

Every person. Every moment. Every day.

Service Excellence



2012 Health Care Reform Symposium The Brooklyn Hospital Center

Service Excellence Through Teamwork and Collaboration
January 19, 2011



Service Excellence – Why we do this...

Steering Committee Co-Chairs:

- Tony Howell, Vice President, 1199 SEIU
- Dr. Richard Becker, MD President & Chief Executive Officer – TBHC

Service Excellence

Every person. Every moment. Every day.



The Brooklyn Hospital Center

Keeping Brooklyn healthy.

Service Excellence Vision

The Brooklyn Hospital Center provides exceptional service in a caring and compassionate environment.

Every person. Every moment. Every day.



Service Excellence

Every person. Every moment. Every day.



The Brooklyn Hospital Center

Keeping Brooklyn healthy.

Service Excellence

Our Differentiator and Our Promise!



Service Excellence Goals

- **Patient Satisfaction – Top 10% within our peer group**
- **Employee Satisfaction – Top 10%**

Service Excellence

Every person. Every moment. Every day.



The Brooklyn Hospital Center

Keeping Brooklyn healthy.

How will we get there...

A Shared Commitment

Clerical

Physician

Technical

Nursing

Support

Volunteer



Union & Management Collaboration and Teamwork

Service Excellence

Every person. Every moment. Every day.



The Brooklyn Hospital Center

Keeping Brooklyn healthy.

First thing first – Service Excellence Overview Sessions

- Delivered by union and management leaders
- Nearly 90% of TBHC's staff participated
- Participants from various departments, levels and shifts attended the session
- New hires attend the sessions after joining TBHC

Service Excellence Model

- Claudette Spencer, Organizer, 1199 SEIU
- Kelli Cobb, Director, Organization Development & Talent Management, TBHC

Key Milestones

- Service Excellence Kick off – June 16, 2010
- Six to nine month review – March 2011
- Blue Ribbon Events – August 2011
- Blue Ribbon Event – January 2012

Service Excellence

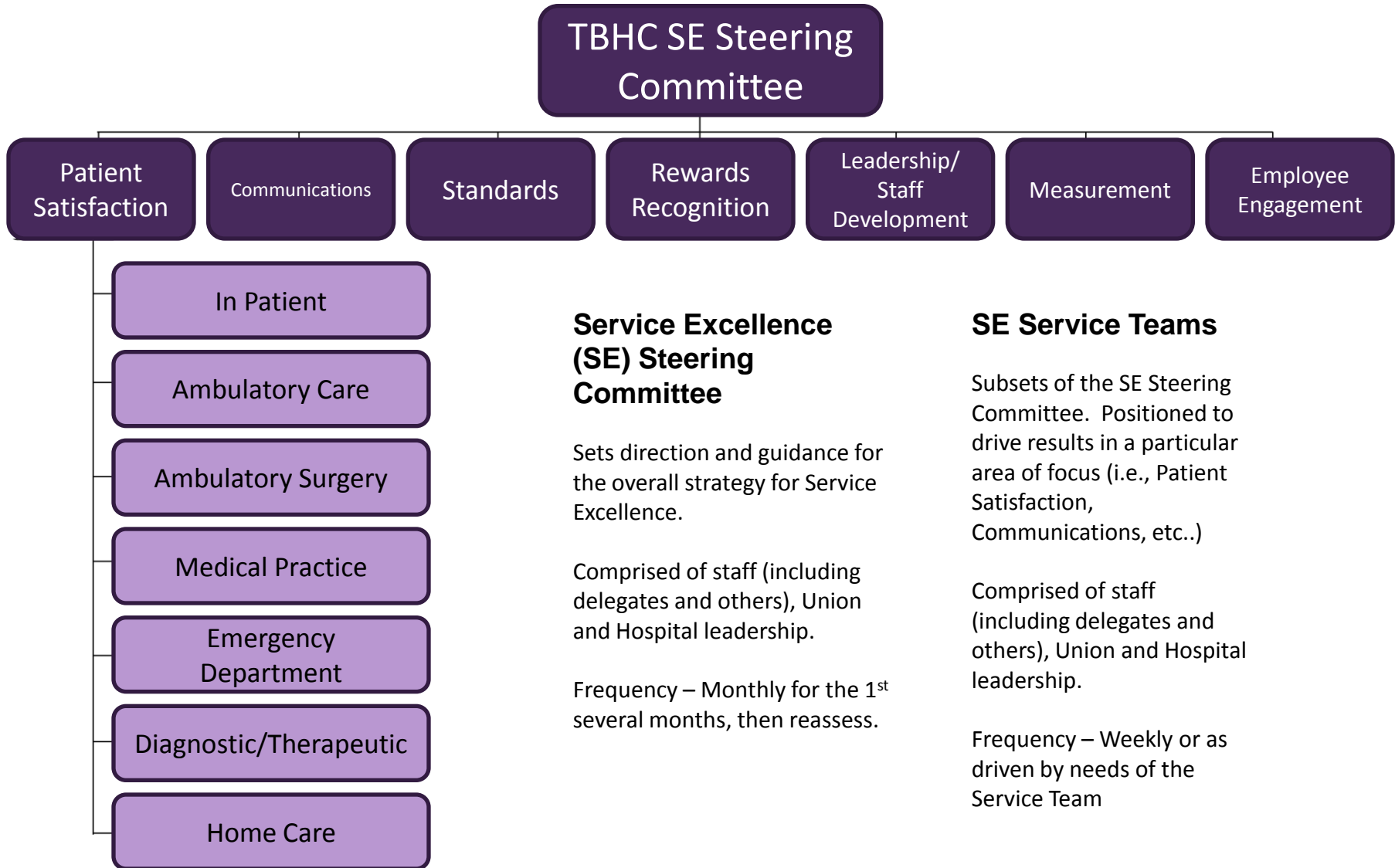
Every person. Every moment. Every day.



The Brooklyn Hospital Center

Keeping Brooklyn healthy.

Service Excellence Team



Communications

Driving Service Excellence

- Visual: Banners, Posters, Buttons, etc.
 - Web: *mytbhc.org*, *tbh.org*
 - Netpresenter
 - Newsletter: **mytbhcnews**
 - Dialogue: Two-way communications
 - Outreach: Build TBHC brand awareness through advertising
- Every person. Every moment. Every day.

Service Excellence

Every person. Every moment. Every day.



The Brooklyn Hospital Center

Keeping Brooklyn healthy.

Banners



Service Excellence
Every person. Every moment. Every day.



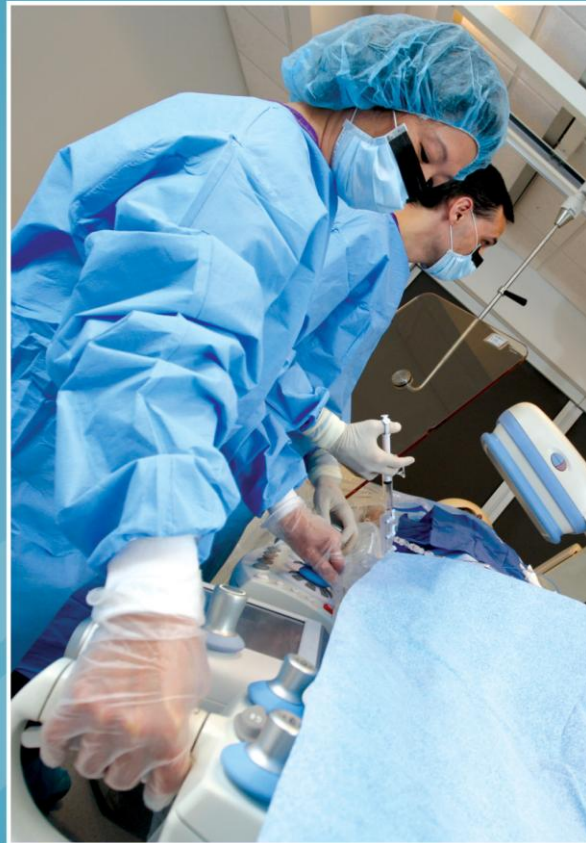
The Brooklyn Hospital Center
Keeping Brooklyn healthy.

Posters



INNOVATION

We will meet the community's ever-evolving needs with better technology, better medicine and better care.



Service Excellence

Every person. Every moment. Every day.




The Brooklyn Hospital Center


Keeping Brooklyn healthy.

Standards of Excellence Brochure




 **STANDARD:** Show Pride and Professionalism
BEHAVIORS:

- Wear your ID at all times;
- Keep our hospital clean and safe – pick-up after your self, take care of the hospital property;
- Dress accordingly to your job. Make sure your attire is clean and presentable. Abide by the hospital's policy – we are professionals.
- Be proud of the institution and fellow employees.

 **STANDARD:** Hospitality & Courtesy
BEHAVIORS:

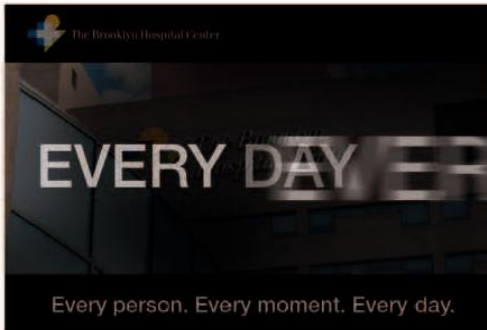
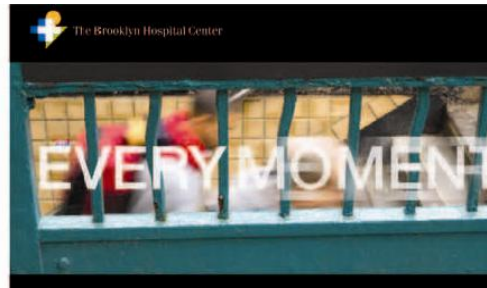
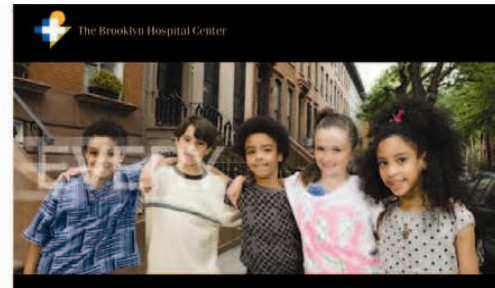
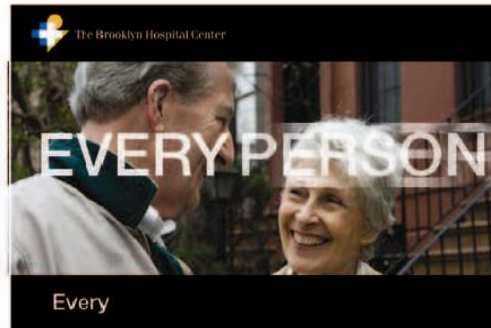
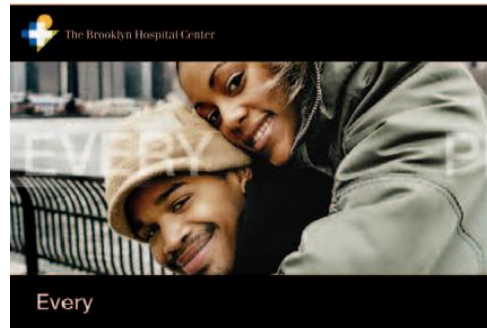
- Be respectful and kind to others. Be mindful of the impact your actions and words have on everyone you come into contact with.
- Greet patients and fellow employees with a friendly greeting: "Good Morning", "Please", "Thank You", "How may I help you?" ...Have a smile on your face AND in your attitude!
- Escort patients and visitors who are unfamiliar with TBHC – offer your help – don't ignore them.

 **STANDARD:** Practice Innovation & Embrace Change
BEHAVIORS:

- Commit to change our culture.
- Maintain a positive attitude.
- Trust in our capabilities to achieve our goals.
- Take ownership

Service Excellence
Every person. Every moment. Every day.

Advertising Campaign



Service Excellence
Every person. Every moment. Every day.

Our Story

- Service Team Highlights
 - Employee Engagement
 - Standards and Rewards & Recognition
 - Leadership and Staff Development
- Evidence Based Tactics

Service Excellence

Every person. Every moment. Every day.



The Brooklyn Hospital Center

Keeping Brooklyn healthy.



Service Team Highlights

Service Excellence
Every person. Every moment. Every day.

Employee Engagement

Service Team Co-Chairs:

- Collette Barham, Delegate, 1199 SEIU
- Joseph Guarracino, Senior Vice President, Chief Financial Officer, TBHC

Service Excellence

Every person. Every moment. Every day.



The Brooklyn Hospital Center

Keeping Brooklyn healthy.

Employee Engagement – Team Focus

- Ensure leaders engage with staff to create viable action plans that will improve their respective work units
- Empower employees to provide suggestions on how to address customer service and process issues
- Engage work units in addressing interdepartmental challenges and “hand offs”

Service Excellence

Every person. Every moment. Every day.



The Brooklyn Hospital Center

Keeping Brooklyn healthy.

TBHC EOS 2011 Overall Results

- Very positive results; improvement on nearly every survey item
- **Most improved survey items include:**
 - Respect
 - Communication (including the feeling that ideas and suggestions are seriously considered)
 - The perception of the fairness of pay
 - Employee safety
 - Work-life/personal-life balance and job security
- Overall, the Commitment Indicator Score improved from 3.73 to 3.83 (a statistically significant difference)

Service Excellence

Every person. Every moment. Every day.



The Brooklyn Hospital Center

Keeping Brooklyn healthy.

How did The Brooklyn Hospital Center do compared to the National Average?

TBHC Employee satisfaction grew
2.5 TIMES FASTER
than the National Healthcare Average!

Service Excellence
Every person. Every moment. Every day.

 The Brooklyn Hospital Center
Keeping Brooklyn healthy.

What drives engagement?

- **Communicate, communicate, communicate!**
 - Security commitment score increase – Joseph Guarracino
 - Manager Domain score increase – Collette Barham

Standards and Rewards & Recognition

Service Team Co-Chairs:

- Marcia Ellis, Delegate, 1199 SEIU
- Jilma Saddler, 1199 SEIU
- Joan P. Clark, Senior Vice President,
Strategic Planning, TBHC
- Venra Mathurin, Director,
Labor and Employee Relations, TBHC

The story behind the pineapple – the universal sign of hospitality



The pineapple has long been a popular symbol of hospitality, welcome and friendship.

In 1493, Christopher Columbus brought the fruit back from his voyage to the Carib Islands. To the Carib people, the pineapple symbolized hospitality, and the Spaniards learned they were welcome if a pineapple was placed by the entrance to the village.

This symbolism spread to Europe, then to Colonial North America, where a fresh pineapple was placed in the center of the table to show welcome and hospitality to a visitor.

*Today, The Brooklyn Hospital Center has embraced the pineapple as an expression of our premiere standard – **HOSPITALITY**.*

Service Excellence

Every person. Every moment. Every day.



The Brooklyn Hospital Center

Keeping Brooklyn healthy.

How it all began – Standards

Standards Team

Founded in 2010, its focus was to provide an important foundation for the Hospital as it establishes behaviors, practices and expectations about how all staff interacts with our patients, their visitors and one another.

What we did

- Created the Standards of Excellence:
 - Innovation
 - Respect
 - Accountability
 - Teamwork
 - Hospitality
 - Pride
- Established expected behaviors associated with these standards
- Developed competencies for each standard which are now a component of the revised performance evaluation and appraisal process
- Incorporated the standards and behaviors at New Employee Orientation – all new hires are required to complete an attestation acknowledging their awareness and acceptance

Service Excellence

Every person. Every moment. Every day.



The Brooklyn Hospital Center

Keeping Brooklyn healthy.

Standards of Excellence



Service Excellence
Every person. Every moment. Every day.

How it all began – Employee Rewards and Recognition

Employee Rewards & Recognition Team

This team was responsible for developing processes and ideas that help the organization build reward and recognition into the daily practices of leaders and employees and link such rewards to favorable behaviors.

What we did

- SUMMERFEST 2010 – 10 Weeks of Performances
 - Non-Profit Organizations/Performers
 - Variety of Cultural Themes
- Employee Milestone Recognition Events – 2009, 2010 and 2011
 - Brooklyn Botanic Garden
- Patient Driven Applause Cards
 - In-House Program driven by Patient's perceptions
- Press Ganey Program

This program recognizes the units which during a quarter:

 - 1) received the highest score, and/or
 - 2) showed the most improvement

Service Excellence

Every person. Every moment. Every day.



The Brooklyn Hospital Center

Keeping Brooklyn healthy.

Awarding Behaviors and Patient Satisfaction

INNOVATION · RESPECT · ACCOUNTABILITY · TEAMWORK · HOSPITALITY · PRIDE

- Press Ganey Program is based on patient satisfaction scores and other key metrics. Employees on winning units all receive plain gold Service Excellence pins
- Applause Card Program – Pins representing each standard will be awarded to individuals who embody the behaviors associated with each standard

- Service Excellence Pineapple Vase



Pineapple vase to be placed in case and prominently displayed in TBHC's mezzanine



Service Excellence

Every person. Every moment. Every day.



The Brooklyn Hospital Center

Keeping Brooklyn healthy.

Bringing Service Excellence to life

- Applause Cards and Press Ganey winners are announced by:
 - Posters – in the Cafeteria and the Main Lobby
 - Netpresenter – Pictures of Applause Card winners are displayed on the Hospital's internal electronic messaging system
 - Celebration Event – Blue Ribbon Events are attended by staff and senior leaders of management and the union

Evidence of Success

- Applause Card Program – Raising the bar for performance
- Upward movement in the Employee Satisfaction Survey
- Positive involvement of staff in the Hospital's Donations Program

Service Excellence

Every person. Every moment. Every day.



The Brooklyn Hospital Center

Keeping Brooklyn healthy.

Journey continues...

- Employee Driven Peer-to-Peer Program
- Applause Card translation into different languages – cultural diversity initiative
- Off – site Recognition Program using the Patient Satisfaction surveys – similar to the internal Press Ganey program which focuses on quality initiatives and will measure the most improved and highest scoring ambulatory program
- Attendance Recognition program

Service Excellence

Every person. Every moment. Every day.



The Brooklyn Hospital Center

Keeping Brooklyn healthy.

Results

The Recognition Program is contagious

- The program has grown from 289 Applause Cards received in Q3-2011 to over 500 cards received from patients in Q4-2011
- We are striving to get certain behaviors into our cultural DNA
- Everyone walks the talk and contributes to the culture of excellence

At The Brooklyn Hospital Center we know that this takes Every Person. Every Moment. Every Day.

Service Excellence

Every person. Every moment. Every day.



The Brooklyn Hospital Center

Keeping Brooklyn healthy.

Leadership and Staff Development

- Service Team Co-Chairs:
- Geraldine Burns, Delegate, 1199 SEIU
- Elena Heinzer, Learning and Development Manager, TBHC

Service Excellence

Every person. Every moment. Every day.



The Brooklyn Hospital Center

Keeping Brooklyn healthy.

How it all began

Leadership & Staff Development Team



Vision

- Create the **culture of continuous learning, knowledge sharing, and improvement** that will inspire every TBHC employee to exemplify Service Excellence behaviors every moment, every day.

Mission

- Develop the **learning environment and supporting infrastructure** to encourage TBHC employees to build knowledge, skills, and abilities that promote Service Excellence and outstanding care.

Service Excellence

Every person. Every moment. Every day.



The Brooklyn Hospital Center

Keeping Brooklyn healthy.

Starting with the basics

Hospitality X 3 Learning Sessions

- Hospitality
- Five Good Phone Habits
- Dealing with Difficult Customers



Video skits from Hospitality

Service Excellence

Every person. Every moment. Every day.



The Brooklyn Hospital Center

Keeping Brooklyn healthy.

Starting with the basics (cont.)



*Fundamentals of teamwork –
“Magic Ball”*



Service Excellence
Every person. Every moment. Every day.

Yes, we did it

- New Hire Orientation – “Your Journey Begins”
- Leadership Academy
- Online Orientation for Incoming Housestaff
- Cultural Diversity Program
- Key Words at Key Times Can Make Dealing with Difficult Customers Easier
- Webinars and Review of Best Practices (e.g., “Driving Negativity Out of the Workforce,” “*FISH!* Philosophy,” “Leadership: Creating Culture and Sustaining Performance,” etc.)

Service Excellence

Every person. Every moment. Every day.



The Brooklyn Hospital Center

Keeping Brooklyn healthy.

We strive for best results

- Learning Session Evaluations
- Phone Skills Survey (i.e., Mystery Shopping)
- Significant improvements on nearly all Employee Opinion Survey items
- Enhancement Sessions
- Selection of Applause Card Winners for demonstrating Innovation, Respect, Accountability, Teamwork Hospitality, and Pride



Service Excellence

Every person. Every moment. Every day.



The Brooklyn Hospital Center

Keeping Brooklyn healthy.

Our story...to be continued

- Expand learning opportunities for leaders, nurses, residents, etc.
- Check in with the learning participants and their managers to identify what is working well and what needs to be changed
- Provide continuous support to other Service Teams

Service Excellence

Every person. Every moment. Every day.



The Brooklyn Hospital Center

Keeping Brooklyn healthy.

Evidence Based Tactics

Service Team Co-Chairs:

- Mary Welch, Registered Nurse,
Labor & Delivery
- Patricia Winston, Senior Vice President,
Chief Nursing Officer

Service Excellence

Every person. Every moment. Every day.



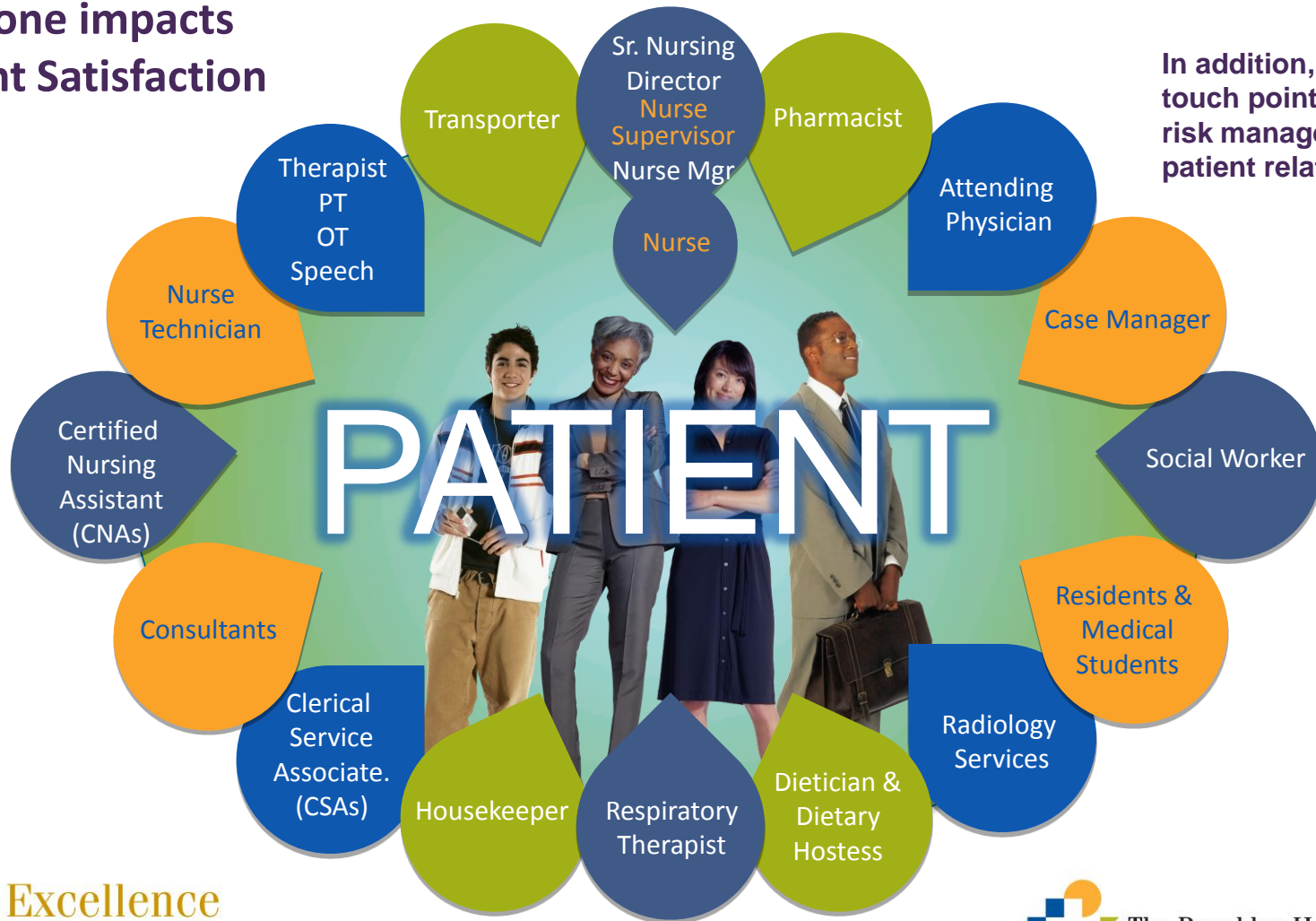
The Brooklyn Hospital Center

Keeping Brooklyn healthy.

TBHC Care Team

Different Touch Points

**Everyone impacts
Patient Satisfaction**



In addition, many other touch points include risk management, patient relations, etc.

Service Excellence
Every person. Every moment. Every day.

Nine Principles: Our Roadmap to Success

1. Commit to Excellence
2. Measure Important Things
3. Build Culture around Service
4. Create and Develop Leaders
5. Focus on Employee Satisfaction
6. Build Individual Accountability
7. Align Behavior Goals and Values
8. Communicate with all levels
9. Reward and Recognize Success

Service Excellence

Every person. Every moment. Every day.



The Brooklyn Hospital Center

Keeping Brooklyn healthy.

Patient Satisfaction

In Healthcare we have:

- Great Purpose
- Worthwhile work
- Ability to make a difference

Service Excellence

Every person. Every moment. Every day.



The Brooklyn Hospital Center

Keeping Brooklyn healthy.

Patient Satisfaction

Excellence occurs when:

- Patient perceives the care to be delivered by a competent, caring individual
- When their care is individualized

Service Excellence

Every person. Every moment. Every day.



The Brooklyn Hospital Center

Keeping Brooklyn healthy.

Patient Care Strategies

Six essential patient care strategies:

1. Hourly Rounding
2. Individualized patient care
3. Bedside shift reports
4. Discharge phone calls
5. Daily Huddles
6. White Boards

Service Excellence

Every person. Every moment. Every day.



The Brooklyn Hospital Center

Keeping Brooklyn healthy.

Hourly Rounding

Why is Hourly Rounding Important?

- Improves Clinical Outcomes
- Decreases Risk
- Increases Patient Satisfaction
- Increases Employee Satisfaction

Service Excellence

Every person. Every moment. Every day.



The Brooklyn Hospital Center

Keeping Brooklyn healthy.

Hourly Rounding

Few numbers where rounding occurs

- Falls ↓ 50%
- Pressure Ulcers ↓ 14%
- Patient Satisfaction ↑ 12 mean points
- Call Light use ↓ 38%

Service Excellence

Every person. Every moment. Every day.



The Brooklyn Hospital Center

Keeping Brooklyn healthy.

Hourly Rounding

Rounding will occur:

- on the nursing units,
- in the ED,
- in the diagnostic areas,
by managers, supervisors and staff.

Service Excellence

Every person. Every moment. Every day.



The Brooklyn Hospital Center

Keeping Brooklyn healthy.

Hourly Rounding Metrics

MEASURE	Measure Descriptions	Target	June	July	Aug	Sep	Oct	Nov	Dec
Patient Rounding	# of rounds every day/shift/ patient	100%							
Appropriateness of Rounding	Observation of staff for appropriateness	100%							
Unit White Board Completion	% White board completion	100%							
Patient Call Back	% of call backs from patients	100%							
Patient Hand Off	% 2 shifts 7pm/7am	100%							

Lessons Learned and “Next Steps”

- Sophia Rowe-Fowling, Delegate, 1199 SEIU, Communications Service Team Co-Chair
- John Lasky, Senior Vice president, Human Resources, TBHC

Lessons Learned and “Next Steps”

- There is no alternative to true cooperation
- Every aspect of the process must be evidence based
- It is impossible to over communicate
- Buy-in and constant involvement from the President and CEO, union and senior leaders
- Measure and track progress
- Be flexible and nimble, but never lose the sight of the goal!

Service Excellence

Every person. Every moment. Every day.



The Brooklyn Hospital Center

Keeping Brooklyn healthy.

Sweet Taste of Service Excellence



Service Excellence
Every person. Every moment. Every day.

Our Contact Information

Claudette Spencer, Organizer, 1199 SEIU:

- claudette.spencer@1199.org

Kelli Cobb, Director, Organization Development & Talent Management, TBHC:

- kdc9007@nyp.org

Elena Heinzer, Learning and Development Manager, TBHC:

- ekh9004@nyp.org

Please visit our website for more information: www.tbh.org

Service Excellence

Every person. Every moment. Every day.

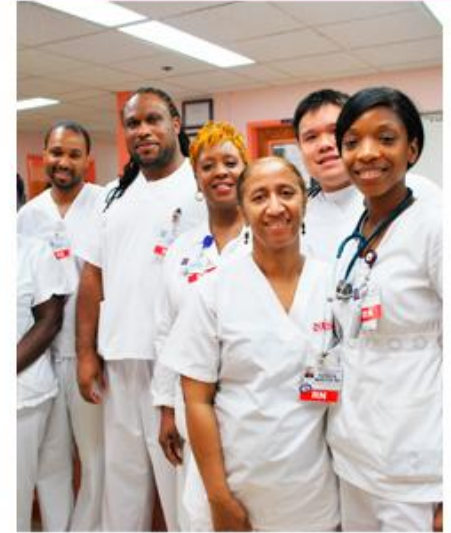


The Brooklyn Hospital Center

Keeping Brooklyn healthy.

Every person. Every moment. Every day.

Service Excellence



Thank you!



The Brooklyn Hospital Center

Keeping Brooklyn healthy.





Appendix

Service Excellence
Every person. Every moment. Every day.

Reference Guide for Telecommunications

Answering Phone Calls at The Brooklyn Hospital Center Reference Guide for Telecommunications



Smile and the world will smile with you!



Positive Attitude

- Always act professionally and demonstrate a positive attitude throughout the call
- Speak in a calm and respectful manner regardless of the volume of calls received or customer's level of irritation
- Never raise your voice, argue or yell at the customer
- Use customer's last name, e.g., Ms. Dias, Mr. Mousse, if appropriate
- Never put your needs ahead of your caller's. Your callers should be your top priority

Quality of Service

- Always provide prompt and efficient service
- Take ownership of the complaint
- Develop a solution oriented attitude. **"Here is what I can do for you. These are your options."**

Greeting Customers

- **Discontinue** any conversations or activities – typing, eating, chewing gum, etc.
- Answer the telephone within **three-four rings**
- Greet the caller with a warm welcome – **"Good morning," "Good afternoon," "Good Evening," etc.**
- Provide your name and department, then ask **"How may I help you?"**

Example:

Receptionist: *"Good morning, The Brooklyn Hospital Center. This is Rita Williams. How may I help you?"*

For Internal Calls

Receptionist: *"Good morning, Department of Surgery. This is Rita Williams. How may I help you?"*

Transferring Calls

- **Explain** why the caller is being transferred
- **Provide** the caller with **the phone number** of the person to whom he or she is being transferred, if appropriate

Example:

Patient: *Can you please transfer me to Dr. Pelligoni's assistant?*

Receptionist: *One moment please while I place you on hold. (Can you please hold while I get the phone number for you?)*

In a few seconds...

Receptionist: *I am transferring you to Dr. Pelligoni now. In case we get disconnected, his direct phone number is 123-123-1234. (Would you like the doctor's direct phone number?)*

The operator transfers the patient to Dr. Pelligoni.

Ending Calls

- **Thank the caller** for calling and **wish the caller a nice day**, if appropriate

Example:

Receptionist: *Thank you for calling. Have a nice day!*

Service Excellence
Every person. Every moment. Every day.

Hospitality X 3 Learning Sessions – Evaluation

#	QUESTIONS	1-2 (Strongly Disagree)	3 (Neutral)	4-5 (Strongly Agree)	AVERAGE SCORE
LEARNING CONTENT					
1	The learning session met my expectations	1%	13%	87%	4.3
2	The learning experience will be useful in my work	2%	8%	90%	4.4
3	The learning objectives were identified and followed	1%	7%	92%	4.5
4	The provided handouts were helpful	2%	8%	91%	4.5
5	My colleagues will benefit from the knowledge I gained	3%	9%	88%	4.4
6	There was sufficient opportunity for interactive participation	2%	6%	93%	4.5
7	The format allowed me to get to know other participants	1%	10%	89%	4.4
FACILITATORS					
8	The facilitators were knowledgeable about the topics	2%	5%	93%	4.5
9	The facilitators were well prepared for the session	2%	6%	93%	4.5
10	The facilitators encouraged active participation	2%	2%	96%	4.6
11	The facilitators answered questions in a complete and clear manner	1%	3%	96%	4.6
12	The facilitators used a variety of training methods	2%	6%	93%	4.5
13	The facilitators were respectful of the different skills and values demonstrated by the participants	1%	2%	97%	4.6
FACILITY					
14	The meeting room and related facilities provided a comfortable setting for the learning session	4%	15%	82%	4.3
15	The location for the session was convenient for me	1%	10%	89%	4.4
16	The tools and equipments during the sessions worked well	1%	6%	94%	4.5
17	The sessions lasted about the right amount of time	6%	9%	85%	4.3
GENERAL SATISFACTION					
18	I was generally very satisfied with all aspects of this learning event	0%	5%	95%	4.6
19	I plan to share the information I received during the learning session with my coworkers	1%	6%	92%	4.5

Hospitality X 3 Learning Sessions

Insights from the Participants



- “Love this training!”
- “Thank you. Please arrange more workshops.”
- “It was very interesting and helpful.”
- “It is very important to get everyone on board to be helpful and conscientious.”
- “I enjoyed the "home video", very attention grabbing.”
- “Good learning tools - eye opening.”
- “It was a great interactive and informative session.”
- “Very helpful and reinforced a lot of my work habit.”
- “I truly enjoyed the session and look forward to TBHC new changes.”

Service Excellence

Every person. Every moment. Every day.



The Brooklyn Hospital Center

Keeping Brooklyn healthy.

Service Excellence

Every person. Every moment. Every day.

- Why Service Excellence...
- Patient Satisfaction
- Employee Satisfaction
- Service Excellence Infrastructure
- Standards of Excellence
- What does Service Excellence mean to **YOU**?

Service Excellence

Every person. Every moment. Every day.

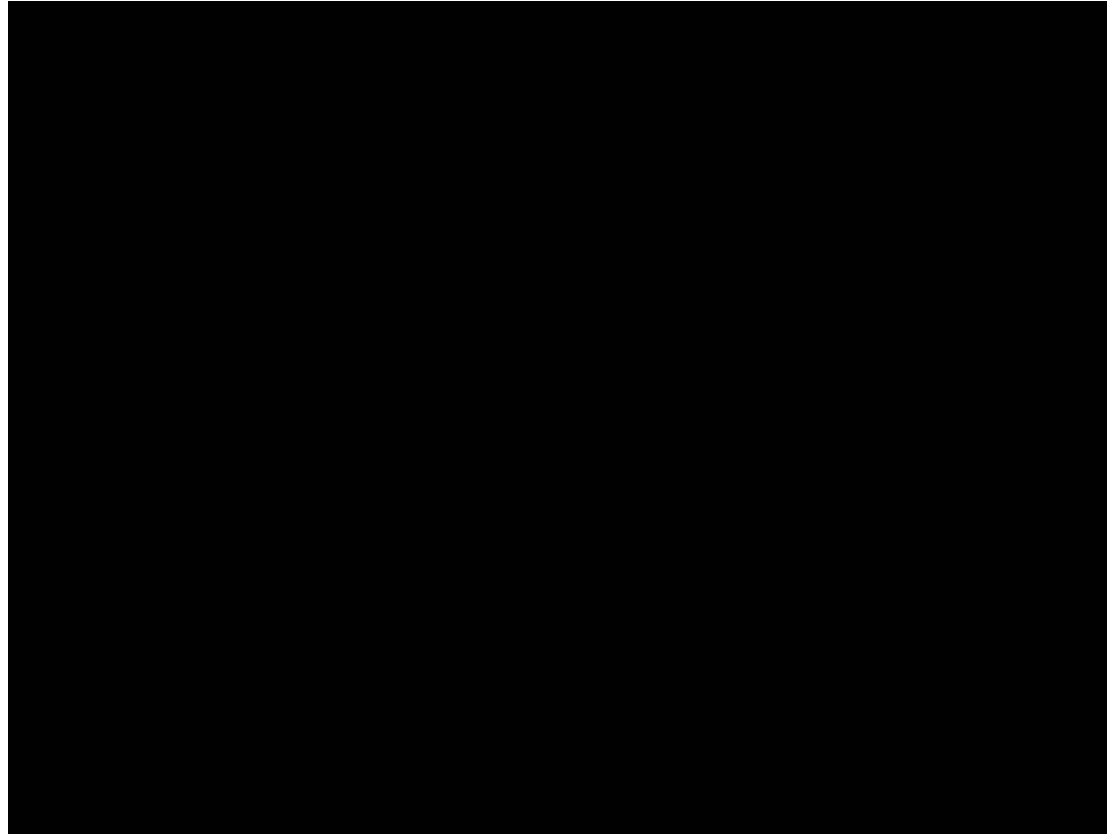


The Brooklyn Hospital Center

Keeping Brooklyn healthy.

Why Our Employees Support Service Excellence

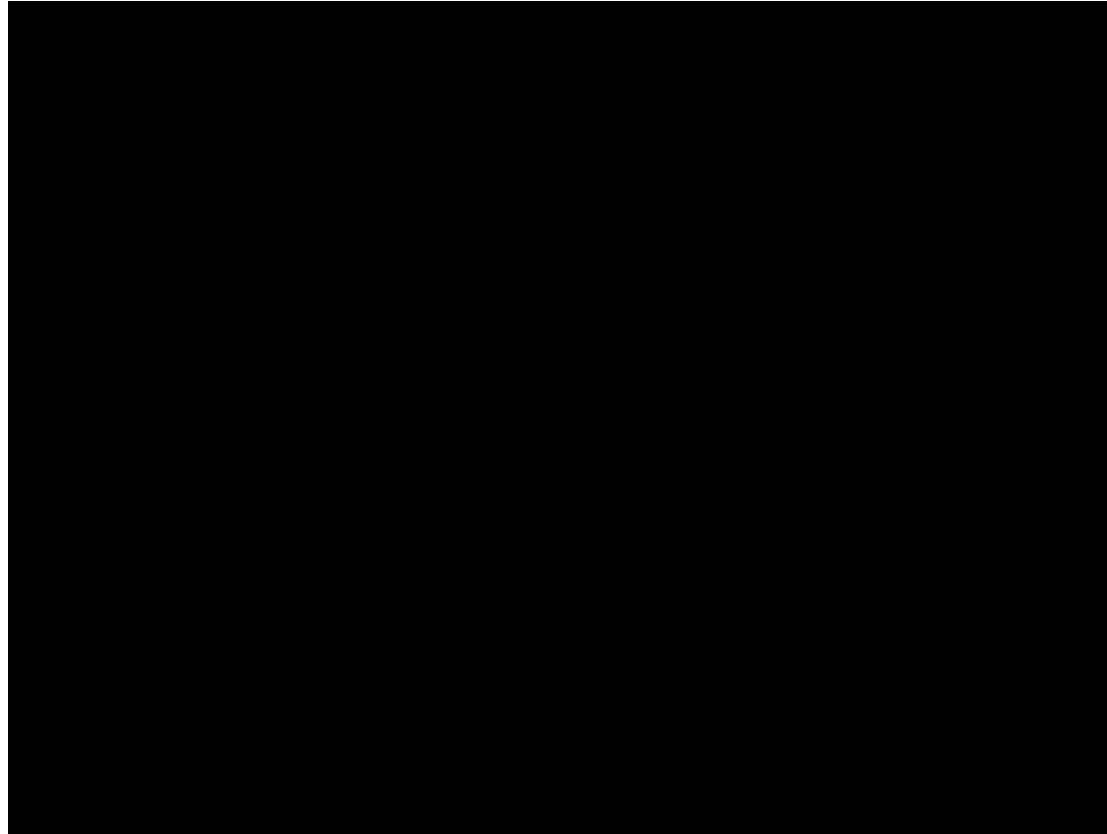
Video presentation



Service Excellence
Every person. Every moment. Every day.

Service Excellence at The Brooklyn Hospital Center

Video Presentation



Service Excellence
Every person. Every moment. Every day.



The Brooklyn Hospital Center
Keeping Brooklyn healthy.

What is Service Excellence?

Service Excellence at a top ranked hospital

Service Excellence is ...

1. Focusing on customers and quality of care and service
2. Owning our actions
3. Teamwork
4. Communicating effectively
5. Taking ownership
6. Striving for improvement *- John Hopkins' hospital website*
7. Pride in ourselves, feeling respected and valued for our individual competence in the work we do

Service Excellence

Every person. Every moment. Every day.



The Brooklyn Hospital Center

Keeping Brooklyn healthy.

Why Service Excellence?

- It is our differentiator – it is our promise!
- Our patients deserve the best possible healthcare service
- Our Hospital's viability depends on our ability to consistently deliver the highest quality outcomes
 - Patient Satisfaction
 - Employee Satisfaction
- Our Service Excellence goals will ensure that
 - TBHC is the best hospital to receive healthcare
 - TBHC is the best workplace for healthcare professionals
 - TBHC stays healthy

Standards of Excellence

Provide a foundation for our Hospital



EMPLOYEE SATISFACTION + PATIENT SATISFACTION



Service Excellence

Every person. Every moment. Every day.



The Brooklyn Hospital Center

Keeping Brooklyn healthy.

Service Excellence

Current Infrastructure

Service Excellence Steering Committee

Co Chaired by TBHC President & CEO & VP 1199 SEIU

- Sets direction and guidance for the overall strategy for Service Excellence.
- Comprised of staff (including delegates and others), Union and Hospital leadership.

Service Excellence Service Teams

Co Chaired by TBHC Management & Union Delegate

- Subsets of the SE Steering Committee. Positioned to drive results in a particular area of focus (i.e., Standards and Employee Rewards and Recognition, Employee Engagement, Leadership and Staff Development, etc.)
- Comprised of staff (including delegates and others), Union and Hospital leadership.

Service Excellence

Sample Achievements

- Service Excellence Vision
- Service Excellence Service Standards
- Created Service Excellence infrastructure
 - Union and Management
- Over 500 employees participated in customer service skills workshops
- Implemented employee recognition programs
- Employee Satisfaction continue to trend upward
- Patient Satisfaction shows signs of improvement
- 90% participation in SEO sessions – *Catch the Wave*
- Laid the groundwork for the implementation of evidence-based tactics such as leadership rounds, daily huddles, discharge phone calls, etc.

Service Excellence

What is your personal commitment?

- **Service Excellence will help position TBHC as a destination provider of top-quality healthcare for the people of Brooklyn and greater New York**
- Your contribution is critical for Service Excellence
- What is your personal commitment to support our strategy for change?
- What action will you take in support of our vision for Service Excellence?

Service Excellence

Every person. Every moment. Every day.



The Brooklyn Hospital Center

Keeping Brooklyn healthy.

Execution of Proven Tactics

- **Weekly Leadership Rounds**
- **Daily Team Huddles** on each shift
- **Weekly Structured Department Meetings**
- **Viable Employee Survey Action Plans**
- **Performance Appraisals** (SE Standards and the associated behavioral competencies have been incorporated into the 2012 appraisals)

Service Excellence

Every person. Every moment. Every day.



The Brooklyn Hospital Center

Keeping Brooklyn healthy.

Execution of Proven Tactics - Patient Care Units

- **Rounding – In Patient, Hourly, Rounding in other settings, etc.,**
 - Scripting of “Key Words at Key Times”
 - Educate patients and family on rounds; nurse manager rounds with each nurse doing rounds, weekly
- **Discharge Calls** – Striving for 100% – using a script
- **Thank You Cards** – To patients – To be signed by the unit staff who cared for the patient
- **Service Recovery** - Leadership will develop a Service Recovery script to be implemented by staff development
- **White boards** – To be used consistently