Background for Mercy Hospital Proposal

As stated by Mercy Director Penny Glanz, although Mercy Outpatient Center’s Press Ganey measures are good, patient satisfaction as measured by HCAHPS can be significantly improved.

To positively impact and sustain patient satisfaction – plus improve Mercy’s teamwork and quality – and in keeping with the “Planetree model” which is now being adopted at the hospital – Mercy wishes to implement a custom Patient Satisfaction Training Solution for its employees.

Specifically, Mercy wishes to explore how Patient VOICE Skill Clinics can enable it to reach and more consistently achieve HCAHPS in the 90th percentile by providing effective service and communication skills.

The following series of “core” 1-hour workshops spaced two-weeks apart with practice and coaching between each Clinic have been proven to raise and sustain HCAHPS scores:

1. Own Each Patient’s Experience. Learn the secrets to increasing HCAHPS & patient satisfaction.
2. The 4-Ps of Respect. Learn to make patients and co-workers feel respected and included.
3. Align to Build Trust and Confidence. Encourage customers to view you as a trusted advocate.
4. The KIND Greeting & Manage Expectations. Build rapport and set expectations from the start.
5. Ask & Listen to Each Patient’s Voice. Ask for, listen and respond to what matters to patients.
6. Explain & Instruct for Improved Outcomes. Improve adherence and reduce re-admissions.
7. Empathize to Save Time and Build Loyalty. Turn patient emotions into positive experiences.
8. Delight with GEMs. Going-the-Extra-Mile to build loyalty and sustain top HCAHPS.
9. Resolve Complaints and The BlameFree Apology. Turn upset patients into advocates.
10. Say “No” with I-Can. Build win-win solutions from the most difficult requests and challenges.

We also strongly advocate that the one-hour spaced Skill Clinics be conducted by Mercy’s unit managers and directors to improve the Clinics’ relevance and receptivity, as well as improve managers’ performance management skills (and save costs). This proposal includes the Certification Process for trainer-leaders and non-trainer managers to support the program.

For 2012, Mercy Hospital wishes to potentially consider and has requested pricing for:

- An initial Pilot Program for 150 ambulatory employees in 2012; and/or,
- An Outpatient Center-wide Program for 500 Outpatient Center employees

Then, in 2013, Mercy may consider expanding the Patient’s VOICE with a hospital-wide rollout to all 2,500 hospital employees.

This document outlines deliverables and cost estimates for this project during 2012. An Appendix to this document provides additional details about the Patient’s VOICE Skill Clinics.
Implementation Options and Investment Summary

The Implementation Plan supporting our recommendation is detailed in an Appendix to this proposal. Based on Mercy’s desire to either have its ambulatory or the entire Outpatient Center staff participate in Skill Clinics, we would offer two options in 2012:

**Budget Option I: Ambulatory-Only Alternative (150 employees)**
Trainer and Manager Certification for up to 6 trainers and 10 managers includes 6-day Train-the-Trainer with imbedded up to 2-days of Manager Training (all at your location), up to 6 Trainer Kits and 10 Manager Kits, and up to 20 hours of online and phone support ......................................................... $19,900
150 Participant Kits (@$99 each) ................................................................................................................. $14,850

**Total Option I: ................................... $34,750 (plus trainer travel expenses to/from Chicago area*)**

**Budget Option II: Outpatient Center Alternative (500 employees)**
Trainer and Manager Certification for up to 6 trainers and 10 managers includes 5-day Train-the-Trainer with imbedded 2-day Manager Training (at your location), up to 6 Trainer Kits and 10 Manager Kits, and up to 20 hours of online and phone support ......................................................... $19,900
500 Participant Kits (as $74 each) ................................................................................................................... $39,500

**Total Option II: ......................... $54,900 (plus trainer travel expenses to/from Chicago area*)**

*Expenses for Master Trainer travel, food and lodging to/from the Chicago area will be additional and invoiced as actual to Mercy.

**Roll-Out Planning:** Costs for implementing Patient’s VOICE Skill Clinics with all remaining 2,500 or so Mercy employees would be greatly lowered. Per participant costs, for example would be as low as $45 per person.

The Appendix to this proposal includes:

- Video that document improvements in HCAHPS scores, teamwork, and quality
- How Skill Clinics cover all HCAHPS items, priority behaviors, and skills advocated by AMA, TJC, NQF, IOM, Michigan, Harvard, and Calgary-Cambridge physician’s guide
- How Patient’s VOICE’s built-in Accountability Process systemizes long-term results and change
- Video that documents a hospital’s transformation to an open, collaborative culture

For more information, contact Dave.Grinnell@CustomerFocusInc.com at 847.234.9475
Documented results

**HCAHPS, patient experiences, and referrals**

As documented in this video, Skill Clinics quickly, significantly, and lastingly increase patient satisfaction, overall ratings, and likely to recommend.

*Our HCAHPS improved in overall rating and in all domains.*
—Chief Nursing Officer

*We’re at 95 percentile as a result of VOICE.*
—Director, Nutrition & Food (about the department)

*We’ve seen our patient satisfaction scores go up. And we’ve sustained that.* —Director, Critical Care

**Internal service, teamwork, coordination**

All VOICE skills are practiced in context of serving and collaborating with patients and co-workers. Results include improved teamwork, cross-functional coordination, and cost savings.

*Skill Clinics have our clinical and support groups communicating and appreciating each other much more.*
—Director, Emergency Services

*Skill Clinics have helped us implement other time-consuming initiatives by developing teamwork among different units.* —Chief Nursing Officer

**Quality, risk, innovation, re-admissions**

The VOICE skills improve patient education, involvement, and adherence; employee problem-solving and innovation; and help to surface and resolve inefficiencies and errors.

Documented results include improved LEAN quality program, reduced re-admissions and risk, and patient-integrated healthcare planning.

*Skill Clinics have given us the tools to provide knock-your-socks-off patient care.*
—President & CEO, Top 100 Hospital

*The I-Can response helps us be problem-solvers and turn “No, I can’t do that” into “Yes, I Can.”* —Director of Respiratory Care

*I’m learning to draw patients and their family into their plan of care.* —RN, Emergency Dept.
HCAHPS and priority skills covered

Skill Clinics target the behaviors directly assessed in and highly correlated with CMS's HCAHPS as well as behaviors indicating high needs for improvement. The skills include:

- Responsiveness to concerns & complaints
- Care about you as a person
- Respect for your privacy
- Information about situation & treatment
- Address emotional needs & empathy
- Comfort of room and waiting & resting areas
- Information at discharge and for next steps
- Include you in major decisions
- Attention to special & personal needs
- Information about delays & respect for time
- Communication about medicine
- Accommodate and inform family & visitors
- Overall positive experience & rating

Other healthcare skills covered

As a single-source program, Skill Clinics also include communication skills advocated by:

- AMA’s Health Literacy
- TJC’s Advancing Effective Communication: A Roadmap for Hospitals
- University of Michigan’s Sorry Training (reduced liability costs 40 to 80%)
- NRC and Harvard University’s Eight Dimensions of Patient-Centered Care
- NQF’s A Path to Patient-Centered Care: 45 Principles
- IOM’s Health Literacy
- HIPAA Privacy Standards
- Calgary-Cambridge Physician’s Guide to the Medical Interview-Communication Process
- Substance Abuse Motivational Interviewing
- FAA’s Crew Resource Management training (high-risk error avoidance)
- Ask Me Three Questions

Cross-industry skills covered

Customer Focus brings 20 years of customer-centric culture-building experience to include in the Skill Clinics world-class skills in:

- Customer loyalty building, complaint avoidance, and service recovery
- Call center, phone, email, and written communication skills
- Management, consulting, team-building, and problem-solving
Research-based skills

Most hospital interpersonal-communication interventions are derived from non-healthcare programs or consultants’ experiences. “Evaluative” data is then collected for marketing purposes. Because randomized double-blind studies are impractical at the organizational level, Hawthorne effects and consultant bias cannot be identified or teased out.

Instead, Patient’s VOICE uses prior empirical healthcare research* to identify behaviors: (1) most associated with healthcare quality; and (2) with demonstrated high deficiencies. This enables Patient’s VOICE to focus on building and improving high-quality interventions (Skill Clinics) to improve known effective, but deficient healthcare behaviors.

Communication behaviors associated with healthcare quality

Skill Clinics cover these research-identified* behavioral correlates with healthcare quality measures:

◆ #1 predictor of overall H-CAHPS scores: responsiveness to concerns, respect, rapport
◆ #1 cause of medical errors: explaining, openness, coordination, handoffs, shared decisions
◆ #1 factor in compliance: informing, checking, shared decisions, motivational (values) clarifying
◆ #1 source of preventable costs: coordinating, teamwork, innovation, managing expectations
◆ #1 preventer of malpractice litigation: acknowledging, apologizing, resolving, reconciling
◆ #1 correlate of re-admissions: educating, checking, teach-backs, expectations, follow-up

Healthcare behaviors shown to be deficient

Skill Clinics cover research-identified* deficiencies in these known effective healthcare behaviors:

◆ 81% of healthcare professionals (HPs) didn’t listen to or interrupted patients
◆ Only 11% of patients say they reported their entire agenda
◆ 76% of patients don’t ask questions because of fear of what HPs might think, say, or do
◆ 10% of patients are informed and educated enough to make an informed choice
◆ HPs explain on average for one minute; and overestimate it by nine times
◆ 75% of HPS don’t ask views of, negotiate with, or check acceptance of patients
◆ Only 6% of patients are asked for their ideas and beliefs by HPs
◆ 40% of hospital staff fail to report possible errors or problems because of fear of what another HP might think, say, or do

Practical collaboration models

The models on the following two pages integrate the researched and professionally advocated skills into clear operational models of patient and co-worker communication and collaboration.

Owning the Patient’s Experience

Employees quickly see that no matter what their role, they each affect healthcare through the patient experiences they create. In Clinic #1, each employee commits to:

Patient Experience Ownership™

To demonstrate responsibility and advocacy for the quality of every patient’s healthcare experiences including giving GEMS® that Go the Extra Mile.

GEMs® that Go the Extra Mile

The secret to 100% “Always” HCAHPS scores (and delighted patients) is to create patient experiences that lead to what is called the “halo effect” in social psychology. One very positive memory of an employee Going the Extra Mile can color all ratings of that person and your hospital (see Appendix).

Patient TRU Needs

Employees learn that the purpose of patient experiences and their GEMs is to meet all three TRU Needs, including deeper underlying Uniqueness Needs.

Collaborative Healthcare Spectrum

We move from Procedure-Based to Relationship-Based to Collaborative Healthcare as we meet Treatment and Respect Needs, and involve and engage patients through their unique VOICE.
The Patient’s VOICE® (and Co-Worker’s VOICE)

To satisfy and engage patients (and co-workers), employees learn to ask, listen, and respond to each person’s unique VOICE:

- Listen for and be considerate of the person’s Values and beliefs
- Ask the person’s Opinions about and preferences for their healthcare
- Uncover Information person has and needs to be an active partner
- Uncover and confirm all the person’s Concerns and needs
- Listen to and understand the person’s Emotions as a complete person

Your Authentic VOICE

Employees also learn to appropriately and fully express their VOICE:

- Express their Values and beliefs about health and caring for others
- Explain their Opinions about and recommendations among options
- Clearly state Information known and needed for decisions and actions
- Speak-up and sensitively express their Concerns and needs
- Empathize fully and sincerely with another’s feelings and situation

Collaboration clearly defined, learned, and mastered

Your employees learn to serve and collaborate openly and authentically by using the Five Master Skills to share the Patient’s VOICE (or Co-Worker’s VOICE) with their VOICE.

- Align their VOICE with other person’s VOICE
- Bridge back and forth between VOICEs and actions
- Clarify & Check fully the person’s VOICE
- Explain their own VOICE clearly and completely
- Do & Delight to meet all three TRU Needs.
**Cultural transformation**

Because the one-hour Core Skill Clinics build on each other and lead to mastery learning, it is recommended that employees attend all ten Clinics, preferably in order.

**Skill Clinics**
1. Own Each Patient’s Experience
2. The 4-Ps of Respect
3. Align to Build Trust and Confidence
4. The KIND Greeting and Manage Expectations
5. Ask & Listen to Each Patient’s Voice
6. Explain and Instruct for Improved Outcomes
7. Empathize to Save Time and Build Loyalty
8. Delight with GEMs® (Go the Extra Mile)
9. Resolve Complaints and The BlameFree Apology
10. Say “No” with I-Can

**Cultural transformation to open communication**

By combining proven healthcare skills with clear and practical models of collaboration, the Patient’s VOICE enables a cultural transformation to inclusive, open, and authentic communication:

*The nurses treat me as part of the patient care team. I’m not just the person who delivers trays.*
—Food service employee

*After Skill Clinics, we’re not afraid to handle patients’ emotions.* —Director of Outpatient Care

*Skill Clinics provide managers a safe way to confront behaviors without dictating.*
—Orthopedic Practice Leader

*VOICE Skill Clinics really help staff work more effectively. The workshops have made everyone aware, and they are vocal when others don’t use VOICE skills.* —Practice Manager
Learning methodology ideal for hospitals

Hospitals are different. They need to engage and collaborate with as well as serve patients. And they need to leverage the advantages of spaced learning over massed learning. Because Skill Clinics are one hour at a time spaced two-weeks apart:

- Long-term mastery is achieved
- Clinics can be at breaks or around shifts
- Employees focus their practice between Clinics
- Managers focus their coaching between Clinics
- Themes of the week reinforce learning
- It’s easier for directors to conduct the Clinics one hour at a time

Directors as trainers

We strongly advocate that your directors be the Leader-Traines because:

- Directors adapt the Clinics to local needs
- Clinics are more accepted and credible
- Directors schedule the Clinics to fit local needs
- Directors become role-models of the skills
- Directors and managers become better coaches
- The hospital saves time and money

Why directors are able to conduct Skill Clinics

Directors successfully and confidently conduct Skill Clinics because the Clinics:

- Use detailed Step-by-Step instructions and slides to make them easy to deliver
- Enable directors to learn, practice, and conduct the Clinics one hour at a time
- Introduce skills and models that directors are proud to advocate
- Are tightly designed with integrated learning activities and content
- Have been tested and proven to work with directors as trainers

We also provide high-quality Leader Training sessions, repetitive practice before directors conduct the Clinics, and online videos of our Master Leaders conducting the Clinics for review before the sessions.
Accountability Process and manager development

The Accountability Process is a built-in coaching and reward system that ensures your employees practice and document each Clinic’s standards and personal scripts. In a separate one-hour session, your managers learn to schedule, enroll, track, coach, reward, and certify their employees in the Skill Clinics as described below.

Manager development and transformation

Because directors and managers advocate for the Patient’s VOICE and for employees to express their Authentic VOICE, they become transformed into visionary leaders and role-models.
Long-term systemized changes

The Patient’s VOICE systematizes these long-term behavioral and organizational changes:

- House-wide service and collaboration standards
- Personal scripts for all employees reviewed and coached to by managers
- Validated performance management system implemented house-wide
- Patient-centered values, language, and skills based on the Patient’s VOICE
- Rapid-response learning platform with local Leader-Trainers
- Library of hundreds of tools, checklists, best practices (see Appendix)
- GEMs reward program to empower employees to Go the Extra Mile (see Appendix)
- Patient communications encouraging them to express their VOICE (see poster in Appendix)
Recommended implementation process

1. **Select and assign the VOICE Sponsor(C-level) and VOICE Program Manager**

2. **Identify participants, Leaders (trainers), managers**
   - Identify all employee-participants; either house-wide or in select departments and units
   - Identify Leader-trainers; preferably line directors at about 50:1 ratio participants to Leaders
   - Identify several staff Leaders (HR or Quality) to support director-Leaders
   - Identify all other managers of participants (who will announce, track & coach Clinics)

3. **Send executive memos to managers and physicians** formally announcing VOICE program, its patient-centered philosophy and goals, and requesting their support

4. **Schedule Clinics, TTT, Manager training**
   - Determine Clinic frequency: weekly, bi-weekly (preferred), monthly
   - Set Clinic #1 start date. All remaining Clinic windows (e.g. 2-weeks) are based on start date
   - Schedule 2-day TTT Session #1 for Clinics #1, #2, & Accountability Process with 3 to 9 Leaders to begin 5-10 days before Clinic #1 start date
   - Schedule managers to attend Clinics #1, #2, & Accountability Process with Leaders during first half of first day of TTT Session #1 above (maximum 16 in morning) or to attend a separate half-day session (for Clinics #1 & #2 and Accountability).
   - Send Leaders the Clinic Scheduling Instructions for them to schedule their Clinic sessions (with help from managers) such that each Leader has 3-8 sessions of each Clinic and assigns all their employees to those sessions (8-16 employees per session).

5. **Receive (and/or produce) VOICE Kits**
   - Either order or produce VOICE Kits so that each Leader will receive a Leader Kit, each manager a Manager Kit, and each participant a Participant Kit or a Deluxe Participant Kit.
   - Send all Leaders the TTT Announcement Letter with Leader Kit and Self-Study booklet to complete Self-Study before attending TTT Session #1.

6. **Train Leaders and Managers**
   - Leaders attend TTT Session #1 to learn to conduct Clinics #1 and #2 and to manager Accountability Process.
   - Managers attend Clinics #1, #2, & Accountability Process with Leaders during first half of first day of TTT Session #1 or a separate half-day session (for Clinics #1 & #2 and Accountability).

7. **Managers conduct 20-minute Pre-Clinic Team Meetings**
   - Within a week of Leader-Training Session #1, each manager announces Skill Clinics to their employees in a 20-minute Pre-Clinic Team Meeting.

8. **Leaders and Managers manage enrollment process and sessions**
   - Each employee attends at the same day and time every one, two (preferred), or four weeks the 10 Skill Clinics. Make-up and mixed group sessions are added to ensure balance.

9. **Managers manage accountability process**
   - Managers collect employees’ documented standards, and observe, coach, and certify employees between Clinic sessions.
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**GEMs: The secret to “Always” scores**

**The halo effect**

Extensive psychological research reveals a strong rater bias called the halo effect. One very positive experience with (or perceived trait of) a rated person or organization can greatly affect that rater’s ratings on other attributes of the rated person or organization.

For example, if a hospital employee does something extra for a patient in one instance, that patient is likely to rate the employee and the hospital very high across other attributes. The halo effect and its converse, the horns effect, explains why all HCAHPS items and domains are highly correlated.

Consider that the 27 HCAHPS items are scored by CMS as percent of patients who rate “always” about hospital employee behaviors – such as being responsive to concerns. As a subjective judgment of an undefined frequency of a set of non-specific behaviors across multiple individuals, HCAHPS’ “always” response is very subject to the halo effect.

The implication of the halo effect is that you’ll get higher HCAHPS scores by creating occasional outstanding patient experiences than by parsing survey data to target low-scoring areas.

**GEMs create the halo effect**

In nearly every Skill Clinic, your employees identify and practice ways of giving GEMs that Go the Extra Mile to create the shining moments that lead to the halo effect.

**GEMs: Employee Reward Program**

GEMs are so central to the Patient’s VOICE that we build-in an optional GEMs reward program. After completing Skill Clinic 8 on GEMs, your employees are given GEM forms to award to other employees whom they see going the extra mile for them or anyone else. It becomes simple for your hospital to then collect, publicize, share (as best practices), and reward these GEMs.
Patient’s VOICE Poster

The Patient’s VOICE promotional poster could be placed in areas visible to everyone in the hospital. The poster continuously reminds patients, their family, and guests that your hospital truly wishes to listen and respond to all their values, opinions, information needs, concerns, and feelings. For employees, it reinforces the skills and standards in the Patient’s VOICE program and develops their pride in your hospital’s patient-centric values and goals.
Skill Clinic Descriptions

1. **Own Each Patient's Experience**
   - HPs (Healthcare Professionals) learn how their patient relationships and the patient experiences they create affect healthcare quality and perceptions.
   - HPs experience the vulnerability and dependence of patients, and the power of Patient Experience Ownership (PEO) to create positive experiences.
   - HPs learn how PEO meets Patients' TRU Needs (Task & Treatment, Respect, Uniqueness) to create patient satisfaction, engagement, and loyalty.
   - HPs learn how the simple VOICE model can better enable them to meet patient TRU Needs in a collaborative way, in even simple interactions.
   - HPs review and commit to job standards that demonstrate Patient Experience Ownership.

2. **The 4-Ps of Respect**
   - HPs experience and discuss the effect of non-inclusion on feelings of alienation and anger in those not included, and the feeling of power in those included.
   - In teams, HPs review and add best practices and courtesies toward respecting patients’ purposes, privacy (including HIPPA), and personal time and space.
   - HPs learn that the highest level of respect involves asking, listening, and responding to each Patient’s VOICE (Values, Opinions, Information, Concerns, and Emotions).
   - In teams, HPs identify an example patient’s VOICE statements and how they can align their VOICE and provide GEMs to create feelings of respect and satisfaction.
   - HPs review and commit to job standards that meet the 4-Ps of Respect.

3. **Align to Build Trust and Confidence**
   - HPs are introduced to all Five Master Skills: Align, Bridge, Clarify & Check, Do & Delight, and Explain; and how they create conversational flow.
   - HPs identify and practice the many ways to Align (welcome, assure, acknowledge, praise, apologize) as their first response in twelve common healthcare interactions to maintain trust and confidence.
   - HPs identify and practice Aligning keywords and Aligning signals (body language and voice tones) to demonstrate warmth and professionalism.
   - HPs identify and practice ways to SpeakWell of the patient, co-workers, provider, and themselves.
   - HPs review and commit to on-the-job Aligning standards.

4. **The KIND Greeting and Manage Expectations**
   - HPs learn how greetings and expectation-setting prevent six common healthcare faults and errors.
   - HPs practice their own KIND Greeting to quickly exchange pleasantries and needed information.
   - HPs learn and practice setting expectations in four areas to keep patients and co-workers informed, involved, and satisfied.
   - HPs practice the Apologetic I-Can Response to handle initial complaints and unrealistic expectations.
   - HPs review and commit to job greeting and expectations-setting standards.
Skill Clinic Descriptions (continued)

5. Ask for and Listen to Each Patient’s VOICE

- HPs learn how asking and listening skills save time, improve outcomes, and reduce costs.
- HPs complete six quick Listening Tests to experience how well they listen for hidden information, detailed instructions, retain information, and to demonstrate active listening.
- HPs practice a three-step process for uncovering information, following-up, and checking understanding to ensure complete and accurate information gathering.
- HPs learn how to balance open and closed questions, use the 5-Ws & H of open questions, probe in-depth, and test ideas and understanding.
- HPs learn to apply their asking and listening skills to uncovering all the elements of their patients’ and co-workers’ VOICE.
- In teams and individually, HPs identify and take away crucial initial open questions, follow-up questions, and checks of understanding.

6. Explain and Instruct for Improved Outcomes

- HPs discuss the research on how seven missing elements in most healthcare explanations lead to poor adherence, mistaken prescriptions, preventable errors, and increased costs.
- HPs practice replacing Ownership-Breakers (I can’t help you) with I-Can Responses to demonstrate ownership and build confidence and trust.
- In moving spotlight activities, HPs practice converting demanding instructions into Will-You Requests to improve collaboration and adherence.
- HPs practice the three skill-steps to explaining: Bridge to explanations; Explain clearly and completely the “what” and the “why” (to gain buy-in); and Check for understanding and acceptance.
- HPs practice including TeachBack Requests in their explanations to dramatically improve patient and co-worker retention and adherence.

7. Empathize to Save Time and Build Loyalty

- HPs learn their empathy can overcome the negative effects of anxiety, anger, and sadness on information sharing, adherence, health behaviors, and even treatment outcomes.
- In a unique dramatization, HPs experience how specific empathy skills can remove the barriers of anxiety, anger, and sadness to create a collaborative relationship based on shared VOICES.
- Three levels of empathy are reviewed — each with a linguistic model and set of examples.
- HPs teach each other six skills from other Clinics to establish Level-3 Empathy.
- Pairs practice all six Level-3 Empathy skills in their own patient and co-worker situations.
Skill Clinic Descriptions (continued)

8. Delight with GEMs®
- HPs learn and identify examples of three types of GEMs: extra actions, extra information and suggestions, and extra gifts and amenities.
- Two GEM Rules are discussed to ensure that GEMs are appropriate and well received.
- HPs identify GEMs they received at and away from work, and their effects on the receiver and giver.
- HPs identify GEMs with four purposes including Recovery GEMs and Preventative GEMs.
- HPs identify GEMs that meet Patients’ 7-C Healthcare Needs (Comfort, Convenience, Costs, etc.).
- HPs work in teams to identify 12 GEMs each, conduct a Gallery Walk activity to review and present their GEMs to each other, and individually identify GEMs they each commit to using on the job.

9. Resolve Complaints and the BlameFree Apology
- HPs review and discuss the negative outcomes of dissatisfied patients, the two primary causes of dissatisfaction and complaints, and how apologizing is half the solution.
- HPs work in teams to define specific complaint identification, resolution, and avoidance strategies.
- HPs learn and practice two types of apologies: The BlameFree Apology and the Accountable Apology.
- HPs review and practice a four-step model for resolving complaints that combines skills from prior clinics: apologize & empathize, bridge, clarify & check, and do and delight.
- HPs review and commit to job standards to resolve complaints and use BlameFree Apologies.

10. Say “No” with I-Can
- HPs discuss the growing need to say “no,” and the need to create win-win-win solutions.
- HPs revisit the practice of converting ownership-breakers into I-Can Responses.
- HPs review four proven progressive strategies for saying “no” and achieving win-win-win solutions: Say “No” with I-Can, Align and Explain Why, Clarify the Need-Behind-the-Need, and Request a Concession.
- HPs practice each of the four proven strategies to handle their own Tough Requests in a sequential set of practice activities that build toward mastery.
- HPs review and commit to job standards to Say “No” with I-Can.
Healthcare Communication Toolkit

The Healthcare Communication Toolkit is an extensive set of proven tools and checklists for improving patient satisfaction and the quality and efficiency of healthcare delivery. It is included in the Deluxe Participant Kit and the Leader Kit. The electronic masters are provided with the Open License and may be re-purposed for online databases, local problem-solving, internal consulting, and to build new Clinics.

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The Healthcare Management Toolkit, like the Communication Toolkit, is an extensive list of tools and checklists, but is targeted to the needs of hospital executives and managers. It is included in the Manager Kit and the Leader Kit. The electronic masters are provided with the Open License and may be used for online database, local problem-solving, internal consulting, and management training.

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Best Practices Toolkit

The Best Practices Toolkit contains hundreds of vignettes and short stories of healthcare providers’ actions and programs to improve healthcare experiences, efficiency, and effectiveness. It is only included in the Leader Kit. The electronic masters are provided with the Open License and may be used for an internal database, local problem-solving, internal consulting, and employee and manager training.

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About Customer Focus, Inc.

Customer Focus is proud to bring 18 years of experience providing innovative, world-class customer service and loyalty-building learning programs to the healthcare industry.

We have developed benchmarked service and consulting skills since 1994 with industry-leading clients: IBM, Dell, BMW, Ritz-Carlton, FedEx, Verizon, KeyBank, and many others. Working with major healthcare providers and accreditors, including Children’s Medical Center, The Joint Commission, University of Louisville, Reid Hospital, and American Association of Physicians Assistants, we’ve adapted these world-class skills to introduce a learning platform uniquely suited to the needs of healthcare providers.

With performance consultants and master facilitators at 16 locations across the country, Customer Focus offers on-site consultation and delivery, and flexible program customization and implementation to meet each healthcare client’s unique needs. Healthcare providers choose Customer Focus for:

✦ Patient-centered collaborative culture-building learning programs
✦ Measurable world-class healthcare service and collaboration skills and standards
✦ Flexibility, responsiveness, and creativity to meet client needs
✦ Commitment to the success of your organization, its people, and patients

All Customer Focus learning programs provide employees with the critical skills, practical knowledge, confidence, motivation, empowerment and patient-centered collaborative values to co-create patient quality of health and life with patients, patient families, and each other. Contact us for free consultation and program samples.

Beyond Quota is a Customer Focus, Inc, Partner firm, serving Midwest clients.

With more than 25 years of experience (10 of them working with Customer Focus) Beyond Quota is responsible for Patient’s VOICE implementation, consulting and Clinic Leader Training.

Two senior-level principals of Beyond Quota will develop and ensure successful training delivery. Both have significant, senior management experience with well-recognized health care provider and services firm clients, including Reid Hospital and Health Care Services, the Joint Commission, Abbott’s Pharmacy Solutions, the Rehabilitation Institute of Chicago, The Academy of Physician Assistants and the Pacific Alliance Medical Center. Their roles at Mercy would include:

✦ Maureen Grinnell, is a CFI Master Trainer and has led customized call center workshops for many nationally and international-recognized loyalty leaders and healthcare firms. Maureen will serve as the primary implementation consultant and workshop facilitator.

✦ Dave Grinnell will assist Maureen, serving as the Project Administrator and Senior Consultant
# Customer Focus Clients

## Banking
- Affinity Bank
- Citizens Bank
- First Union National
- MidWestOne Bank
- Key Bank
- Mercantile Southern MD
- First National Bank of Ottawa
- Washington Mutual
- Michigan First

## Communications
- Verizon
- Comcast
- Time Warner
- ATT/Wayport
- BellSouth
- Cable & Wireless
- Newspaper Services of America
- Broadridge

## Energy
- American Water
- AmeriGas
- Atmos Energy
- Progress Energy
- Clay Electric Coop
- Mobile Gas
- BP Petroleum
- Ashland/Valvoline
- Chesapeake Energy
- Colorado Springs Utilities
- CLECO

## Financial
- CIBC World Markets
- Dell Financial Services
- Edward Jones
- Ernst & Young
- John Hancock
- GMAC
- Goldman Sachs
- Navistar
- Southwest Securities
- Financial Profiles
- First American Real Estate
- Financial Profiles
- Baker Commodities

## Government
- City of Los Angeles
- City of Trenton, NJ
- U.S. Coast Guard
- Delaware Dept of Regulations
- County of Ventura
- Robins Air Force Base

## Hospitality
- Days Inn
- Holiday Inn
- Ritz-Carlton

## Healthcare
- Children’s Medical - Dallas, TX
- Community Hospital Anderson, SC
- Express Scripts
- Pharmacy Solutions, an Abbott Company
- Hill-Rom
- Physician Sales and Service
- TransAmerica Senior Living
- Reid Hospital
- Resource Anesthesia
- Saint Clare’s Health System - NJ
- Springs Memorial - Lancaster, SC
- U of Louisville Outpatient Center
- Virginia Hospital Center
- Diagnostica Stago
- Carestream Health
- The Joint Commission
- Academy of Physician’s Assistants
- Maxor Pharmacy Services
- Pima Medical Institute

## Insurance
- Blue Cross/Blue Shield
- Gilbar
- MBIA Insurance
- Noridian Mutual Insurance
- American Modern Insurance

## Manufacturing
- Aggreko
- Alpha Technologies
- American Eurocopter
- Barry Wehmiller
- Benziger Family Winery
- Bindco
- Cabot Corporation
- Coca-Cola
- Dan River
- GAF Materials
- Lennox Industries
- Levi Strauss
- Milliken
- Movado Watches
- NEC Computer Systems
- Pentair
- Ralston Purina
- Saint Gobain Plastics
- Sola Optical USA
- Wilson-Art Plastics
- Cessna
- Granite Construction
- Hoya Vision
- Hydro Aluminum
- Knauf Insulation
- Mazda
- Pines Manufacturing
- Regency Lighting
- Rudolph Foods
- Baltimore Air Coil

## Aerospace
- ViaSat
- Boeing/SeaLaunch
- BAE Systems

## Info Technology
- Affiliated Computer
- Catapult
- Com Squared Systems
- Dell
- IBM and IBM.com
- Internet Security
- CompuCom
- LISC

## Retail
- AMF Bowling
- Best Buy
- Domain Home Fashions
- ExpressScripts
- International Truck
- Peterbilt Motors
- Suncoast Roofing
- Harley Davidson
- Home Direct

## Services
- Accenture
- Christie’s Auction
- Enterprise Events
- FedEx
- Hoover’s
- Safety-Kleen
- Toronto Convention
- Curtis 1000
- Court Call
- Koorsen Fire
- NIA
- Praxair
- Valley Vista Services
- APICS
- ProLaw/Thomson Reuters

## Transportation
- Bekins
- Pacer Stacktrain
- Hub Group
- Lake Express
- SMART
- MARTA

## Distributors
- National Wine & Spirits
- Progressive Concepts
- Velux-America, Inc.
- Keany Produce
- NuCO2
- Parts Super Center

## Education
- CVCC
- Dallas Comm. Colleges
- Lorain College
- Pike County (AL) School
- University of Texas
- Savannah College of Art and Design
- Compass Learning
- The College Board
- University of Indiana Kelley School