Talent Strategies that Support a Patient Centered Culture – Creating Value and Gaining Buy-In

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Timothy D. Hess, PHR, CCP, SVP of Human Resources and Training, McLeod Health
Bryan Warren, Manager, Healthcare Solutions, Select International
Agenda

- Changes driving innovation
- McLeod’s journey to patient-centered care
- The challenge of healthcare talent strategies
- Keys to success
Your Speakers

Tim Hess, PHR, CCP – Sr. VP of Human Resources and Training at McLeod Health

Laurie Wasko, Ph.D., Healthcare Consulting Lead at Select International
Introduction

• Talent is the missing piece of the puzzle in facing the challenges of reforming our healthcare system

• Gaining organizational buy-in

• Demonstrating the value
About McLeod Health

- Founded in 1906, McLeod is a not-for-profit organization with the mission to improve the overall health and well-being by providing excellence in healthcare to those in the communities we serve. Our four values: Caring, Person, Quality, and Integrity.
- A regional presence in Northeastern South Carolina and Southeastern North Carolina with a service area encompassing a 15-county area serving a population of more than one million.
- Five Hospitals (six as of June 22nd), Two Health & Fitness Centers, Hospice, Home Care, Outpatient Rehabilitation Center, Behavioral Health Center, Sports Medicine and Occupational Health Programs.
- 795 Beds (and growing) with 750 physicians; 1,700 Nurses and over 7,000 employees.
- Recognized nationally for its quality initiatives and methodology. Quality Improvement and Patient Safety is physician led, data-driven and evidence based. Recent recipient of the Distinguished Hospital Award from Healthgrades® and the 2010 American Hospital Association-McKesson Quest for Quality Prize.
McLeod’s Journey

- **What we are facing?**
  - Productivity & Complexity
  - Growth (acquisitions) & Service Expansion
  - Shift from Fee for Service to Value
    - Patient Satisfaction
    - Value Based Purchasing
    - Readmission Rates
  - Budget Constraints (more with less)

- **Key HR Challenges:**
  - How do we improve quality and manage volume while growing?
  - How can HR continue to support these critical "bottom line," operational and strategic needs?

- **Recognize the role of behaviors in patient safety and the patient experience – and in organizational success!**
Growth Through Excellent Service - HR’s Role

Defining Objectives:
- Provide Training & Recognition
- Improve SE Tactics & Patient Satisfaction
- Complete Cost Savings List
- Complete Revenue Growth List

Standard Operating Objectives:
- Developing our People
- Breakthrough Service
- Continuous Improvement in Quality & Safety
- Pledge of Stewardship

HR Support Objectives:
- Align Systems
- Hire Smarter
- Lead Better
- Grow Success

HR Operating Objectives:
- All work and HR Systems must drive the desired behaviors identified for McLeod Health to be successful
- Selection, promotion and retention helps support and drive key organizational goals and objectives while making McLeod an employer of choice
- Performance, especially in areas of differentiation, is embedded into the way we do our work and supported through rewards and accountability systems
- The critical role training, development and learning play in McLeod Health’s ability to meet the future demands of healthcare
McLeod HR Key Focus Areas

All work and HR systems must drive the desired behaviors identified for McLeod Health to be successful:

- Use well-defined behavioral standards by which McLeod selects, evaluates, and rewards those individuals that fit the desired culture and effectively use these same behavioral standards to “de-select” those that do not fit the desired culture.
- Link performance management and goal setting to coaching and development.
- Automate performance management processes to simplify and force standard work.
- Create leadership standard work around employee interactions (interviewing/selection, transfers/promotion, coaching, positive employee relations, and performance management/development.

The role selection, promotion and retention helps support and drive key organizational goals and objectives while supporting McLeod as an employer of choice:

- The employment proposition is defined by the work environment that prides itself on delivering high quality care in a stable, yet challenging environment with the total work-life proposition captured in Living Well.
- Define and utilize behavioral standards in selection and promotion decisions utilizing standard work and behavioral interviewing processes.
- Align selection systems and tools to predict success at McLeod.
- Promote accountability and transparency in the internal transfer and promotion process.

How performance, especially in areas of differentiation, is embedded into the way we do our work and supported through rewards and accountability systems:

- Simplify and automate performance management system to change focus from compliance to behavioral accountability and development.
- Incorporate McLeod-specific behavioral standards into performance management and goal setting processes.
- Build peer, 180°, and 360° feedback into performance review tools using automation for simplified data collection, efficiency and consistency.
- Create customer feedback tools to measure departments not covered by PRC Patient Satisfaction Surveys.

The critical role training, development and learning play in McLeod Health’s ability to meet the future demands of healthcare:

- Continue to invest in training and development around Service Excellence and Operational Effectiveness with an emphasis on application of learned principles and outcomes to support sustainability.
- Focus on developmental aspects of performance management processes to include goal alignment for staff to link to organizational goals/priorities.
- Focus on targeted development of Leadership based on gap analysis leveraging strengths and developing weaknesses.
- Move to an objective and job-specific continuity and succession management approach.
Healthcare presents some unique challenges:

• Organizational complexity
• Resistance to change
• Professional autonomy – the employees care deeply about the organization and the culture
• Evolving measures of success
# Measuring Success – What We’ve Learned

<table>
<thead>
<tr>
<th>The Measure</th>
<th>Easy to measure</th>
<th>Validation studies</th>
<th>Harder to quantify</th>
<th>The ultimate goal</th>
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<tr>
<td>Turnover</td>
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<td>Time to Fill</td>
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<td>Candidate Experience</td>
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<td>Predicting Job Performance</td>
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<td>Hiring Efficiency</td>
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<td>Standardization/Defensibility</td>
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<td>Patient Satisfaction</td>
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<td>Patient Safety/Quality of Care</td>
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<td>Communicating and Supporting the Vision</td>
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Goals of a Selection System

- **Patient Experience**
- **Reduce Turnover**
- **Patient Safety**
- **Legal Defensibility**
- **Efficiency**
- **Employee/Leader Performance**

Your mission and vision.
A Behavioral Selection/Development System

Select Assessment for Executives

Select Assessment for Physicians

Select Assessment for Leader Development

SecureFit, ProFit, Select SalesPro, Call Centers, etc.

Select “Fit” Assessments – Nursing/Allied Health/Service

Organization-Wide Behavioral Competency Model
<table>
<thead>
<tr>
<th>Competencies</th>
<th>Low</th>
<th>High</th>
<th>Suggested Interview Probes</th>
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<tbody>
<tr>
<td>ACCOUNTABLE</td>
<td></td>
<td>1</td>
<td>Takes Ownership, Tell me about a time when you made a mistake at work. What was the mistake? What did you do? How did it turn out?</td>
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<tr>
<td>ADAPTABLE</td>
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<td>1</td>
<td>Adapts Quickly, Oftentimes our workdays are filled with unexpected events. Tell me about a time when you had to adjust your workday to accommodate unexpected responsibilities.</td>
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<td>COLLABORATIVE</td>
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<td>Works Well with Others, Tell me about a time when you pitched in to help a co-worker on the job. What did you do? What was the result?</td>
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<tr>
<td>EMOTIONAL</td>
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<td>Caring, Working in a health-related industry forces us to interact with individuals and families with physical and/or mental illness. Tell me about a time when you had to care for a person less fortunate than yourself.</td>
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<tr>
<td>INTELLIGENCE</td>
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<tr>
<td>DECISION MAKING</td>
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<td>1</td>
<td>Makes Good Decisions, Tell me about a time when you had to make a judgment call about a patient. What was the situation? What kind of decision did you have to make? What happened?</td>
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<tr>
<td>DEPENDABLE</td>
<td></td>
<td>1</td>
<td>Likely to be absent or late, Everyone must miss work at some time or another. Tell me how many unexcused or unapproved absences you think are acceptable for people to have without penalty.</td>
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<tr>
<td>PATIENT FOCUS</td>
<td></td>
<td>1</td>
<td>Puts Patient First, Tell me about the most recent example when you went out of your way to help someone else (e.g., patient, coworker, etc.). What was the situation and what did you do?</td>
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<tr>
<td>QUALITY FOCUS</td>
<td></td>
<td>1</td>
<td>Strives for Perfection, Tell me about a time when you were able to catch a potential problem because you sensed something was wrong. What was the situation? What was the problem? What happened?</td>
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**Preferences**

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<tr>
<td>Day Shift</td>
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<td>12-hr Shift</td>
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<td>2nd Shift</td>
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<td>On Call</td>
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<th>Nursing Independence</th>
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<th>Works independently</th>
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<td>Nursing Challenges</td>
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<td></td>
<td>✓</td>
<td>Needs challenges and variety</td>
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<td>Time with Patients</td>
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<td></td>
<td>✓</td>
<td>Enjoys helping numerous patients</td>
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<tr>
<td>Nursing Environment</td>
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<td>✓</td>
<td>Enjoys fast-paced/dynamic environment</td>
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<td>Schedule Flexibility</td>
<td></td>
<td></td>
<td>✓</td>
<td>Wants schedule flexibility</td>
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</table>
Select Assessment® for Leader Development

Score Report

NOT RECOMMENDED

Name | Joe Sample  
---|---
ID | jsample@email.com

Test Date | October 19, 2011
Profile | Pittsburgh

Interpersonal Style

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<td>Social Awareness/Sensitivity</td>
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<td>Works Well With Others</td>
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Leadership Style

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<tbody>
<tr>
<td>Coaching</td>
<td>Profess, Others Envision Their Own</td>
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<td>Provides Effective Guidance</td>
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<td>Delegating &amp; Empowering Others</td>
<td>Reluctant to Empower Others</td>
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<td>Delegates Effectively</td>
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<td>Managing Change</td>
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<td>Supports Change</td>
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<td>Motivating Others</td>
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<td>Influential</td>
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<td>Performance Management</td>
<td>Sets Ambiguous Goals</td>
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<td>Sets Clear Expectations</td>
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<td>Providing Feedback</td>
<td>Awaits Difficult Conversations</td>
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<td>Provides Constructive Feedback</td>
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Thinking Style

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<td>Analyzes &amp; Interprets Data</td>
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<tr>
<td>Openness to New Ideas</td>
<td>Stuck on Ideas</td>
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<td>Open to Others’ Viewpoints</td>
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Work Style

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<td>Takes Ownership</td>
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<td>Visionary</td>
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<td>Planning and Organizing</td>
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Our Journey – Started in 2008 with “Raising the Bar”

- Attach to Organizational Drivers & Improve Our Collective Intelligence
  - Patient Satisfaction & Quality
  - Embrace Culture: *The Service Profit Chain*—“People, Service & Success”(1)
  - Getting ‘below the surface’

- Readiness
  - Started Small – Generic ‘Off the Shelf’ Competencies
  - Leverage existing systems/processes: Speed + Quality & Efficiency
  - Pilot Studies to Leverage ‘Early Adopters’

- Embrace & Build on Success
  - Celebrate Bright Spots

(1) Harvard Business Review, March-April 1994 by Heskett, Jones, Loveman, Sasser, Jr., and Schlesinger
Shifting the Performance Curve

Select and train to shift curve to the right

If you are not using superior performance as a template, you are selecting, and training to mediocrity

% Superior Performance with Competency-based selection, training

Baseline % Superior Performance

Baseline

Competency-based selection, training and performance management

60 S.D.
A Deliberate Approach

“Getting Serious”

• Decision to “amp up” our behavioral competencies
  • Found our partner through a LEAN HR Affinity Group ➔

• Initial HR team meetings
  • How do we support our Core Values
  • Dialing in on what makes a McLeod Employee Highly Successful
  • Developed a “Straw Model”

• Socialization meetings with Leadership
  • Create “Ownership” at Senior & Mid level

• Focus group validation study
  • Asked for “Role Model” Employees hosting a series of focus groups
  • Awesome feedback while providing affirmation
Hiring Smarter

• Presentation of findings—Taking it to the next level!
  • Core Values Standards Map: 7 iterations to ‘fine-tune’
  • 90+ page Behavioral Dictionary
  • Key Cultural Observation Report

• Embedding this work into our Systems; testing and adapting each step of the way...
  • Job Family Interview Guides
  • Recalibrated a “McLeodized” Behavioral Assessment to account for role “compassion” plays in our highly successful employees
  • “LEANed” the behavioral assessment into application process
  • Implementation of ‘cut scores’
  • Select Interviewing Training with 6 certified McLeod Trainers
  • Foundation for ‘Hire Smarter’ and ‘Lead Better’
Focus on Behaviors

Custom Behavioral Library used for:

- Selection
- Performance Management, and
- Development

Note: The library is also the foundation for custom “writing assistant” in the Insight system

Communication & Listening

Expresses thoughts, expectations, ideas and intent effectively and concisely, orally and in writing. Pays attention to non-verbal communication from self and others. Listens attentively and respectfully, even when not agreeing with the opinions of others. Able to communicate effectively with all levels of the organization to successfully direct the McLeod mission.

Contributing Behaviors

- Exhibits and conveys the message of the Service Excellence Standards; Value of Caring, Value of the Person, Value of Quality and the Value of Integrity in every interaction.
- Demonstrates the ability to align staff to an organization call to action effectively communicating the “why” and “how.” The action aligns with the mission and vision of McLeod.
- Conveys respect for staff as experts in their work while listening to their ideas.
- Responds to the needs of the organization, patients, and customers in a timely manner.
- Uses Service Excellence standards to communicate and create a sense of trust among patients, customers, and staff throughout all levels of the organization.
- Speaks and writes in a clear, concise, and direct manner by using proper grammar. Presents ideas in an organized format tailored to the audience.
- Presents an image of accountability and willingness to speak with all staff members.
- Acknowledges and effectively adapts to cultural differences such as language, non-verbal communication and styles of thinking or interacting.
- Uses active listening skills to include clarification and validation techniques. Realizes that misunderstandings can be caused by variations in values, culture and other differences.
- Remains accessible and willing to speak with all staff members. Maintains an “open door policy.”
- Translates strategic ideas into meaningful messages the audience can understand.
- Uses efficient and appropriate tools to exchange information in a timely manner (e.g., conference calls, e-mail), and communicates effectively across the organization as needed.
- Interprets messages from Senior Management Team and translates into information that can be communicated throughout all levels of the organization.

Detracting Behaviors

- Speaks or writes in an unclear, wordy, disorganized or roundabout manner. Ideas are not presented clearly. Does not consistently use proper grammar.
- Fails to demonstrate and convey the message of the Service Excellence Standards, Value of Caring, Value of the Person, Value of Quality, and the Value of Integrity.
- Does not respond to the needs of the organization, patients, and customers in a timely manner.
- Uses terminology or an approach that is inappropriate for the audience (e.g., uses jargon, talks down to people).
- Fails to seek clarification and validation of understanding/interpretation of the message.
- Does all the talking; does not demonstrate active listening or respect.
- Does not take into account the cultural perspectives of others. Sees things only from their perspective. Does little to ensure common understanding.
- Does not provide all relevant information when describing plans, programs or actions.
- Believes that others should adjust communication to their style instead of adjusting personal communication style.
- Is not fully engaged in meetings or personal interactions (e.g., accepting phone calls, side communications, using personal electronic devices, arriving late and/or leaving early).
Where We’re Going…

Smart & Healthy: Leadership Learning

• “The Advantage”(2)
• Six Questions
• Reinforce Clarity
• “Hire Smarter” and “Lead Better” part of our current Management Action Plan

Leading Better

Insight – Performance Development

• Same Behavioral Competencies used as foundation for Performance Management

• Adapted Behavioral Dictionary to create a custom writing assistant for feedback:
  • Make it easy
  • Make it specific
Leadership Development focused on Tools (Smart) and Behaviors (Healthy)

Positive Employee Relations*
8:30 a.m. - 10:30 a.m.
Florence campus - January 29, March 10, June 3
Loris campus - February 23
*This class is for managers.
This course will help employees learn and implement positive work relationships by striking the right balance between work and home.

Performance Expectation Process (PEP)*
8:30 a.m. - 10:30 a.m.
Florence campus - January 29, March 10, June 3
Loris campus - February 23
*This class is for McLeod Health leadership managers, directors, etc.
This course will help employees develop and execute PEP steps.

Lead Better (Insight)
See available sessions in GreenLight
*This class is for McLeod Health leadership managers, directors, etc.
This course will teach employees how to avoid common feedback mistakes and strive for higher performance.

Hire Smarter
See available sessions in GreenLight
*This class is for McLeod Health leadership roles (supervisors, managers, directors, etc.).
This course will teach employees how to conduct positive and productive interviews, avoid common interviewing mistakes, demonstrate the techniques and methods of behavioral-based interviewing, and make accurate evaluations and hiring decisions.

Emotional Intelligence
This program is designed to provide employees with the tools to develop their emotional intelligence. You’ll learn about emotional intelligence and how to develop it.

Trust
This program will help employees learn how to build trust and how to exemplify the characteristics of a trusted person. You’ll see how you can embody those traits and increase your productivity, innovation, and relationships with others both within and outside of the organization.
Growing Success

Staff Development focused on SE Tactics (Smart) and Behaviors (Healthy)

Creative Problem Solving
This program will help you learn how to integrate creativity with analytical thinking for effective problem solving. Creative problem solving is a valuable tool for today’s fast-changing world. The concept of “innovation” and how it relates...

The Art of Effective Communication
This program can help anyone become a better listener. Using a five-step process, you will learn how to eliminate barriers to good listening, improve communication skills, maximize productivity, and build interpersonal relationships.

Skillful Collaboration
This program will focus on how to structure and implement an effective collaboration process so that working with others will be a productive and enjoyable experience. In this course you will learn that successful collaboration is a process that requires attitudes, skills, and practices that can be learned and strengthened - and mastering them will not only make your job easier, it will help you become more successful professionally.

Service Excellence - Empathy
See available sessions in GreenLight
This program will help you understand how to be empathetic and engage with patients and families by being engaged with their emotional needs, physical needs, and the organization - in a positive light. Participants will learn the importance of sympathy and empathy.

Service Excellence - Manage Up
See available sessions in GreenLight
This class will help you learn about two commonly used skills that can improve your interactions with those around the “blame game” and start positioning others and the organization - in a positive light. Participants will learn the key components of excellent communication with patients and customers.
What We’ve Learned

What’s worked?
Where have we struggled?
What’s next?
Discussion/Q & A

THANK YOU!

For more information, please visit
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