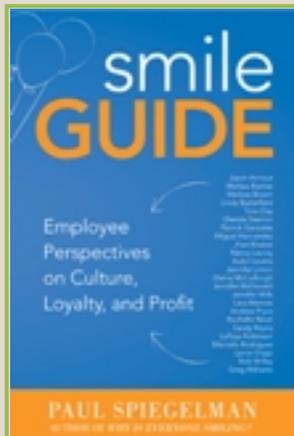


The Patient Experience Post

Healthcare's Resource for
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Since the mid-1990s, Baird has helped healthcare organizations nationwide improve the patient experience and enhance organizational culture. Baird's culture assessment and diagnosis include experience mapping, medical mystery shopping, and focus groups to reveal the real customer experiences within your organization. Using your patients' experiences, Baird and her team prescribe critical next steps for improving patient satisfaction and HCAHPS scores.

Good Read: *Smile Guide* by Paul Spiegelman

by Kristin Baird, RN, BSN, MHA

Does your culture promote employee engagement? Peter Drucker said, "Culture eats strategy for breakfast," or, in other words, you can have the most comprehensive strategic plan in business history, but it won't gain an ounce of traction without a culture that is aligned well enough to execute that strategy. And alignment comes down to people.

Paul Spiegelman knows what it takes to build a culture that will drive and support strategy day in and day out. In his latest book, *Smile Guide: Employee Perspective on Culture, Loyalty, and Profit*, Spiegelman tells the story of the BerylHealth's success, not through his own eyes, but through the eyes of the employees. Beryl is the national leader in healthcare call centers, an industry that is notorious for low morale and high turnover. Beryl has become the leader by nurturing its people and creating a culture where people are engaged, empowered, and loyal. The result is a better-quality product, financial performance, and growth.

What I love about this book is the way the reader is drawn into the Beryl culture through the many and varied perspectives of employees, ranging from senior executives to customer service agents. Each chapter addresses one facet of culture, which is brought to life through stories and examples and ends with action steps that the reader can implement at his or her own organization.

Another thing I applaud Spiegelman for is not shying away from the tougher issues associated with organizational culture. It's one thing to inspire your employees with a fun, engaging environment, but what do you do about the few who want to push boundaries or take advantage of corporate and peer generosity? This book hits on those topics as well. By addressing the tough stuff, and sharing how they dealt with these challenges, the book reminds us that we can't let ourselves be stifled by the few bad apples. Doing the right thing for and with employees will pay off.

This book is a sort of sequel to Spiegelman's 2007 book, *Why is Everyone Smiling? The Secret Behind Passion, Productivity, and Profit*, but stands firmly on its own. I think it's a must-read for anyone who wants to improve organizational culture. The stories are inspiring and the action steps are practical.

Learn more about ways you can ensure that all of your customer interactions, including over-the-phone interactions, support your healthcare organization's brand, as in [Living Your Brand Promise](#), featuring Kent Seltman, co-author of Management Lessons From Mayo Clinic. As the former Director of Marketing at Mayo Clinic, Seltman was charged with managing the brand for this world-renowned organization. During this 90-minute presentation, you'll hear about crucial elements in aligning the brand promise with the patient experience in order to build trust and credibility with customers. For only \$89, you'll receive all this: pre-session worksheets, a session workbook, webinar slides, and an audio CD of the 90-minute webinar, complete with the Q&A session.



Invite Baird to speak at your next leadership development event! To learn more about the [Baird Model for Service Excellence](#), employee engagement workshops, or to sign up for her FREE newsletter, write to info@baird-group.com.

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Nurse, author, and consultant Kristin Baird, "Healthcare's Customer Service Guru," is the author of *Raising the Bar on Service Excellence: The Health Care Leader's Guide to Putting Passion into Practice* (Golden Lamp Press, 2008), *Reclaiming the Passion: Stories that Celebrate the Essence of Nursing* (Golden Lamp Press, 2004), and *Customer Service In Healthcare: A Grassroots Approach to Creating a Culture of Service Excellence* (Jossey Bass, 2000).