



## Moving the Patient Experience Culture from Good to Great

### Client

A Midwest system consisting of one community hospital and five satellite clinics. Although located in a one-hospital town, they are within easy driving distance to two high-profile medical centers, one a large academic medical center.

### Problem

The hospital has over a century of history in the community and was losing market share throughout migration. Senior leaders wanted to be able to differentiate their community medical center on service. Unable to compete in tertiary care, the hospital leaders determined that they could outshine competitors on the patient experience. Unfortunately, patient satisfaction scores were at the 50th percentile with widespread complacency toward customer service throughout the system. Many processes were provider or organization centered. Mid-level managers lacked skills needed to deliver a patient-centered and family-centered experience. At the same time, employee engagement was suffering and staff felt stifled.

### Solution

The organization hired Baird to assist in driving a culture shift that would result in clear focus on the patient experience with sustainable results. Baird conducted a comprehensive culture assessment and used the findings to set the strategy and action steps for sustainable culture change. Baird assisted senior leaders in clarifying the vision for the future culture and implementing strategies for transformation.

Some of the key actions included:

- Articulating a clear vision for the service culture
- Establishing a Service Excellence Team with specific objectives and action steps
- Developing a leadership development curriculum to hone leadership behaviors to drive and sustain the desired culture—coaching skills, employee engagement
- Establishing standards for service excellence
- Conducting leadership training and coaching
- Training a core group of trainers who trained frontline staff on standards for service excellence

### Strengthening Standards

Quantitative and qualitative data demonstrate a significant improvement in patient satisfaction scores as well as employee engagement. Benchmarked survey data currently places this hospital in the 87th percentile, and in 6 of 8 HCAHPS dimensions, the hospital outperforms its closest competitors.

Senior leaders report that the frontline managers are more engaged and accountable since implementing The Baird Model.

“*Through a well-defined and in-depth culture assessment, Baird Group provided us a deeper understanding of the barriers that were getting in the way of being exceptional. Their approach was very hands on in helping us build a foundation for success.*”

-VP of Service Excellence