

Demonstrating measureable improvement in "Care" through the implementation of a structured service-excellence training program.

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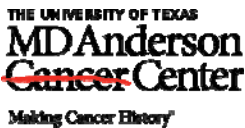
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PURPOSE



SAFETY



COURTESY



ACCOUNTABILITY

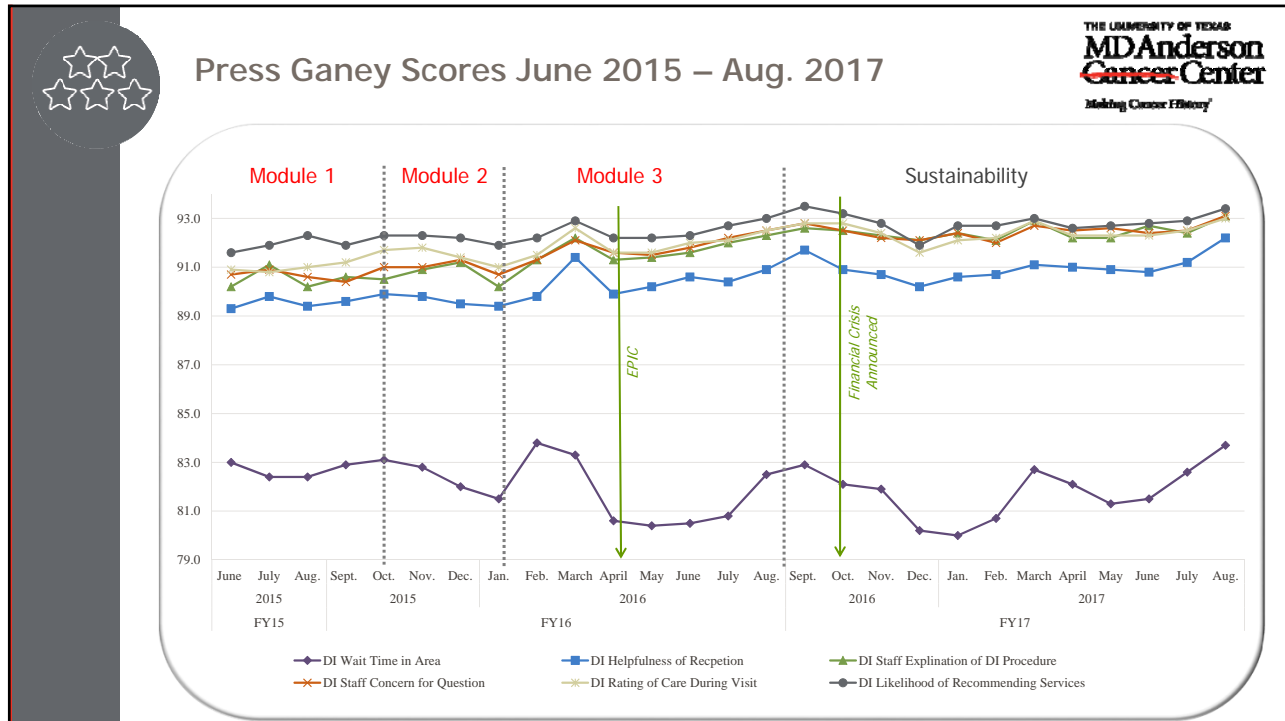


EFFICIENCY



INNOVATION

Our outpatient services began participating in a patient survey in 2014, and the initial feedback was disappointing. Imaging outpatient services scores were lower than expected. The implementation of our Service Excellence Academy has already impacted our scores, led to impressive collaborations and positively charged our work environment.



Statistical Analysis Report of DI-Service Excellence Survey Data

Diagnostic Imaging (DI) staff went through the DI Service Excellence Academy (DI-SEA) training and were provided questionnaires before and after training to evaluate their perspectives as a member of the division. Survey questionnaires were also provided to solicit feedbacks of each training module. This analysis is to summarize survey results and compare participants' perspectives before and after DISEA training.

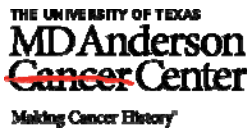
- Using matched samples (*participants who answered both pre- and post-training questionnaires*), significant improvements were noticed in connection to DI vision, level of support felt from immediate leadership, and satisfaction with empowerment from one-up boss post-training.
- Module survey showed that more than 90% of participants rated all modules (*except Exploring Solutions*) as either good or excellent.

Statistical Analysis Report of DI-Service Excellence Survey Data



Summary of participants' answers to survey questionnaire after each module. A "." means not answered. All items except "explore solutions" received 90% or higher Good or Excellent ratings.

	Service Excellence Academy Modules															
	1				2				3							
	Empower-ment		History		Service Standards		Anticipate Needs		Communica-tion		Patient Experience		Explore Solutions		Service Recovery	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Relevant																
.	30	4.81	16	2.56	13	2.09	22	2.86	8	1.04	22	2.86	89	12.66	5	0.71
Poor	0	0	0	0	1	0.16	1	0.13	0	0	1	0.13	0	0	0	0
Fair	0	0	3	0.48	0	0	5	0.65	5	0.65	7	0.91	3	0.43	1	0.14
Average	14	2.24	8	1.28	11	1.77	15	1.95	22	2.86	19	2.47	11	1.56	9	1.28
Good	140	22.44	146	23.40	147	23.60	183	23.80	178	23.15	175	22.76	153	21.76	152	21.62
Excellent	440	70.51	451	72.28	451	72.39	543	70.61	556	72.30	545	70.87	447	63.58	536	76.24



METHODS



We acknowledge that people know what good service looks like, and they carry their experiences from one industry to the next. The Service Excellence was created by evaluating best practices of service leaders across industries, and applying those strategies to our culture and healthcare setting.

FOCUS ON THE EXPERIENCE – THE SCORES WILL FOLLOW

METHODS: Strategies



Design Strategies

- Interactive Discussion
- Leveraging Relevant Examples
- Experiential Learning

Presentation Strategies

Two presenters

- Facilitator - Content Expert
- Co-Facilitator – Leader

The Facilitator is knowledgeable about the topics related to patient experience. This person provides consistency throughout all sessions. The Co-Facilitator is a member of the leadership team. The involvement of the leadership is key. They help tie in real examples and demonstrate their engagement with the culture shift.

Program Strategies

The Service Excellence program is structured to **allocate a space of time between the various modules**, giving participants time to incorporate the tools and concepts introduced.

When participants return for each subsequent module, they are asked to share what they have been working on or what they have seen working well. This touch point reinforces the expectation of taking action with the concepts and tools provided.

Sharing successes and opportunities for improvements, inspires others and helps to encourage collaboration.

METHODS: Program Overview



Module 1

History:

- Create an emotional connection to purpose; why we are here, every day
- Establish a reference frame to place one's self in relation to the organization's place in history, its legacy

Engagement

- Identify with the mission in a meaningful way
- Create an awareness of how each level of engagement can impact the environment and our interactions

Service Standards:

- Empower every member to deliver on an consistent, excellent experience for their stakeholder
- A tool for that moment you need to make a service decision

Module 2

Communication:

- Create an understanding of the different types of Learning styles to better relay messages in a way that each person can process the information.
- Awareness of the way you convey a message and need to explain the "why"

Patient Experience:

- Understand the patient perspective and how your role contributes to their experience

Empowerment:

- Work within boundaries to deliver your role with purpose
- Create an environment where each person is empowered to make a positive difference

Module 3

Anticipating Needs:

- Recognize the engagement level of colleagues and sustaining engagement
- Promote behaviors that anticipate our customers' needs and create Moments of Hope

Service Recovery

- Data to properly assess our level of Service Excellence
- The ability to build stakeholder trust and loyalty through the use of service recovery
- The tools to properly align the inconvenience with the recovery strategy

RESULTS: Participant Comments



Service Excellence at MD Anderson

Module 1

The activities got everyone involved!

The empowerment exercise was eye opening and informative. It let's the participant see the processes from different vantage points. Great!

The program called attention to small improvements that can easily be done daily.

The videos were very powerful and touching.

Very helpful seeing what others in division are challenged with.

I feel empowered to speak up effectively in the delivery of service and patient care. I also feel empowered to make innovations to change methods and delivery of service.

Most useful: Learning to be more courteous and ways to be courteous to patients and co-workers

I can't wait for the next module!

Module 2

The positive language section was very interesting and thoughtful. I learned a new way to "keep the communication line open." It was good to hear feedback from other areas of the hospital.

Most useful: The tips that they give to notice the simplest of things to make patient care better.

Great tools to better communicate and empathize with the patients.

Most useful: Connecting with other employees and sharing experiences

great tools that I can focus on developing between myself and the managers

Learning of best practices @ other hospitals and recent innovation in the patient care.

I think the training was great and I truly believe everyone should be required to attend.

Module 3

Emphasis on the fact that each team member can take ownership to help make the situation right. Knowing about the recovery tools.

I appreciate how this program brings the department together and helps build relationship between the staff and patients.

The interactivity enabled us to comprehend and remember the tools for further application.

Insightful information to stimulate new solutions to bridging relationships.

Enables me to obtain strategic steps towards building better relationships w/ patients and ways to serve them.

I enjoyed all three Modules. The interactions with the class attendees was interesting and fun.

RESULTS & CONCLUSION



Service Excellence at MD Anderson

Since launching the SEA June of 2015, we have seen our outpatient survey scores stabilize, rise and recover from outside influences. We are also using our employee survey as a benchmark to establish if we have affected the environment we create for ourselves. While we continue to monitor our survey results, our greater success is opening the channels of communication for all our stakeholders.

Large scale training of providers and staff is possible and effective. Implementation of the Service Excellence Academy demonstrated both objective and subjective improvement of the patient and employee satisfaction. This program has recently been implemented institution-wide.

Sustainability efforts include: Service Excellence Module 1 added to Institutional New Employee Orientation, the Core Curriculum delivered by the Institution, Sustainability Courses are offered to build on concepts introduced in the core curriculum, Weekly Key Concept Emails, and Centralized Resources and References.