

CASE STUDY **1**

VISION:

A children's hospital, with 12 affiliated primary-care sites was slated to introduce electronic medical records for the first time and build a new surgical wing to include liver transplant specialization. The board decided on an enterprise strategy comprising of five critical success drivers, one of them, service excellence. A Director of Service Excellence became a newly created position to lead one of the drivers.

INITIATIVE:

Create and implement an enterprise-wide Service Excellence initiative to align core business processes, engage a 2700 employee operation and improve patient satisfaction scores ensuring execution alignment with top goals of the organization as indicated in the other 4 remaining critical success factors of board strategy.

EXECUTION:

Create a proactive concierge model (by reengineering of the patient relations department) and establish a steering committee to lead an enterprise-wide branding campaign (for seamless implementation of change with cross-functional departments). Campaign was entitled "Catch the WAVE" (Working At Visionary Enterprise) and included newsletters and events to engage/align a total of 8,000 employees, 2 hospitals and 12 primary-care sites for business process change.

The implementation of a web-based patient satisfaction survey research system was critical to identify the key behaviors that were most correlated to positive patient outcomes. In addition, each department visibly tracked progress via scoreboards (mounted in every department) and employees received training on new behavior expectations. In addition, the establishment of a Family-Centered committee was put in place to engage families and reduce grievances.

CRITICAL FOCUS:

By focusing on the Emergency Room as the critical point of service (operationally) when implementing changes, the entire organization systemically saw positive results. By focusing on the behavior most correlated with the patient recommending the organization, and training on that new behavior with leadership support, the culture shifted. It is important to note, that with significant culture change, it can be expected to have resistance. A well organized and leadership supported recognition program significantly impacts morale. The identification of existing high-performers, aligned new hires and a supportive (via mentoring) leadership group is essential to reduce the natural resistance that comes with cultural changes, especially with incumbents.

RESULTS:

- 381% increase in patient satisfaction scores (Press Ganey Assoc. customer satisfaction survey results) and the successful implementation of the first electronic medical record in its history.