

Learning Points

1. Identify methods to support implementation of a positive culture change that results in increased patient satisfaction scores.
2. Plan strategies that help develop and sustain teamwork among physicians, nurses, and all essential members of the care team.
3. Recognize skills, attitudes, tools, communication and behaviors needed for culture change.

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Walking the Walk of Differentiated Service

Beth Melgren, RN-BC, BS; Mercy Experience Coordinator
Lynn Langenberg, MHA, RD; Director, Mercy Service



Mercy

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Mercy Vision for Patient Experience

Positive Culture Change

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The simplest and most practical lesson I know . . . is to resolve to be good today, but better tomorrow.

Catherine McAuley
1841

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Our Mission

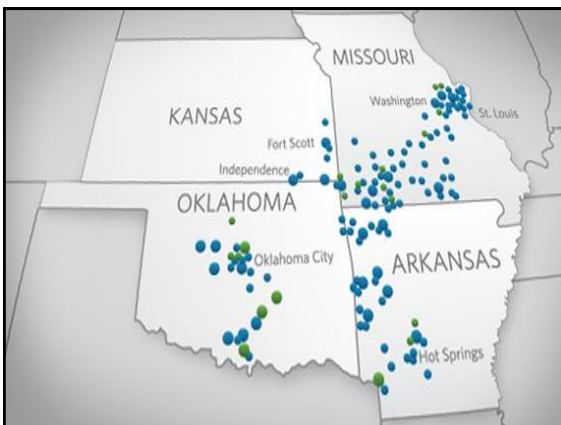
As the sisters of Mercy before us, we bring to life the healing ministry of Jesus through our compassionate care and exceptional service.

Our Vision

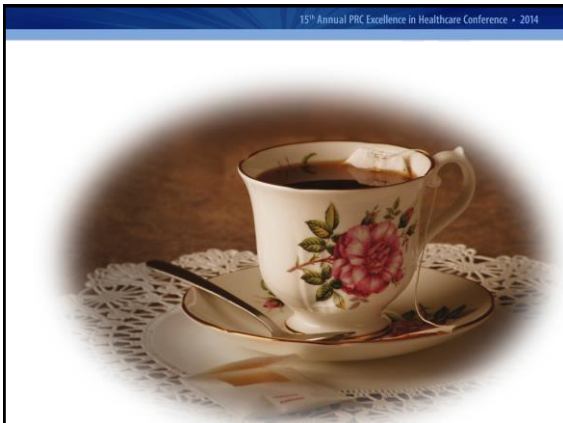
We are the people of Mercy Health Ministry. Together, we are pioneering a new model of care. We will relentlessly pursue our goal to get health care right. Everywhere and every way that Mercy serves, we will deliver a transformative health experience.

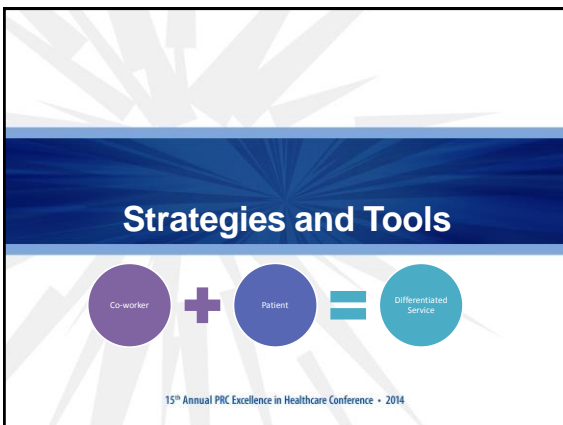
Our Values

Dignity / Justice / Service / Excellence / Stewardship









Service Journey . . .

**Step 1:
ALIGN & ENGAGE**

**Step 2:
EQUIP**

**Step 3:
SUSTAIN**

There are a few unique
leadership moments in time
when you have the opportunity
to truly impact the ministry.

This is one of those times.

What message will you send?

Not on my
agenda

Corporate said . . .
System said . . .

Integrated
seamlessly into
everything I do



Must not be
important



What's the least
I can do?



This is really
important

Behavioral Response



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Creating the Right Environment for Dialogue

- Create a safe space
- Ask open-ended questions
- Ask follow-up questions or ask for examples
- Use the speaker's words on the flipchart
- Invite other co-workers to weigh in
- Capture all comments and points of view; sorting will come later
- Turn questions from the group back to the group
- Listen for barriers; confirm with speaker before adding something to the barriers list
- Ground Rules

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How Leaders Strengthen the Culture

Leaders	→	Engage Co-Workers
Make conscious, explicit choices about what is important.		Dialogue with co-workers to build understanding and gain commitment to behavioral expectations.
▪ Talk about what is important; strive for shared meaning	→	▪ What is at the heart of _____? ▪ How do they relate to each other? ▪ What do they mean to you?
▪ Clearly identify behaviors & practices	→	▪ What do these look like behaviorally? ▪ How well are we doing? ▪ To what do you need to pay more attention? ▪ To what do I need to pay more attention?
▪ Gain commitment to behavioral expectations	→	▪ Here are my expectations of you. ▪ Are you willing to commit to these behavioral expectations?

Did You Know

An **unacceptable behavior** that gets **no response** may **INCREASE** the likelihood that the **behavior** will be **repeated**, and . . .

a **good behavior** that gets **no response** may **DECREASE** the likelihood that the **behavior** will be **repeated**.

How to WOW'em Examples

Patient or Customer Question	Weak Response	Typical Response	WOW Response
Would you close my door as you leave please?	No problem.	Sure.	It's my pleasure. Is there anything else I can do for you before I go?
I'd like to talk with my doctor as soon as possible.	I'll tell the nurses station.	OK. I'll let him know as soon as I can.	You sound concerned. Can you tell me what's on your mind? If I can't help you, I'll put a call in to your doctor as soon as I leave your room.
<i>Clinic setting</i> How long will it be before I see the doctor?	The doctor is running behind. She'll see you as soon as s/he can.	We're running about 30 minutes behind schedule. If you'll have a seat, we'll call you as soon as we can.	Do you have a time constraint today? (If yes, ask what it is). Thank you for letting me know. I'll make sure to keep you informed so you can stay on schedule.

5 Fundamentals of Service



KEY ACTION	EXAMPLE
Acknowledge	"Good morning, Mrs. Smith."
Introduce	"My name is Jane. I'm a registered nurse."
Duration	"You have a CT test scheduled for today that will take approximately 30 minutes." "What questions do you have for me?" PAUSE
Explanation	"You'll need to be fasting for your test. This means no food or drink prior to your test." "Is there anything I can do for you while I'm here?" PAUSE
Thank	"Thank you for allowing me to take care of you today." "It was my pleasure taking care of you."

Heart Service Recovery



KEY ACTION	EXAMPLE
Hear	"I'm here to listen and help. Please tell me what happened."
Empathize	"You sound frustrated by ..."
Apologize	"I'm very sorry ..."
Reassure	"Here's what we can do ..."
Thank	"Thank you for bringing this to my attention."

Sustain

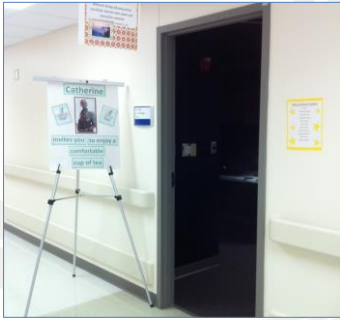
Gave permission to individuals and departments to put their signature on their service.

Culture

*What will **you** personally do to positively impact the way you serve?*

*Am I behaving in ways that **demonstrate** service?*

**You don't need permission to be
innovative!**



Entrance to the Mercy Heritage Tea Room



Co-workers enjoy their comfortable cups of tea





We cherish each person as created in the image of God.



“Too often we underestimate the power of a touch, a smile, a kind word, a listening ear, an honest compliment, or the smallest act of caring, all of which have the potential to turn a life around.”
--- Leo Buscaglia



Sharing our mission by praying with the patient.



Collaborative Success

Emergency Department uses a collaborative interdisciplinary service team to get the SCORES up.

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