The Magic of Engagement™

Transformational leadership strategies to create a world-class patient experience.

Brian Lee CSP
Brian Lee CSP
Healthcare’s “Mr. Loyalty”

- Brian Lee, CSP, is one of North America’s leading experts in the field of Healthcare Patient Satisfaction, and is the author of 8 books, including “Satisfaction Guaranteed” and “Keep Your Nurses and Healthcare Professionals for Life.”

- For two consecutive years, the International Customer Service Association Conference has recognized Brian as the number one rated Customer Service Expert Speaker in the World.


- Brian has been awarded the designation of CSP, Certified Speaking Professional, by the National Speakers Association. Of the tens of thousands of speakers in North America, less than 700 have been recognized as a CSP.

- He travels 150,000 miles per year, has spoken in every state and province in North America and in 14 countries worldwide.

Company Overview


- Our Creed: We make a difference in the lives of people who make a difference in the lives of people.

- 27 healthcare clients are recipients of Regional and National Awards for Patient and Employee Satisfaction.
The Magic of Engagement™

AGENDA

Transformational Leadership Strategies to Create a World-Class Patient Experience

- Mastering the Patient Experience and Health Care Reform
- Job #1 – Keep the good people you’ve already got
- The Five Attitudes of Engagement
- The Four Imperatives of an Engagement K.E.E.P. Strategy
  - K = the Key is culture
  - E = Empowerment is the way
  - E = Education & Engagement
  - P = Play and make it Fun

The Vision
To Become an Employer and Provider of Choice

The Engagement/Service Link

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Mastering the Patient Experience & Healthcare Reform, HCAHPS & Value Based Purchasing

The Hospital Consumer Assessment of Healthcare Providers and Systems

VALUE BASED PURCHASING – The New Game Changer

In Year 1, Hospitals will have lost $850,000,000…

… and that’s just the start of DRG payment reduction…

- F2014: 1.25%  
- F2017: 2.0%

Recommendations:

- Make HCAHPS improvement a top priority by setting goals to:
  - Leverage these winds of change as a great excuse to become great!
  - Treat every employee as a caregiver
  - Goal #1 – Engage absolutely everyone NOW!
  - Goal #2 – To be well above the national average in every domain within one year
  - Goal #3 – To be in the top quartile within three years

JOB #1 – Keep the Good People You’ve Already Got

Recommendation:

Utilize the Loyalty “SMART” Questions

Tool

Ask everyone:

1. “If you were going to leave… What would be your #1 peeve?”
2. “Do you reserve the right to change your mind?”
3. “What would cause you to change your mind”

Fact

“50% of Healthcare workers do not intend to remain with their current employer.”
- AON Consulting
The Five Attitudes of Engagement

“The Problem, may not be the ones who quit and leave for more pay. It’s the ones who quit & stay”
- Brian Lee, CSP

Business Impact for an Engaged Workforce

50% – lower turnover
56% – higher than average customer satisfaction
38% – above average productivity
27% – Better bottom line
- Source - Blanchard

Recommendations:
1. De-staff your chronically unproductive staff, via corrective action planning
2. Utilize Service Standards/“Care Promises” to:
   - Choose new staff
   - Orient new staff
   - Recognize staff
   - Evaluate staff
The 4 Imperatives of a “K.E.E.P.” Strategy

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\begin{align*}
K & = \text{The Key is Culture} \\
E & = \text{Empowerment is the Way} \\
E & = \text{Education & Engagement} \\
P & = \text{Play and Make it Fun}
\end{align*}
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K = \text{The Key is Culture}
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Culture:

“Unwritten rules”

“A strategy that is at odds with an organization’s culture is doomed.”
- Jon. R. Katzenbach
Culture Changes that Stick

Recommendations:

☐ 1. Conduct a Focus Group with your staff to clarify your current culture and share it with everyone.

☐ 2. Utilize input from everyone to identify your actual culture and brainstorm your preferred culture. Example:

<table>
<thead>
<tr>
<th>Our Culture Today</th>
<th>Loyalty Culture We Need</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financially Driven</td>
<td>Customer Driven</td>
</tr>
<tr>
<td>Poor Communication</td>
<td>Good Communication</td>
</tr>
<tr>
<td>Listen but No Follow Through</td>
<td>Follow Through &amp; Results</td>
</tr>
<tr>
<td>Command &amp; Control Leadership Style</td>
<td>Empowered Employees</td>
</tr>
<tr>
<td>Silos</td>
<td>Cooperative Care</td>
</tr>
<tr>
<td>Stressful</td>
<td>Stress Managed Environment</td>
</tr>
<tr>
<td>Lean Staffing</td>
<td>Always Adequate Staffing</td>
</tr>
<tr>
<td>Poor Accountability</td>
<td>Deal with Non-Professionals</td>
</tr>
</tbody>
</table>

\[
E = \text{EMPOWERMENT is the Way}
\]

Recommendations:

☐ 1. Practice “The Complaint Golden Rule”:
   “Mess Up? Fess Up and Dress Up!”
   - Brian Lee, CSP

☐ 2. Implement a “Service Recovery Policy”

☐ 3. “To prevent your people’s mood from turning blue, give them a chance to let you know what they do…” M_________ B_________ W_________ A_________
E = Education & Engagement

“When your people are learning, they’re not leaving”
- Brian Lee, CSP

“The only thing worse than training your employees and losing them, is not training them and keeping them.”
- Zig Ziglar

Recommendations:
Recruit and Engage the Best of your Best Frontline Staff.
- Non-management
- With a terrific attitude
- Who have already demonstrated their commitment to patient satisfaction

These Empowered Frontline Leaders:
- Are recruited at a ratio of 1 for every 10-20 staff
- Are appointed for a one year term, as part of their existing job

Step #1: Take a Two day Train the Trainer Course

Their role is to:
Step #2: Teach an Annual 3-hour Service Excellence Workshop to their peers
Step #3: Facilitate a Monthly 1 hour “DO IT” Improvement Meeting
   (Daily Ongoing Improvement Tactics)
   - Organized and scheduled by their manager
   - That targets their top patient dissatisfiers, & uses their quality improvement process (i.e. PDSA, LEAN, etc.) to eliminate them

Step #4: Contribute to a Weekly 15 minute Service Huddle -
to maintain the focus on continuous service improvement

The SEA Creed:
“We must become the change we want to see.”
- Gandhi
You Just Can’t Do It Your Way

You cannot force someone to care.  
You cannot drive lasting change by telling people what to do…  
Or by issuing a memo and expecting people to conform or change by decree.  

You cannot order someone to go the extra mile because they will not go that extra mile unless they really want to.  

You cannot cause people to alter their attitude or behavior or beliefs just because you are their boss and you issue their paycheck.  

While vision and accountability must begin at the top, change will only really take place when there is a buy-in and ownership and commitment and passion from those people who must deliver on your promises.  

For culture change to work just fine, it must be led from the top and the frontline.  

- Brian Lee, CSP
P = Play and Make it Fun

Play – Creating “Sticky” Relationships

Note: Do not underestimate the significant role personal friendships play in employee loyalty.

“The team that plays together stays together.”
- Brian Lee, CSP

“Loyalty at work hasn’t come to an end…It’s been replaced with loyalty to one’s friends.”
- Brian Lee, CSP

“You can learn more about a person in one hour of play than in a lifetime of conversation.”
- Plato

Recommendation:

☐ Schedule creative quarterly appropriate social opportunities to break down barriers and let people have fun.
Addenda

Creating Systematic Sustainability

Reference: “The Checklist” - Dr. Atul Gawande

The Power of Process:

“If you have a problem, make it a procedure, and it won’t be a problem anymore.” - Wayne Cotton

2 Critical Questions:

1. Is the need for World Class Patient Satisfaction ever going to go away?

2. Is the need to get and keep engaged patient driven staff ever going to go away?

A successful Service Driven Culture of Engagement will enable you to:

• Systematically train and engage staff annually

• Systematically train and engage new hires

• Systematically reduce staff turnover and increase morale

• Systematically improve patient and family satisfaction

• Systematically create a culture of continuous quality improvement

• Systematically increase census

• Systematically create a powerful community based brand of excellence

• Systematically improve the bottom line
Addenda

My DO IT Plan (Daily Ongoing Improvement Tactics)

Use it or lose it
• “93% of what you learn in a classroom is forgotten within 14 days.”
  - Dr Tony Buzan, The Brain Book

WWW & H
• Who Will do What by When & How?

My Three Best “Aha” Ideas:
1. __________________________________________
2. __________________________________________
3. __________________________________________

Recommended Reading:
• “Radical Living Care” – Erie Chapman
• “I Quit But Forgot to Tell You” – Terri Kabuchnick
• “Nobody’s Home” – Thomas Gass
• “The Checklist” – Dr. Atul Gawande
• “Outliers” – Malcolm Gladwell
• “Who’s Your Gladys?” – Marilyn Suttle & Lori Jo Vest

DO IT Implementation Tool:

Complimentary e-copy of Brian’s Book:
Notes:

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Participant Satisfaction Report

The Magic of Engagement™

Group/Event: Nebraska Rural Health Association  Date: September 17, 2014
Location: Kearney, NE

You’ve just heard from me, now I’d like to hear from you. Evaluation is the “genius” of growth - and I sincerely value your comments about this presentation, so that I can improve in the future. Thank you.

We totally employ about #_________ full and part time staff, at _________ facilities.

1. For me, the most valuable idea I learned and intend to use is: __________________________________________

2. What I would tell others about the quality of the speaker and value of the content: _________________

________________________________________________________

________________________________________________________

________________________________________________________

O.K. to quote me: YES  NO

3. Presentation improvements I would suggest: __________________________________________

________________________________________________________

________________________________________________________

4. On a scale of 1 - 5, this presentation:

(Met My Expectations)  5  4  3  2  1 (Did Not)

5. Free Engagement Tool Kit:

Yes  A. Brian’s e-book “Keep Your Nurses for Life™”

Yes  B. Power Point of this Seminar

Yes  C. Would like the following to take the Free 1 hour Magic of Engagement Webinar

Name________________________________ Email__________________________ Position_______________

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PLEASE PRINT

First Name: __________________________  Last Name: __________________________
Organization: _________________________ Position: _________________________
Address: ________________________________________________________________
City: __________________________ State: __________________ Zip: ____________
Bus. Phone:_________ Extension:_________ Cell: _________
*Email: __________________ Fax: ____________

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