What You Permit, You Promote
Creating Accountability for Service Excellence

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What we’ll cover

• Define the leader’s role in creating a culture of accountability
• List three simple questions that will guide your service-accountability game plan
• Establish metrics for measuring service excellence

Patient Experience Matters

• Consumerism
  — Social media
  — Ready access to information
  — Expectations compared to other services
• CG-CAHPS
  — Public reporting
  — Easy comparison
What do patients want?

- Access
- Friendliness and helpfulness
- Efficiency
- Communication
- Information
- Follow through

What do your patients experience?

What you want

- Happy and loyal patients
- Happy and efficient physicians
- Happy, engaged and high performing staff
- Healthy bottom line
The leader’s role

- Craft a vision for the culture of the future
- Hire right
- Set expectations
- Hold people accountable
- Measure results

Hire for service excellence

- First – know what you’re looking for
- Screen using behavior-based interview questions
- You can teach technical skills – it’s much harder to teach “nice”

3 Questions to ask yourself...

- Do they (staff) know what to do?
- Do they know HOW to do what is asked?
- Do they want to do what is asked?
3 Questions to ask yourself...

- Do they (staff) know what to do.
  - Behavior – based standards

3 Questions to ask yourself...

- Do they know how to do what is asked
  - Onboarding
  - Training
  - Regular coaching

3 Questions to ask yourself...

- Do they want to do what is asked?
  - Attitude
  - Engagement
The breakdown

You

Your staff

She's such a good MA

It's probably a one-time thing

I can't believe she let's people get away with this

I don't want to make a big deal

You didn't say anything last time

I don't want to work with these people

Credibility

Increase

• Clarity
• Consistency
• Process for regular quality control
• Regular feedback

Decrease

• Tolerating too much
• Avoiding crucial conversations
• Making excuses for the “but”

To be empathetic you must:

• Suspend judgement
• Assume a neutral position

Signs that your culture is not aligned:

• Labeling others (Train wreck, frequent flier)
• Using drama words – Always, never, such a...
Beware of your **thoughts**, they become your **words**.

Beware of your **words**, they become your **actions**.

Beware of your **actions**, they become your **habits**.

Beware of your **habits**, they become your **character**.

Beware of your **character**, it becomes your destiny.

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**Metrics**

- CG-CAHPS (patient sat.)
- Employee Engagement
  - I know what is expected
  - My manager recognizes me
  - My manager treats everyone fairly
  - My ideas are valued

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**The Leader’s Role in the Patient Experience**

- Teacher
- Coach
- Role model
- Quality assurance patrol (accountability)
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