

Government Organization: County Health Care System



Situation:

Moran Consulting was selected as the consulting partner to assist a large, multi-dimensional county health department with an organization-wide culture improvement initiative. The project included the development of department-specific service standards and design of measurement systems for over 40 clinical and non-clinical service areas.

The healthcare system was experiencing the following issues:

- Concerns that the declining caseload, patient participation rates and show rate for appointments would adversely affect the amount of discretionary funding received.
- A multitude of complaints about poor service, long wait times and extended processing times for patient results.
- Each of the 40 departments operated in silos; communication among divisions was rare and limited to reactive responses, which led to the staff's inability to deliver on the patient's needs.
- Leadership was unsure of their role in the success of the organization.



Solution:

- **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.
- **Development and implementation of more than 1,560 department-specific service standards.** The Moran process for standards development involved collaboration and consensus among both the front line staff and leaders – clarifying goals and expectations to assure buy-in and successful implementation of behavior change across the organization.
- **Leadership training** to coach mid- and senior-level management on how to inspire people, manage communication and feedback, identify goals and measurement opportunities, and develop action plans for progress.



Results (after 18 month partnership):

4%

increase in
insured patients

\$1.8 million

increase in annual
revenue

83%

reduction in
employee
turnover



29% increase

in positive opinion of
organization



The amount of time it took for a patient to get through the WIC clinic – from check-in through discharge –

was reduced by 25%

5,670 hours

invested in the organization-wide
culture change initiative