

# Government Healthcare Organization – Women Infants Children (WIC) Department within County Hospital 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. One of the departments was a state-funded program for Women, Infants and Children (WIC) whose diverse staff members include nurses, nutritionists, lab technicians, receptionist and other high-functioning support roles.



## Problem:

The WIC group was experiencing the following issues within their department:

- Concerns that the declining caseload, patient participation rates and show rate for appointments would adversely affect the amount of discretionary funding received by the group.
- A multitude of complaints about poor service, long wait times and extended processing times for patient results.



## 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 department-specific customer 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 across the organization.



## Results:



Over a period of three months, WIC experienced:

4.6%

increase in case load

4%

increase in participation rate

13%

increase in show rate



The amount of time it took for a patient to get through the system – from check-in through discharge – **was reduced by 25%**



Noticeable **reduction in complaints**