

Government – Healthcare Facility (Community Hospital)



Situation:

Moran Consulting was selected as the consulting partner to assist a 300-bed community hospital with improving customer service and their image within the community. The hospital is a part of a large county government healthcare system, and is located in an underprivileged community. Many patients are on government assistance programs, such as welfare, and use Medicare and Medicaid to pay for healthcare services.



Problem:

- Patient satisfaction scores were at an all-time low while complaints were at an all-time high.
- Morale was low among the hospital employees – negative job satisfaction scores and lack of pride in individual work was driving the hospital culture.
- Hospital leadership was concerned with the image in the community – surveys showed a very poor perception of the quality of care provided by the hospital.



Solution:

- Consulting Service – Senior Management Alignment: Moran worked with leaders to assure clarity and consistency around the vision and goals of the service improvement process. Leaders committed to their role around improving communication, engaging in the day-to-day activities in their departments, measuring and rewarding success, and providing resources for employees.
- A Train-the-Trainer program for customer service training: Internal staff were trained by Moran to deliver the **Service Essentials for Everyone** program to approximately 800 employees. An “audition” process for trainers was used to help uncover hidden talent within the organization, identify a talent pipeline within the existing rank, and create ambassadors for change in the hospital.
- **Service Essentials for Everyone by Moran Consulting:** Customer service training for all staff to include fundamental skill building around attitude, identifying needs, thoughtful body language and words, service contact points, handling difficult and angry customers, and exceeding expectations.



Results:



Dramatic
reduction
in patient
complaints.



A three-year post-measurement
surveyed revealed a

32% increase
in the positive
image of the
quality of care
provided by the hospital.



Employee culture survey revealed a

54.6% increase
in the quality of
the reputation
of the hospital as
providing good
patient care.