



Service Excellence A VERB

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Context – Healthcare is Shifting Gears

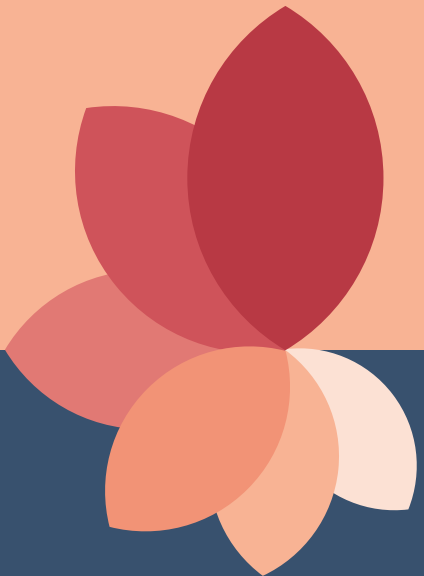
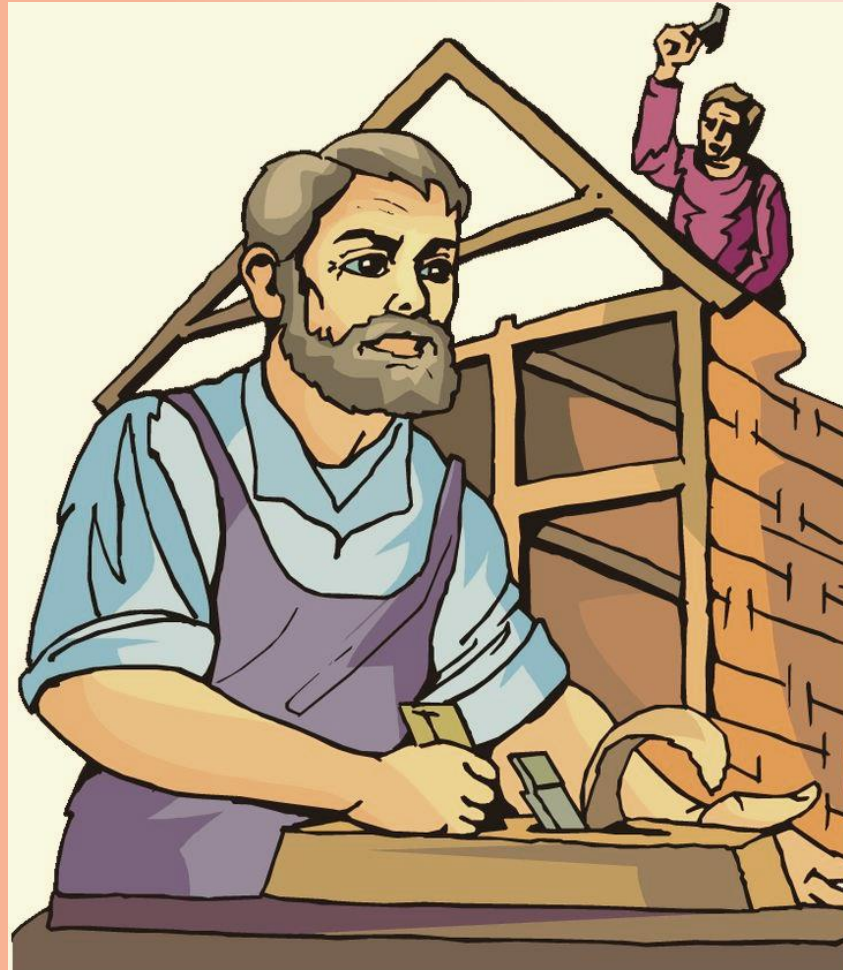
- The power of CHOICE
- Participatory Medicine - Patients are demanding a more active role and seek a level playing field
- Healthcare system reforms have not kept pace with societal changes
- The Voice of the Customer, especially in healthcare is loud
- Hence, the **BIG SHIFT**. Physician-centric to Patient-centric

Making Service Excellence a VERB

HOW?



Route Map – Peg the VISION



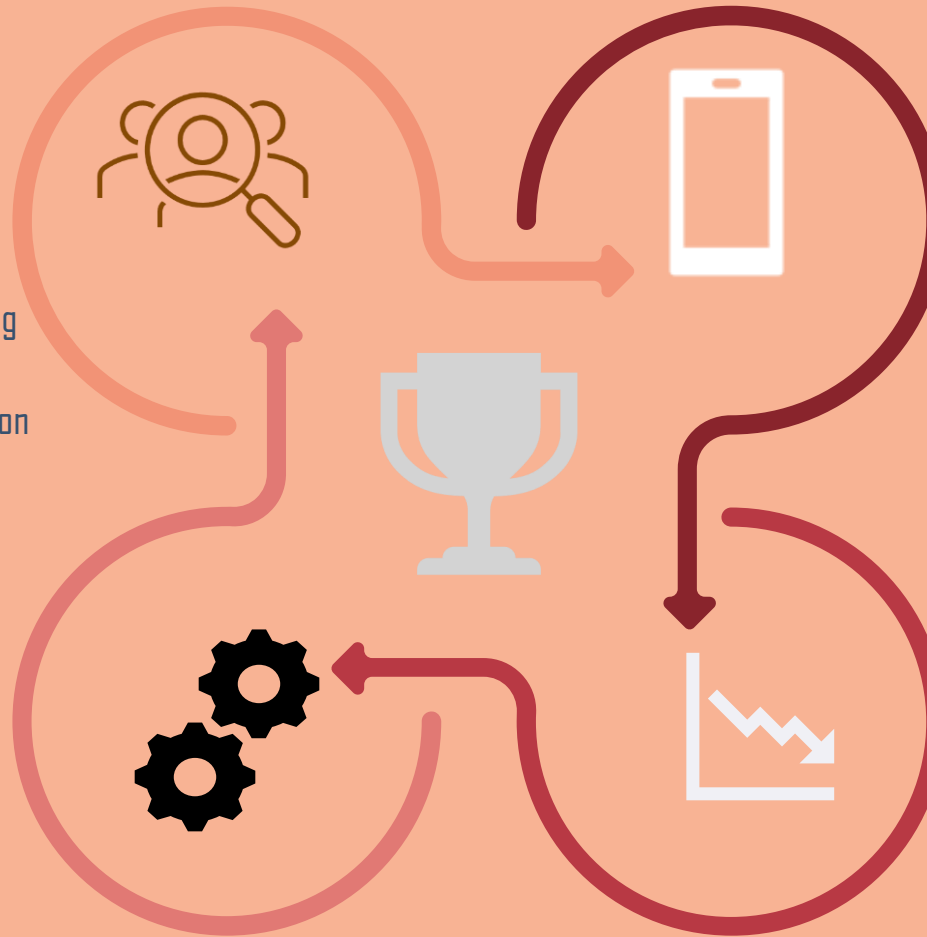
Service Excellence Framework

PEOPLE

Leadership
Org Culture
Hiring Practices
Induction
Service Competency Mapping
Learning & Development
Service Reward & Recognition

PROCESS

Design the Experience
Brand Service Standards
Build SOPs to support it
Empower the Frontline
Decentralise
Make decision-making easy

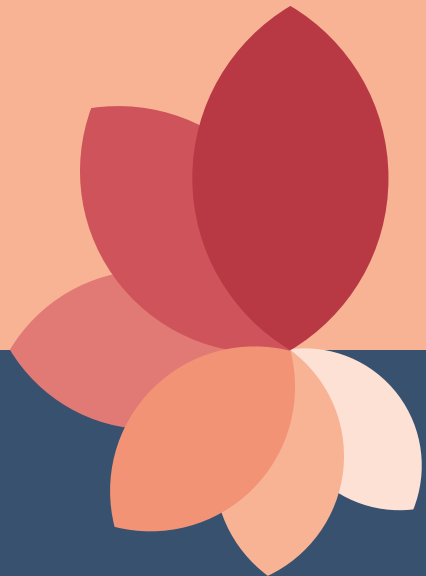


DIGITAL

Collect VOC
Categorize Feedback
RCA & CAPA

DATA & COMMUNICATION

Design your dashboards
Data Analysis
Metrics
Listen to your data





Great things in business are never done by one person. They are done by a team of people.

– Steve Jobs

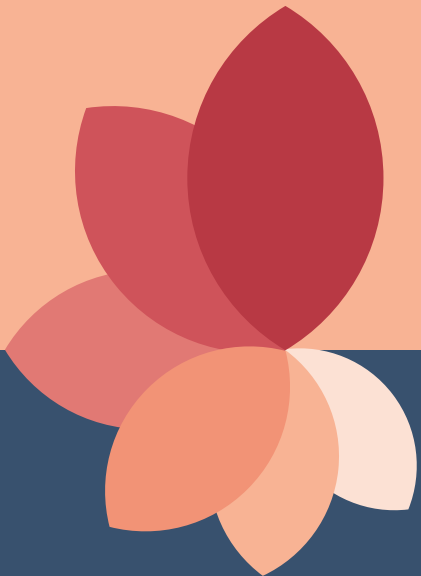
PEOPLE

A service culture doesn't happen by accident. The company is always a reflection of the person at the helm. Their attitude, their values and their commitment to service excellence will drive the actions of others in the organisation. Always has.....always will.



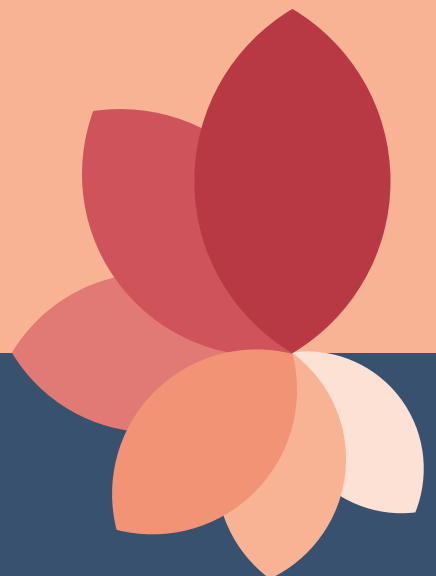
Route Map – PEOPLE - Leadership

- Despite the Technology that Healthcare boasts, the perception of Service denied or delivered will always be “Human Dependent”
- Starts at the TOP
- Get the right SE Leader – Aligned to Vision, Right Attitude & Behaviour and with the right Competencies. Domain experience and Operational chutzpah are added advantages
- Empower with seat at the table
- Allow honesty.....even the bitter truths



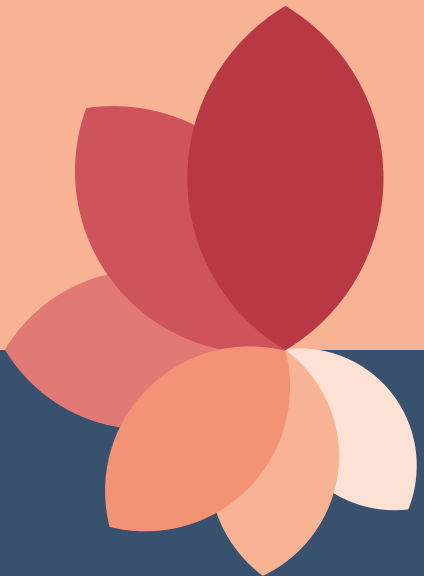
Route Map – PEOPLE – SE Team

- Build a SE team with a focus on People Excellence
- Hire, Train, Deploy, Promote, Reward & Recognize with Service as the cornerstone
- Enlist people to the cause



Route Map – PEOPLE - Teams

- Place value on your frontline associates and nurses
- Frontline hiring should involve Service Excellence
- Build Service into your Competency Framework
- Service audit results should form a part of the customer KPI for everyone
- Invest in training. Operationalize SOPs through training
- Bring people together on communication platforms like Whatsapp. Collective action is key to service excellence
- Do not live too long with hiring mistakes



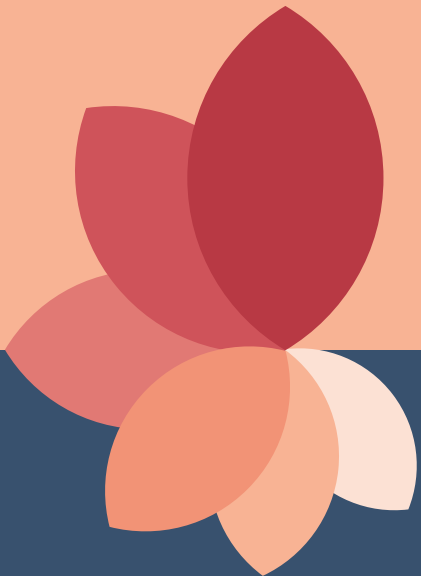


Trust the Process

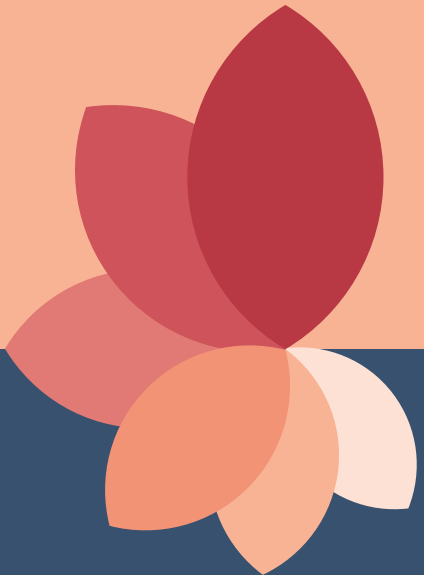
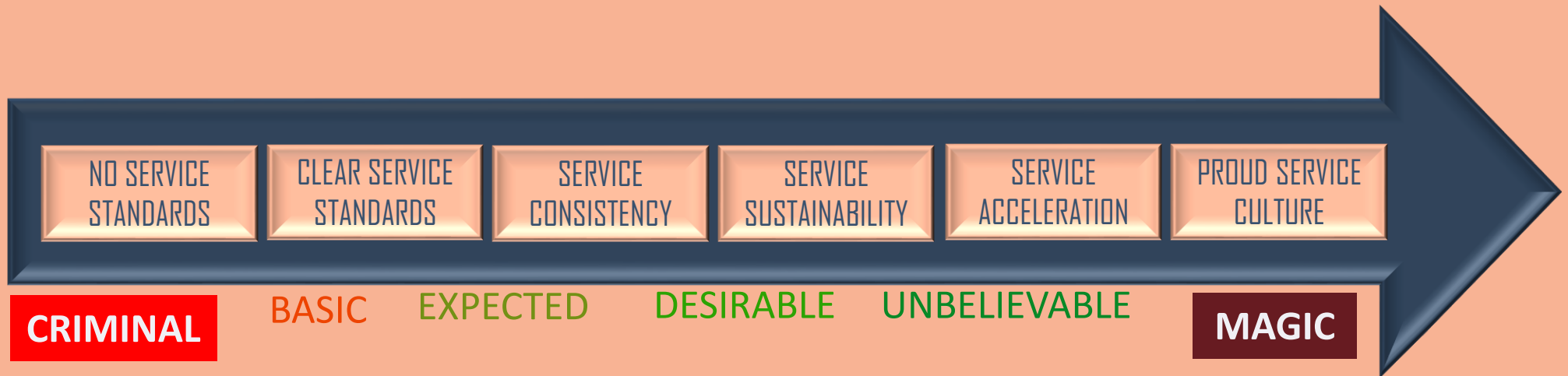
PROCESS

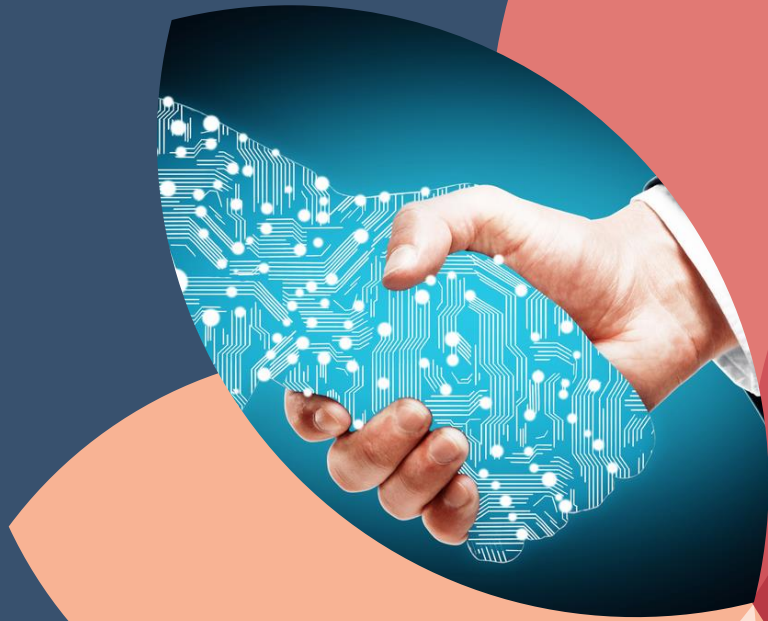
Route Map - PROCESS

- Service is a function of efficiency and effectiveness. It is an outcome of having the right person at the right job, empowered with the knowledge and tools to do the right thing
- The Knowledge & Tools is the process
- Map your patient journey, break it down to the touchpoints and then craft what the experience should be at each touchpoint. Stage it with a pilot. Once you have the proof of concept, go live
- Inspect what you Expect – Service Audits



Route Map – PROCESS – Where are you now?





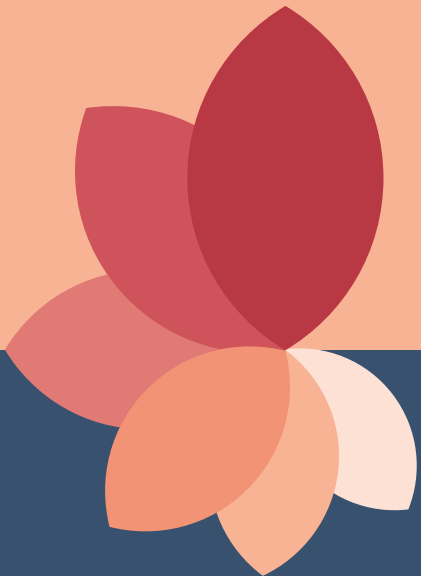
Automation, applied to an inefficient Operation, will magnify the inefficiency.

- Bill Gates

DIGITAL

Route Map - Digital

- Get a software – High fidelity to the truth, reduces human dependency. Humans should focus on service, not on measuring it.
- What to look for in a software –
 - 100% customization and alignment to your business practices and expectations
 - Escalation Matrics
 - Permits you to peg accountability by name and designation
 - Transparent RCA & CAPA
 - Is both proactive and reactive
 - Helps you build culture



Customer Feedback Management System



FEEDBACK COLLECTION CHANNELS

Real-time Collection

- » Tabs
- » QR Codes
- » Kiosk

In-Patient

- » **VoC:** QR Codes
- » **Ward Rounds:** Tabs
- » **Discharge:** Tabs
- » **Post-Discharge:** SMS & Courtesy Calls

Out-Patient

- » Tabs
- » Kiosk
- » SMS

Other Sources

- » E-mails / Letters
- » Social Media
- » Website
- » Google Review
- » Verbal

Delayed Collection

- » SMS
- » Website
- » Courtesy Calls
- » Google Review
- » E-mails / Letters
- » Social Media

TICKETING AND BUCKETING

Who?

- » Back-end: Service Analysts

Assignment to Department/s & Department Owners

How?

- » On the system as per Complaint type
- » System auto-assigns Action Steps & Severity Levels

ACTION & CLOSURE

Complaints

- » Assigned to Department owners
- » Follows Escalation Matrix as per TAT
- » Follow-up tasks auto-assigned / assigned
- » RCA / CAPA for Severity 1 & 2
- » Service Recovery & TNI for Severity 3

Complaints

Suggestions

Compliments Requests

Special Requests

Compliments, Special Requests & Suggestions

- » Assigned to Department Owners
- » Use for Team/ Individual recognition OR
- » Use for Process Improvements



Salient Features

FRONT - END



APPLICATION



QR Codes

- To minimize the use of tablets impacting spend and drive a no-touch culture



Feedback Forms

BACK - END

Escalation Matrix

- Clearly defined across all units as per pre-determined structure
 - Higher focus on RCA and CAPA
- Clear visibility into the projects each unit undertakes

Courtesy Calls

- Drive clinical accountability: Subjective comments that are clinical - automatically sent as an e-mail to the **“Treating Doctor”**
- All feedback (clinical & non-clinical follows normal Escalation process)

Severity Levels

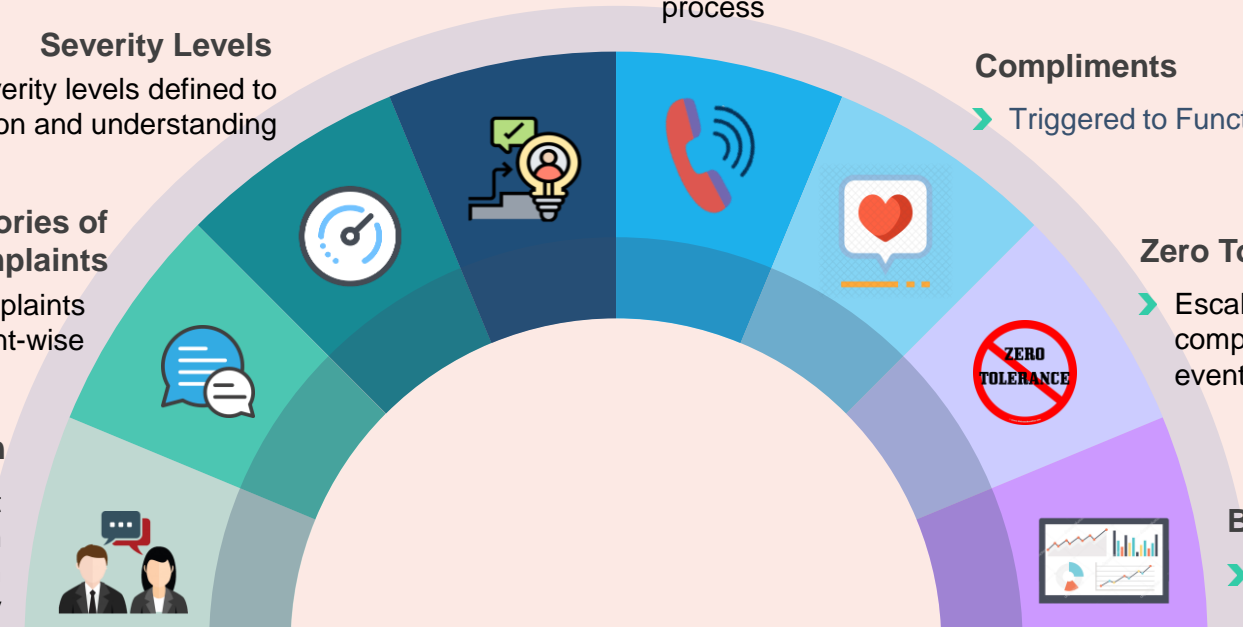
- Operational definitions for Severity levels defined to drive standardization and understanding

Categories and sub-categories of Complaints

- Re-designed and rationalized complaints department-wise

No human intervention

- Patient empowered to give feedback without intervention
- PE officers can focus efforts in engaging with patients, no access to feedback entry



Compliments

- Triggered to Functional Managers

Zero Tolerance Escalation Matrix

- Escalation to Core Committee Severity Level 1 complaints related to Patient Rights and Adverse events

Business Dashboards

- Re-designed to provide a one-view



Without data you are blind
and deaf, wandering like a
deer on the freeway.

- Geoffrey Moore

DATA

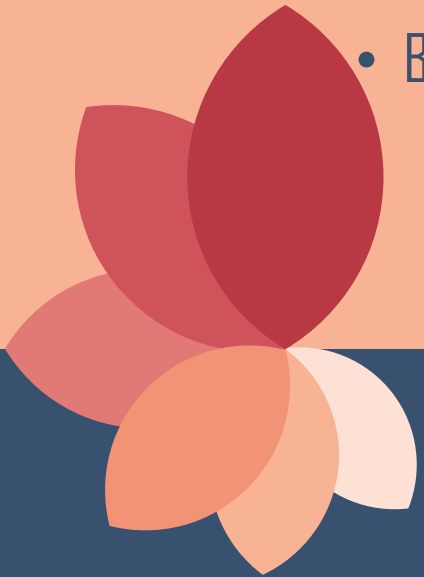
Route Map – Data & Communication

- VOC is sacred
- Keep it honest – They say that what gets measured gets improved. The truth is that what gets reported with integrity is what gets improved
- Audit source data. Ask uncomfortable questions
- Avoid being data rich and information poor
- Data Analysis - When you look at data, ask, "So? So? So what?"
- Focus on metrics that matter
- Listen to your data



Summation

- Go beyond lip service
- Walk the Talk EVERYDAY!
- Invert the pyramid – empower your frontline
- Hiring right and training right is critical
- Practice management by walking around – Inspect what you expect
- Believe that culture eats strategy for breakfast, so invest in it



Thank You!

