 - **to staff**
 - **to each other**
 - **to your management staff**





Questions/Answers

