

Carolinas HealthCare System

Annual Continuing Education Modules

A Culture of Service Excellence at CHS

Corporate Service Excellence

This self-directed learning module contains information you are expected to know to serve our patients, customers, coworkers, and guests.

Target Audience: *All CHS Employees*

Contents

Instructions	2
Learning Objectives	2
Define a Customer	3
Standards of Excellence	4
Key Words at Key Times	7
Communication using A-I-D-E-T	7
Managing Up	9
Service Recovery	10
Job Aid	13
Posttest	14



Service Excellence



Instructions:

The material in this module provides important information and resources in support of our culture of Service Excellence.

- Read this module.
- If you have any questions about the material, ask your supervisor.
- The Job Aid on Page 13 should be customized to fit your department's policies and procedures and then used as a quick reference guide.
- Complete the Posttest for this module.

Learning Objectives:

When you finish this module, you will be able to:

- Define a Customer.
- State the CHS Standards of Excellence, comprised of four Core Values & three Supporting Standards.
- Identify how we measure satisfaction.
- Describe the importance of using Key Words at Key Times during patient and family interactions.
- Explain how AIDET helps to reduce anxiety and allows us to be consistent in our approach to patient care.
- Use AIDET in your daily interactions with internal and external customers.
- Understand the benefits of Managing Up and use this tool to build Teamwork.
- Describe the Service Recovery process using the acronym ACT.



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Providing Excellent Service is vital to the mission of CHS.

Carolinas HealthCare System (CHS) is committed to creating a championship culture around service. The mission of the Carolinas HealthCare System is to create and operate a comprehensive system to provide health care and related services, including education and research opportunities, for the benefit of the people it serves.

“While bricks and mortar form the physical structure of our hospitals and healthcare facilities, it is the compassion, caring and dedication of our employees and physicians that make the heart of our institution. Your commitment to Service Excellence principles assures our long term success as we embrace excellence in every facet of our organization.”

~Dennis Phillips, Executive Vice President, Metro Region

Our customers, both internal and external, deserve a Culture of Excellence. We have the power to ensure our culture lives up to that expectation.

- Our team members feel they have a purpose, are doing worthwhile work and are making a difference.
- Our physicians are comfortable in knowing their patients are receiving EXCELLENT care.
- Our patients feel their experience at Carolinas HealthCare System is EXCELLENT.

It’s not just about patients; it’s about all of our customers

Who are our customers? If you answered, “Patients”, you would be correct; but our customers are much more than just our patients. EVERYONE we interact with is considered a customer. Teammates, physicians, patients, family members and friends are our customers. When you’re walking down the hall, every person you pass is a customer. Make eye contact, say hello, and offer assistance to those who appear to need help. Represent CHS in a positive way and make an excellent impression on everyone you meet.



Service Excellence

CHS Standards of Excellence

Introduction

We consider individual customer needs and provide services in keeping with the CHS Core values: *Caring, Commitment, Integrity and Teamwork*. In addition, we expect all team members to adhere to certain behavioral standards: *Communication, Service Recovery and Safety*.

Our standards set the tone for the culture we have chosen to create at Carolinas HealthCare System. We expect excellent patient care and customer service and strive for high levels of patient, team member and physician satisfaction. ***The success of a culture of Service Excellence depends on each one of us.***



All team members are expected to model and support the four CHS Core Values of Caring, Commitment, Integrity and Teamwork.

Caring: I will

- Demonstrate patience, caring and concern for my customer's needs.
- Be polite, respectful and courteous to others.
- Demonstrate a spirit of helpfulness.

Commitment: I will

- Remember that I **am** the reputation of CHS.
- Provide excellent care and service.
- Support the organizational decisions of CHS.
- Project a professional image through my actions and appearance.
- Maintain CHS facilities with a sense of ownership.



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Integrity: I will

- Respect the privacy of our customers.
- Take accountability for my actions.
- Value my customers' time by providing prompt service.
- Respect the diversity of those I serve.
- Conduct personal discussions in private.
- Maintain confidentiality and adhere to privacy standards and HIPAA guidelines.

Teamwork: I will

- Understand my role and fulfill my responsibilities.
- Work cooperatively with others.
- Avoid making excuses or blaming other people.
- Consider the needs of others.

In addition to living and supporting our core values, we expect staff to model the three Supporting Standards – Communication, Service Recovery and Safety.

Communication: I will

- Communicate in an open, clear and concise manner.
- Speak in a positive, professional and courteous manner at all times.
- Tell the right people the right things at the right time.
- Call customers by name.
- Introduce myself, communicating my qualifications and my commitment to excellent patient care (see AIDET, page 7).



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Service Recovery: I will

- Remain calm, listen and avoid becoming defensive.
- Apologize for not meeting the customer's expectations.
- Correct the problem or find someone who can.
- Take action to make amends for the service lapse.
- Communicate to the customer in a timely manner how the problem will be corrected.
- Thank the individual for bringing their concern to my attention.

Safety: I will

- Be committed to patient safety.
- Maintain a safe work environment.
- Report any potential safety concerns to the appropriate personnel.
- Respond appropriately to the safety codes.
- Complete my annual training requirements.





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Key Words at Key Times

Our goal is to provide EXCELLENT patient care. In health care, patients are distracted, frightened, and many times in pain. This can get in the way of clear messages. We may think we have communicated something, but in reality what we thought we were communicating may not have been heard. Our job is also to educate the patient and family so they feel more comfortable and confident in the care they are receiving.

Benefits of Key Words at Key Times

- Provide a consistent experience to patients, families, and visitors.
- Build relationships and a sense of teamwork.
- Help the patient better understand his/her care.

Examples of Key Words

- "I am closing the curtain for your **privacy**."
- "I want to make sure you are very satisfied with the **cleanliness** of your room. Have I missed anything?"
- "Do you have any **questions** before I leave?"
- "We are very committed to **managing your pain**..."
- "For your **privacy**, we will release your medical records only to someone you designate."
- "For your **safety**, I am setting the brake on this wheelchair."
- "Our goal is to provide you with **excellent** service."
- "For your **safety**, CHS is a non-smoking campus."
- "To ensure **privacy**, CHS utilizes many computer security safeguards."

A-I-D-E-T: A Powerful Communication Tool for ALL Customer Encounters

AIDET is **A**cknowledge, **I**ntroduce, **D**uration, **E**xplanation, **T**hank You. Use this format to ensure a clear exchange of information in every customer situation.

Did you know? It is estimated that the average patient who is hospitalized for the average length of stay of **3.5 days encounters about 74 different staff members!** Unfortunately, it is also estimated that only about **42 percent of staff introduce themselves to patients.** This means that the average patient sees about 40 people during their hospital stay who don't personally connect with the customer.

AIDET is a simple and effective way for customers to feel comfortable with all members of the care team.

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Let's look at AIDET in more detail

A	Acknowledge Whether you acknowledge the patient by name or with a friendly smile, the patient knows you have connected with them. Focus on your patient. Eye contact, a pat on the shoulder, and a smile are all nonverbal ways of acknowledging a patient or family member.
I	Introduce When you introduce yourself by name; state the name of your department and talk about your experience. This puts the patient at ease. For example, you might say, "Good morning Mr. Jones. My name is Mary, and I am here to take you to your appointment with Radiology. I'm part of the transport team and I will do everything to make you as comfortable as possible."
D	Duration Give an estimate of the time it will take to complete the procedure or how long they will have to wait. For example, you might say, "It should only take me about 15 minutes to register you." or "Your nurse will be out to get you in about 10 minutes."
E	Explanation Give an explanation of what you are going to do for the patient. Ask if they have ever had the procedure done before, or if they have any concerns or questions before you start. Explain more as you proceed. Remember, patients always appreciate a clear explanation.
T	Thank You Thank the patient for choosing Carolinas HealthCare System, then ask the patient, "Is there anything else that I can do for you?" or, "Do you have any questions at this time?"



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Managing Up

Managing Up is an important part of AIDET. In a nutshell, Managing Up is speaking about CHS caregivers, team members, or departments in a positive way. By Managing Up, we are eliminating the “blame game” and instead are using positive words to describe our team members. Some benefits of Managing Up include:

- Helping to reduce patient anxiety by assuring them the staff work well as a team and communicate with each other.
- Improving teamwork and reduces department conflict.
- Improving relationships among teammates, departments, and physicians.
- Helping to create a good impression of others for the patient or family before they meet them. They have a positive impression of who they will meet and feel less anxious.

Some examples of Managing Up include:

Managing Up other departments: "Hello Mr. Jones I've been with CHS Patient Services for many years. I am happy to walk you down to Medical Records as you requested. You know, that department has excellent staff with many years of experience. They are going to help you find exactly what you need."

Managing Up co-workers: "Hello Mr. Jones. I'll be leaving for the day; however, Sue is going to be your nurse for the next shift. Sue has been a nurse for 10 years and she is excellent. The staff and her patients love her!"

Managing Up physicians: "Hello Mr. Jones. I see Dr. Smith is going to be working with you today. Dr. Smith has been with us for several years and is a great physician. I'm sure he'll provide you with excellent care."



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Service Recovery

The Service Recovery Policy outlines the procedure to respond to an unmet expectation. Basically, employees should follow the acronym **A-C-T** (**A**pologize, **C**orrect, **T**ake Action)

Apologize for not meeting the customer's expectation

Acknowledge the concern and/or issue promptly

Always demonstrate courtesy and compassion in response to every customer's concern and/or issue. You might say, "Mrs. Smith, I understand you are not satisfied with the wait time for your husband's appointment."

Clarify the customer's concern and/or complaint

Make every effort possible to ensure understanding of the concern or issue from the customer's perception. Non-verbal/verbal actions need to reinforce empathy with the customer's concern. Allow customers to voice their concern without taking it personally. Make eye contact, and focus on the customer. Remain calm.

Apologize to the customer for their inconvenience or dissatisfaction

While apologizing to the customer, avoid making excuses or placing blame on other teammates or departments. Instead, say "I am so sorry this has happened," or "I apologize you have had to wait."

Correct the service issue

The most important thing to remember is you are empowered and expected to take action towards a fair and reasonable resolution to a complaint.

Each teammate has responsibility to implement Service Recovery. Your supervisor will tell you what is acceptable in your area.

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Take appropriate action to make amends

Take action toward meeting customer expectation(s)

If you don't have the ability to meet the customer's expectation, then notify your supervisor immediately.

Determine if a service recovery apology note and item are necessary

Sometimes saying we are sorry and trying to resolve the customer's complaint are not enough. At times, the customer is not going to be happy with the resolution or there will not be a satisfactory resolution.

You are empowered to determine if an apology note and token of apology is necessary. See your Service Recovery Tool Box for recovery items. If the situation seems to be escalating, contact your supervisor immediately.

Enter the incident in our Service Recovery database

In many cases, after you perform a service recovery, you should be sure to enter the event into the Service Recovery database. This allows CHS to look for process improvement opportunities. All employees with access to a computer can access the Service Recovery database. **On PeopleConnect, go to e-forms in the Quick Links column, and select Service Recovery.**

Supervisors are expected to train their team members in the use of the Service Recovery database. If you have not received this training, please let your supervisor know.

Remember, all CHS team members are encouraged to initiate Service Recovery.

In fact, ANY team member who is first to hear or see a complaint, concern, or need is empowered to begin the Service Recovery process by making an apology, correcting the problem, or possibly offering a small token for our service lapse. Remember to thank customers for their willingness to express concerns.



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CHS Measures Satisfaction

In order to know if we are meeting our goals, CHS collects feedback on a regular basis. First and foremost, we measure to identify what we are doing well, and we reward and recognize success. We also want to know when something can be improved.

Three important metrics we track are **teammate engagement, physician satisfaction, and patient satisfaction.**

- Teammates are surveyed annually.
- Physicians are surveyed annually.
- The following patients are randomly surveyed on an ongoing basis:
 - *Inpatient*
 - *Outpatient*
 - *Emergency*
 - *Medical Practices*
 - *Urgent Care sites*
 - *Post-Acute Care Services*





Job Aid

Carolinas HealthCare System (CHS) is committed to creating a championship culture around service. The mission of the Carolinas HealthCare System is to create and operate a comprehensive system to provide health care and related services, including education and research opportunities, for the benefit of the people it serves.

All team members are expected to model and support the four CHS Core Values of Caring, Commitment, Integrity and Teamwork.

In addition to living and supporting our core values, we expect team members to model the three Supporting Standards of Communication, Service Recovery and Safety.

AIDET is **A**cknowledge, **I**ntroduce, **D**uration, **E**xplanation, **T**hank You. All teammates are expected to use this format to ensure a clear exchange of information in every customer situation.

Examples of Key Words include: **privacy, safety, excellent.**

EVERYONE we interact with is considered a customer. Coworkers, physicians, patients, family members and friends are our customers.

The Service Recovery Policy outlines the procedure to respond to an unmet expectation. Teammates should follow the acronym **A-C-T** (**A**pologize, **C**orrect, **T**ake Action).

Remember, all CHS teammates are encouraged to initiate Service Recovery.

Our standards set the tone for the culture we have chosen to create at Carolinas HealthCare System. We expect excellent patient care and customer service and strive for high levels of patient, teammate and physician satisfaction. ***The success of a culture of Service Excellence depends on each one of us.***



Posttest

1. **The purpose of Carolinas HealthCare System Service Excellence Standards of Behavior is:**
 - a. To provide quality customer service.
 - b. To promote high levels of patient, teammate, and physician satisfaction.
 - c. To cause the patient to submit to impersonal healthcare at Carolinas HealthCare system.
 - d. All of the above
 - e. A & B

2. **In addition to the four Core Values, we are committed to which Supporting Standards:**
 - a. Communication, Service Recovery, Cleanliness
 - b. Safety, Privacy, Communication
 - c. Communication, Safety, Service Recovery
 - d. All of the above

3. **The following words are considered “Key Words”:**
 - a. Excellent
 - b. Safety
 - c. Privacy
 - d. All of the above

4. **The success of the Carolinas HealthCare System culture of Service Excellence is dependent upon:**
 - a. Maintenance
 - b. Environmental Services
 - c. Nursing
 - d. Physicians
 - e. Everyone

5. **A customer is defined as:**
 - a. A person who promptly pays for his/her services.
 - b. Anyone with whom we interact.
 - c. Patients, physicians, and teammates.
 - d. Teammates of your department, but not teammates of other departments.

6. **The Service Recovery acronym, A.C.T., stands for:**
 - a. Apologize, Correct, Take action
 - b. Ask, Communication, Take action
 - c. Apologize, Correct, Talk to your supervisor

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7. **The four Core Values of CHS are:**
 - a. Excellence, Compassion, Integrity, Communication
 - b. Caring, Integrity, Commitment, Teamwork
 - c. Teamwork, Excellence, Integrity, Compassion

8. **An important tool that provides a template for a positive exchange of information during initial customer encounters is:**
 - a. Acknowledge, Introduce, Duration, Explanation, Thank You
 - b. Acknowledge, Explanation, Introduce, Thank You, Duration
 - c. Thank You, Introduce, Acknowledge, Duration, Explanation

9. **When Managing Up, we do **all of the following except:****
 - a. Eliminate the blame game.
 - b. Use positive words to describe our teammates.
 - c. Help to reduce patient anxiety
 - d. Give our customers false personas of our teammates.

10. **We measure satisfaction to:**
 - a. Identify what we are doing well.
 - b. To know what areas need improvement.
 - c. To reward and recognize success.
 - d. All of the above.

11. ***Ms. Brown, I will be taking you to Radiology in just a few moments for your x-ray. Their department has a wonderful staff with many years of experience. They will take excellent care of you while you are with them.***
This is an example of:
 - a. AIDET
 - b. Service Recovery
 - c. Managing Up
 - d. Measuring satisfaction

12. **_____ is a simple and effective way for customers to feel comfortable with all members of the care team.**
 - a. AIDET
 - b. A.C.T.
 - c. Flattery
 - d. S.M.I.L.E.



Immediate Feedback Response for Incorrect Test Answers

1. Our standards set the tone for the culture we have chosen to create at Carolinas HealthCare System. We expect excellent patient care and customer service and strive for high levels of patient, teammate and physician satisfaction.
2. In addition to living and supporting our core values, we expect teammates to model the three Supporting Standards – Communication, Service Recovery and Safety.
3. Examples of Key Words
 - "I am closing the curtain for your **privacy**."
 - "Our goal is to provide you with **excellent** service."
 - "For your **safety**, CHS is a non-smoking campus."
4. The success of a culture of Service Excellence depends on each one of us.
5. Everyone we interact with is considered a customer.
6. The Service Recovery Policy outlines the procedure to respond to an unmet expectation. Teammates should follow the acronym **A-C-T** (**A**pologize, **C**orrect, **T**ake Action).
7. We consider individual customer needs and provide services in keeping with the CHS Core values: *Caring, Commitment, Integrity and Teamwork*.
8. **AIDET** is **A**cknowledge, **I**ntroduce, **D**uration, **E**xplanation, **T**hank You. All team members are expected to use this format to ensure a clear exchange of information in every customer situation.
9. Managing Up is an important part of AIDET. In a nutshell, Managing Up is speaking about CHS caregivers, team members, or departments in a positive way. By Managing Up, we are eliminating the "blame game" and instead are using positive words to describe our teammates. This helps to reduce the anxiety our customers may be feeling.
10. In order to know if we are meeting our goals, CHS collects feedback on a regular basis. First and foremost, we measure to identify what we are doing well, and we reward and recognize success. We also want to know when something can be improved.
11. Managing Up is speaking about CHS caregivers, team members, or departments in a positive way.
12. AIDET is a simple and effective way for customers to feel comfortable with all members of the care team.