

Creating a Culture of Excellence



Leading the Way™

Presented to:
Indian Health Service

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BAPTIST

HEALTH CARE





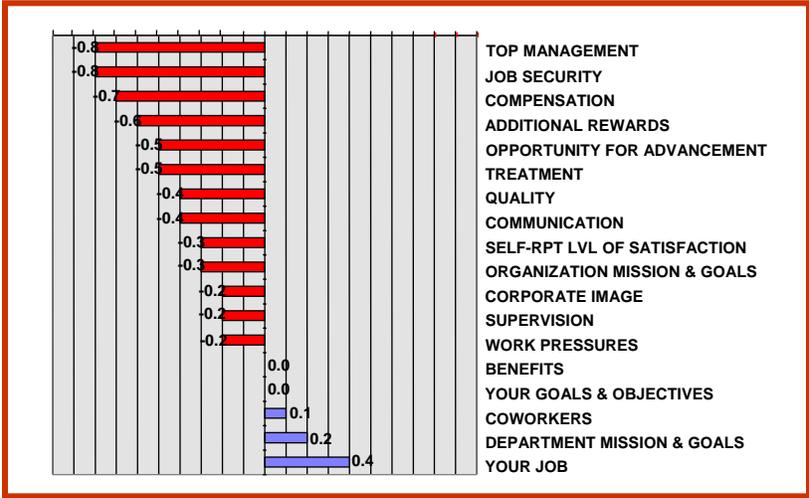
BAPTIST HOSPITAL INC.

Baldrige National Quality Award 2003

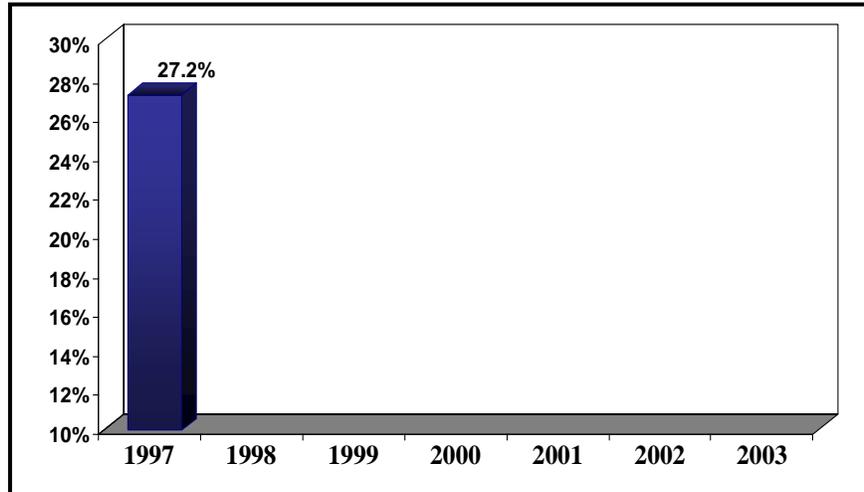


Our wake up call.....

1996 Employee Satisfaction Survey Deviations from norm



1997 Employee Turnover

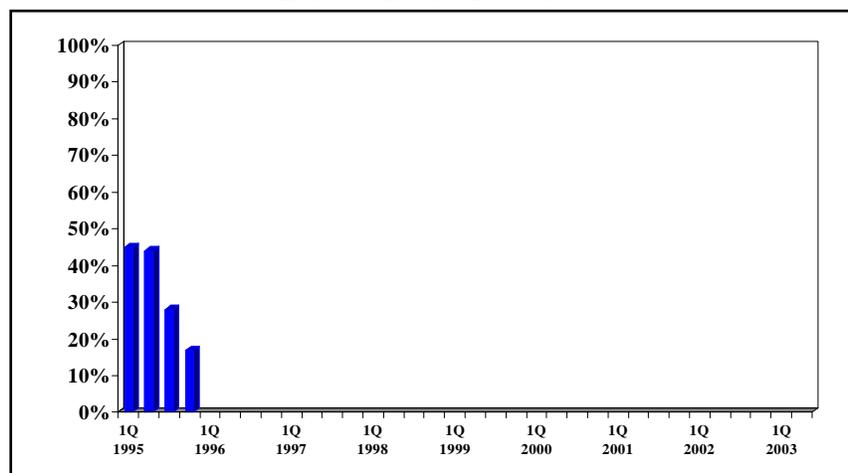


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1995-96 Patient Satisfaction



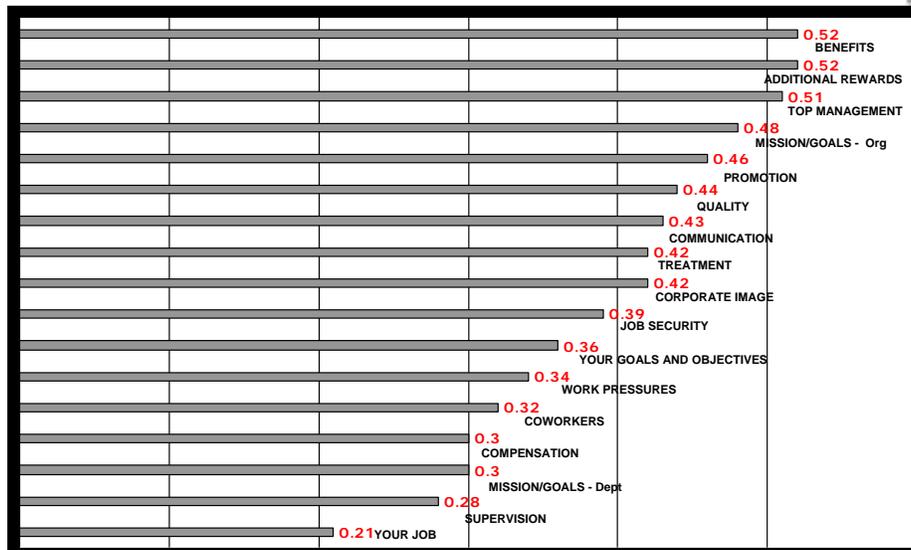
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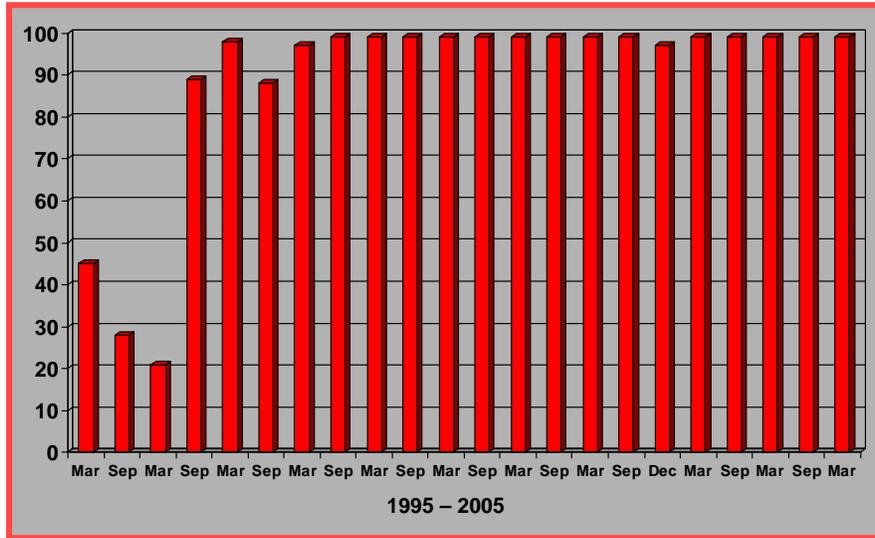
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**That was then....but
this is now!**

2005 Employee Satisfaction Survey
Deviations from norm



Patient Satisfaction Results



Keys to Achieving Service & Operational Excellence

FIVE KEYS TO SERVICE AND OPERATIONAL EXCELLENCE



Keys to Achieving Service & Operational Excellence



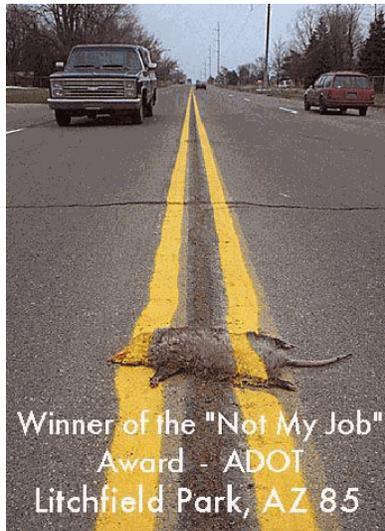
**Create and Maintain
A Great Culture**

- **Mission Driven**
 - **Values Centered**
 - **Customer Focused**
- 

Employee Feedback

- Create an organizational culture built on open communication
- Create a “no secrets” environment
- Create a “no excuses” environment
- Create a culture where employees feel valued, manage their own morale, behave like owners...NOT renters

Act like an owner!



Pillars of Operational Excellence



Keys to Achieving Service & Operational Excellence

**Select and Retain
Great Employees**



Keys to Selecting and Retaining Great Employees

- ✓ Select employees well suited to the organizational culture
- ✓ Engage and empower employees to make a difference
- ✓ Reward and recognize

Standards of Performance

- Attitude
- Appearance
- Communication
- Call Lights
- Commitment to co-workers
- Customer Waiting
- Elevator Etiquette
- Privacy
- Safety Awareness
- Sense of Ownership

Peer Interviewing



- Every job is peer interviewed
- Two interviews are required
- Selection form completed by interview team

Behavioral Based Interview Questions

TEAMWORK

What did you do in your last job to contribute toward a teamwork environment?

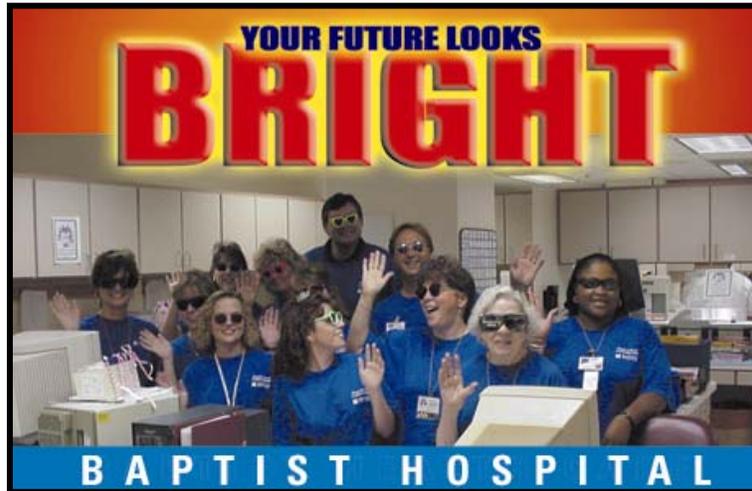
Describe how you felt your contributions affected the team.

New Employee Orientation “Traditions”



- Mandatory two-day session
- Administrator welcome; cheer!
- 8 hours on culture / 8 hours on requirements
- Stories & letters

New Employee Card from Team



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Service University



- A day of training to reinforce the culture
- Available to new hires from 90 days - six months but any employee may attend

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Milestone Celebrations

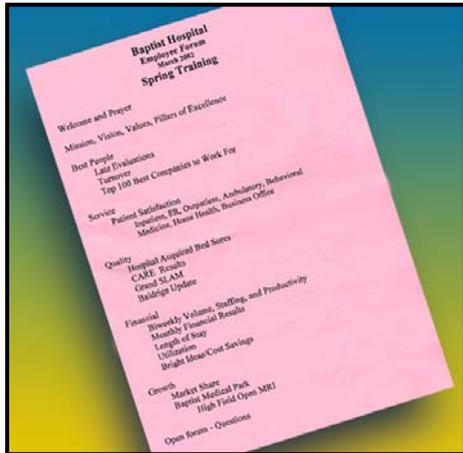


Communication Board



**People
Service
Quality
Financial
Growth**

Employee Forums



- Schedule sessions around the clock
- Include time for open forum
- Include employee “temperature check” questions on evaluation

Senior Leader Rounding



- Round with a purpose
- Identify tools and equipment needs
- Solicit feedback
- Reward and recognize

Prepare for Rounding

- Get your attitude together
- Know your purpose
- Have knowledge of the unit
- Best time to be on the unit
- Start in your comfort zone

The BHC Daily



The BHC Daily
Week of February 4, 2001

- Modeled after Ritz Carlton best practice
- Began in 2001
- Evolved into facility-specific



Bright Ideas



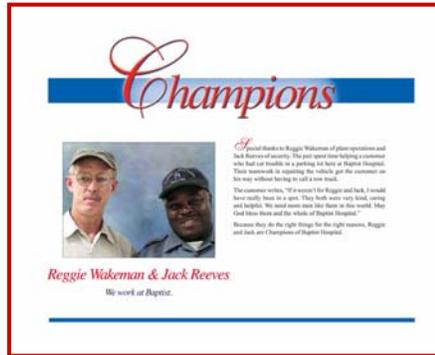
- Ideas are logged in by Pillar, leader, department
- Leaders recognize all submitted ideas
- Employees receive “gold light bulb” for Implemented Bright Ideas
- Departments receive recognition when reaching annual goal

Recognition Certificates



- Staff to staff – Opportunity for staff to recognize each other

Champions & Legends



Champions

Special thanks to Reggie Wakeman of patient operations and Jack Reeves of security. The two spent time helping a customer who had car trouble in a parking lot here at Baptist Hospital. Their teamwork in repairing the vehicle got the customer on his way without having to call a tow truck.

The customer writes: "It was nice to see Reggie and Jack. I would have really been in a spot. They both were very kind, caring and helpful. We had some time for them in the week. May God bless them and the whole of Baptist Hospital."

Because they do the right things for the right reasons, Reggie and Jack are Champions of Baptist Hospital.

Reggie Wakeman & Jack Reeves
We work at Baptist.



Legends

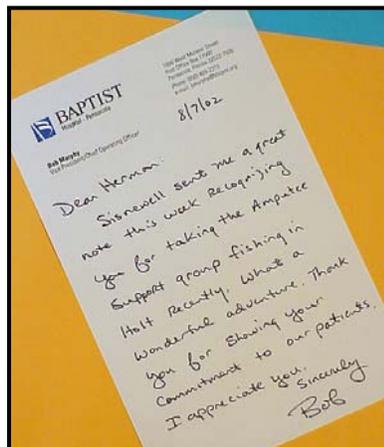
Legends... They represent Baptist Health Care team members who exceed expectations of patients and co-workers everyday. Their service and deeds are performed diligently and purposefully but without expectation of recognition or reward. But they deserve to be acknowledged.

Nancy Adams
Baptist Home Health Care
Generous. Labeled as giving, sharing, unselfish.

Michelle Bullentine
Baptist Medical Park
Good Samaritan: A person who gratuitously gives to help those in distress.

BAPTIST HEALTH CARE

Thank You Notes

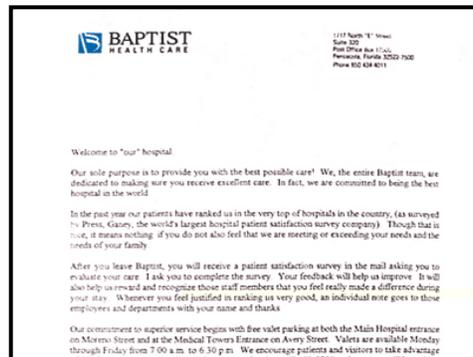


- Send personal notes to employees' homes every week
- Accountability
 - Accept NO EXCUSES

Keys to Achieving Service & Operational Excellence

Commit to Service Excellence

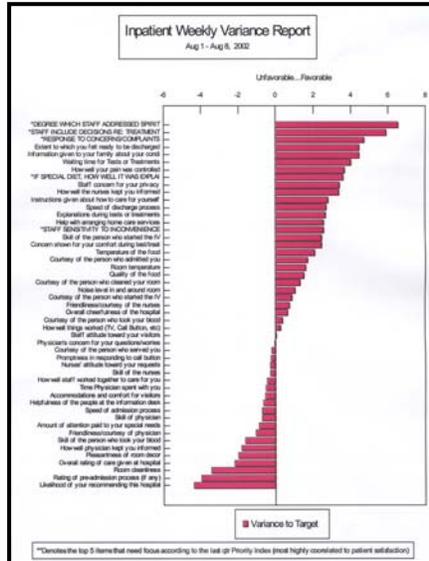
Patient Letter from Administrator



But do not wait to get the survey. If you want to discuss your care, please let a staff member know your thoughts, or call me at 469-2323 (here) or 434-9506 (home).

John Hertz, FACHE
President
& The Entire Staff of Baptist Hospital

Measuring for Success



- Use satisfaction survey results to identify opportunities and continuously improve
- Track results of initiatives

Scripting





A script is planned communication combined with actions to ensure that we all say and do the things that will send the right message to our patients and families.



Scripting is ...

- **Saying the right thing**
- **Good, positive body language**
- **Eye contact**
- **Smiling**
- **Stopping what you are doing so that your customers know they are important**

Valet Services

- **Free Service**
 - No Tipping
 - Key Chain Give Away
- **Washing Windshields**
 - Safety Card
- **Scripting**



Nursing Enhancements

- **Specific Uniform**
- **Wireless Phone**
- **Charts in Hand for Physician Call**
- **Nurse Leader Rounding**
- **Patient Communication Boards**



Service Recovery



Keys to Achieving Service & Operational Excellence

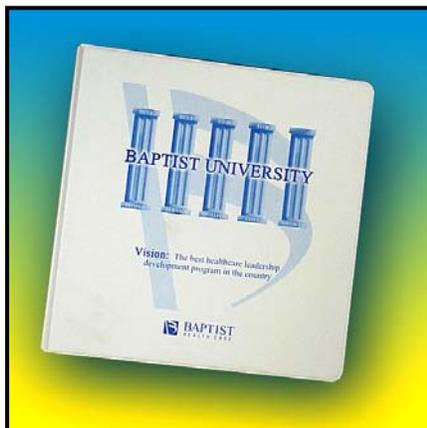
**Continuously
Develop Great
Leaders**

Leadership Development

HOW WE GOT STARTED ...

- Employee Attitude Survey – the low scores were a wake-up call
- Created a leadership steering committee selected by peers
- Created guiding principles for leadership development

Baptist University



VISION

To be the best people developer in America

Baptist University Learning Session

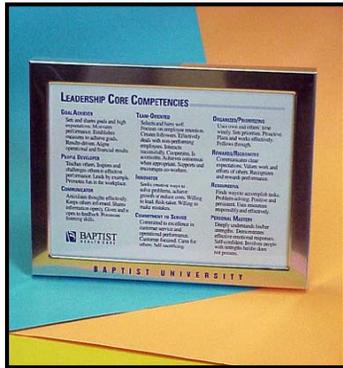


Cascade Learning Kits



- Leaders as teachers
- Sends message to staff that their development is important
- Provides consistent learning across the organization

360 Feedback



- Structured around leadership core competencies
- Allows individual to structure a personal development plan
- Becomes part of continued, personal and professional growth

Keys to Achieving Service & Operational Excellence

Hardwire Success through Systems of Accountability

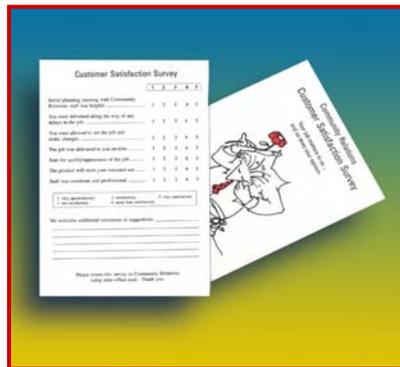
Leader Report Card

REPORT CARD FY 2003

Unit: BH0384 Acute Dialysis
Manager: Lynn Pierce

GOAL	Oct-02	Nov-02	Dec-02	Jan-03	Feb-03	Mar-03	Apr-03	May-03	Jun-03	Jul-03	Aug-03	Sep-03	Avg FY 03
BEST PEOPLE: RN Turnover Rate (FYTD)	NA												
Bright Ideas 2 3PTE Implemented	NA												
Let's Evaluate	NA												
BEST SERVICE: Inpatient Nursing Satisfaction %	89%												100
HIGH QUALITY: Overall CARE Score	84	100	100										
LOW COST: Budget Accountability Report (BAR)	85	59	70										
Overall BAR Score													61

Department Surveys



- Focuses on internal customers
- Allows support departments to improve performance
- Requires openness/honesty from end-users

***Touch their hearts
and engage their
souls***



***The greatest force
on earth is the
human soul on
fire.***

~ Foche