Tools you can use – tomorrow!

Building Relationships That Last

Healthcare Flywheel

• Prescriptive To Do’s
• Results tied to each pillar
• Hope, Return to Roots of Healthcare

Goal: Very Good

Sample distribution of patient satisfaction score responses to achieve excellence

<table>
<thead>
<tr>
<th>1 Very Poor</th>
<th>2 Poor</th>
<th>3 Fair</th>
<th>4 Good</th>
<th>5 Very Good</th>
</tr>
</thead>
<tbody>
<tr>
<td>1%</td>
<td>1%</td>
<td>5%</td>
<td>19%</td>
<td>74%</td>
</tr>
</tbody>
</table>

What percentile would this hospital be in if responses were 74% Good and 19% Very Good?
The Must Haves™
build the emotional bank account while aligning behavior to desired outcomes

Who do we need to build relationships with?
- Patients
- Patient’s families
- Hospital staff
- Referring physicians
- Referring health plans
- Hospitality providers

Must Haves™
1. Rounding for Outcomes
2. Employee Thank you notes
3. Pre and Post Phone calls
4. Key Words at Key Times
5. Aligning Leader Evaluations with Desired Behaviors
6. Selection and the First 90 Days
Leader Rounding for Outcomes

- Build Relationships
- Harvest Wins:
  - "What is going well?"
  - "Are there any individuals you would like me to compliment?"
  - "Are there any physicians I need to recognize today?"
- Identify Process Improvement Areas:
  - "What systems can be working better?"
- Repair and Monitor Systems:
  - "Do you have the tools and equipment to do your job?"

Gallup's #1 retention strategy - "My boss cares about me as a person"

This relates to another Gallup retention strategy - Do you have a "best friend" at work?

That's process improvement!

THANK YOU NOTES!

- Verbal thank you's
- Written notes from manager
- Thank you note from boss’s boss
- Notes sent to home!

What is the difference?

October 1, 2003

Dear (Name),

Thank you for your hard work and dedication to our patients. Your efforts are greatly appreciated.

Thank you,

(Name of Sender)

MUSTHAVES - Studer Group

THANK YOU NOTES!
Real Men & Women
Write Thank You Notes?

Dear Goldie:
Am I enchanted? You bet. Thanks for giving me such a relaxed good time at dinner. When I found out where I was sitting I was a little worried only because I’m not too hot of a dinner partner. You were a fantastic dinner partner. You made me feel welcome and totally at ease. I didn’t even have to unveil my 12-point plan for dealing with Gorbachev. Thanks for being so darn nice!!
Good Luck,

Source: The Art of Thank You, Crafting Notes of Gratitude by Connie Leas

Key Words at Key Times

Things said and done to "connect the dots" and help referring hospitals and health plans, patients, staff, and physicians understand why we do things and what is going on.

Key Words To Implement

A - Acknowledge
I - Introduce
D - Duration
E - Explanation
T - Thank You
Pre-Visit Phone Call Results

<table>
<thead>
<tr>
<th>Results from outpatient studies:</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Reduced No-Shows:</td>
</tr>
<tr>
<td>↓ 70%</td>
</tr>
<tr>
<td>▪ Reduced Late-Shows</td>
</tr>
<tr>
<td>↓ 50-60%</td>
</tr>
<tr>
<td>▪ Increased Patient Satisfaction:</td>
</tr>
<tr>
<td>↑ 25-30 percentile points</td>
</tr>
</tbody>
</table>

Why do Pre-Visit Phone Calls?

| Better health of the patient – and the family |
| Better deployment of resources                |
| Reduction of anxiety – explain procedures, answer questions, address financial concerns |
| Set the stage for post-discharge calls on an ongoing basis – why is this important? |

Reality of Adverse Events Post Discharge

"Nearly 1 in 5 patients"*

- 400 patients surveyed
- 76 (19%) had adverse events after discharge

Type of Adverse Events

- Adverse Drug Event: 52%
- Procedure Related: 13%
- Nosocomial Infection: 5%
- Fall: 5%
- Other: 1%

"Adverse Events After Discharge from Hospital", Annals of Internal Medicine, February 2003

* 81 events occurred in 76 patients
Discharge Phone Calls: A Success Story

Post-Visit Discharge Phone Calls

- Demonstrate empathy
- Collect data to continually improve clinical outcomes
- Harvest reward and recognition
- Learn about the patient’s perception of service
- Gather process improvement suggestions
- Use this information to provide feedback to referral sources
- Continue to tell the patient’s story

Connecting Back to Better Clinical Outcomes

A new study finds that about 40% of all hospital patients are discharged before the results of their medical tests are available even though the results of some tests may signal a need for a different course of treatment.

"Annals of Internal Medicine"

Patient Safety Concerns Arising from Test Results that Return After Hospital Discharge

Christopher L. Ray, MD; Eric C. Poon, MD, MPH; Andrew S. Karmen, MD, MPH; Zahra Ladehi-Merchant, BS, MPH; Robert D. Johnson, Sr, Denise M. Hedges, MD, MS; and Tjada M. Glyths, MD, MPH 19 July 2005 | Volume 143 Issue 2 | Pages 121-128
Selection and the First 90 Days

- Define attributes
- Commit to standards
- Leader screening
- Peer interview
- Behavior-based questions
- Performance skills
- Offer yes/no
- Orientation/preceptor
- 30 and 90-Day questions

Application Process: Signing of the Standards

PERFORMANCE STANDARDS
A set of performance standards has been developed by the employees of ____________________ to establish specific behaviors that all employees are expected to practice while on duty.
By incorporating these standards as a measure of overall work performance, ____________________ makes it clear that employees are expected to adhere to and practice the standards of performance outlined in the Standards of Performance handbook.
I have read and understand the Standards of Performance handbook and I agree to comply with and practice the standards outlined within.

Signature of Applicant ____________________ Date __________

Recognize and Reward Behavior

- Reinforces positive behavior
- Creates role models for other staff
- Shows staff how they can make a difference
- Creates improved results across all Five Pillars
Top 5 Workplace Incentives

- Written Thanks From Manager
- Personal Thanks From Manager
- Promotion for Performance
- Public Praise
- Morale-Building Meetings

- Study conducted by Dr. Gerald Graham, Management Professor at Wichita State University
- Motivating Today’s Employees, Bob Nelson
- Talent+, 1998

Recognize and Reward Success

Compliment to Criticism Ratio

<table>
<thead>
<tr>
<th>Ratio</th>
<th>Compliments</th>
<th>Criticisms</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 to 1</td>
<td>3</td>
<td>1</td>
<td>Positive!</td>
</tr>
<tr>
<td>2 to 1</td>
<td>2</td>
<td>1</td>
<td>Neutral</td>
</tr>
<tr>
<td>1 to 1</td>
<td>1</td>
<td>1</td>
<td>Negative</td>
</tr>
</tbody>
</table>

Source: Tom Connellan, “Inside the Magic Kingdom”, pg 91-95

Recognize and Reward Success

"In the end, management doesn’t change culture. Management invites the workforce itself to change the culture."

Lou Gerstner, former IBM CEO
Closing

“Culture outperforms strategy every time and culture with strategy is unbeatable!”
- Quint Studer

Hardwiring

“It isn’t hard to be good from time to time, what’s tough is being good every day.”
- Willie Mays

Those who say it cannot be done should not interrupt the person doing it.
- Chinese Proverb
Thank You

Lynne Cunningham
916.488.4574
Lynne@studergroup.com
www.studergroup.com