

JACKSON MEMORIAL HOSPITAL
Division of Human Resources

Annual Planning Retreat:
Customer Service

November 12-13, 1992

Summary Document

The Triangle of Customer Service
1992 Division Accomplishments and Challenges
Departments Service Cycles Analysis
Division Mission Statement
Customer's Bill of Rights
Department Employee Commandments
1993 Department Goals and Objectives

Consultant Facilitators

Bob and Cynthia Vance
Strategics International Inc.
Miami, Florida

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1992 MAJOR ACCOMPLISHMENTS

AFFIRMATIVE ACTION OFFICE

Developed a mentor program to provide a model for a succession planning program with mentors.
Conducted American Disabilities Act education programs; taught 9 classes, developed a fact sheet and have increased awareness.
Developed a 5 year plan for persons with disabilities.
Assisted Employment Office identifying recruitment sources to recruit minorities such as Ser Jobs For Progress.

COMPENSATION AND BENEFITS

Handling retirees; better records and service.
Daily visits of staff coming to us since Hurricane Andrew.
Developed a new payment plan.
Assisted Nursing Department in developing criteria-based evaluation tools.
Conducted salary and benefit surveys for nursing contract negotiations.
Open enrollments -- 7,000 insured this year. (last year 6,000)

EMPLOYEE ASSISTANCE PROGRAM

3-400 telephone calls a day -- its a challenge.
521 Devastated from the Hurricane -- we listened to them personally.
451 new visits; 201 medical visits; 1023 new EAP openings.
Managed the employee relief effort.
Created an intern program with the local universities and colleges.
Visited and networked with groups in the county such as B.A.N.D., E.A.P.A and the Chamber of Commerces.
Expanded from 3 to 23 companies.

EMPLOYMENT OFFICE

Coordinated 2 career days; 40 positions were filled from 350 applicants
Established a data base tracking.
Doubled our full hires from 700 to 1,472 with reduced staff.
Placed 1,400 applicants.
Coordinated and conducted 8 special orientation sessions for 742 OHS employees transferred from Dade County; Provided them with photo IDs and name pins.

LABOR RELATIONS

More access to satellite centers.
New nursing contract.
Completed more in-service training for our customers, including satellites.
Completed contract negotiations and implemented provisions of the contracts.
Reduced the length of time to process disciplinary action reports.
Obtained greater visibility.
Established guidelines to assist supervisors in processing DARs.

1992 MAJOR ACCOMPLISHMENTS (cont'd)

OFFICE AUTOMATION

- Developed a computer assisted turnover report.
- Increased our office automation with the installation of PCLink and a report writer software to do our own HR reports.
- Coordinated information flow between MIS, Payroll and Records for SEIU contract fulfillment.
- Wrote data base programs for insurance open enrollment.
- 2,000 nurse records are updated.
- Established direct deposit forms and policies.

PERSONNEL RECORDS

- Absorbed 750 employees.
- 2,000 employment records to N.I.O.S.H. for tuberculosis tests.
- Updated files on 2,100 nurses due to contract negotiations.
- Participated in Florida Retirement System's audit, approximately 300 files were reviewed.
- Participated in Medicaid questionnaire project, approximately 350 files were reviewed.

SATELLITE CENTERS

- Conducted site visits for H.R off campus.
- Provided open enrollment at satellite facilities.
- Coordinated on-site delivery and distribution of hurricane relief supplies, clothing and food.
- Completed hurricane relief assessment for 130 satellite facility employees.
- Assisted with successful transfer of approximately 700 county employees to the Public Health Trust.
- Coordinated on site programs for satellite facilities.

TRAINING AND DEVELOPMENT

- Implemented Guest Relations program in 3 divisions.
- Set up child care services for employees after Hurricane Andrew.
- Established an automated registration system for the department.
- Performed 89 training programs with 2,306 participants.
- Re-established tuition reimbursement.
- Developed and implemented follow-up Guest Relations Programs for professional services division.
- Set up direct and deferred payment plan with St. Thomas University.
- Coordinated a series of management training programs for the support services division which met their specific needs.
- Offered four program for corporate EAP clients.
- Completed script packages for nine programs.
- Coordinated the Employee of the Month Program.

LEARNINGS

We can communicate better between departments.

We have increased understanding and patience with each other and our customers.

The Hospital knows that Human Resources exists and is valuable.

We can step out of our customary roles and help the hospital, illustrated by our relief efforts re: Hurricane Andrew.

We are more sensitive and grateful as a group of people since the Hurricane. We

know that all of us have feelings. We know that people care about me as a person.

The H.R. division is more focused this past year.

STRENGTHS

Diversity!

Cooperation!

Flexibility!

Our synergy!

Dedication!

Expertise and Knowledge!

Stamina!

Good ideas!

We like our job!

We are a close knit group!

CHALLENGES

Need For Additional Automation and Technology: Applicant tracking system; Need for more phone lines; Interactive and self-pacing training; Understanding what our current computer systems can do for us; Voice mail; Time to make the system more useful for us; Commitment from MIS.

Meeting our Customer's Needs: Working with more clients with fewer staff; Having time for our own training and professional growth; Time to automate; Time to think creatively; Cross-training throughout the division.

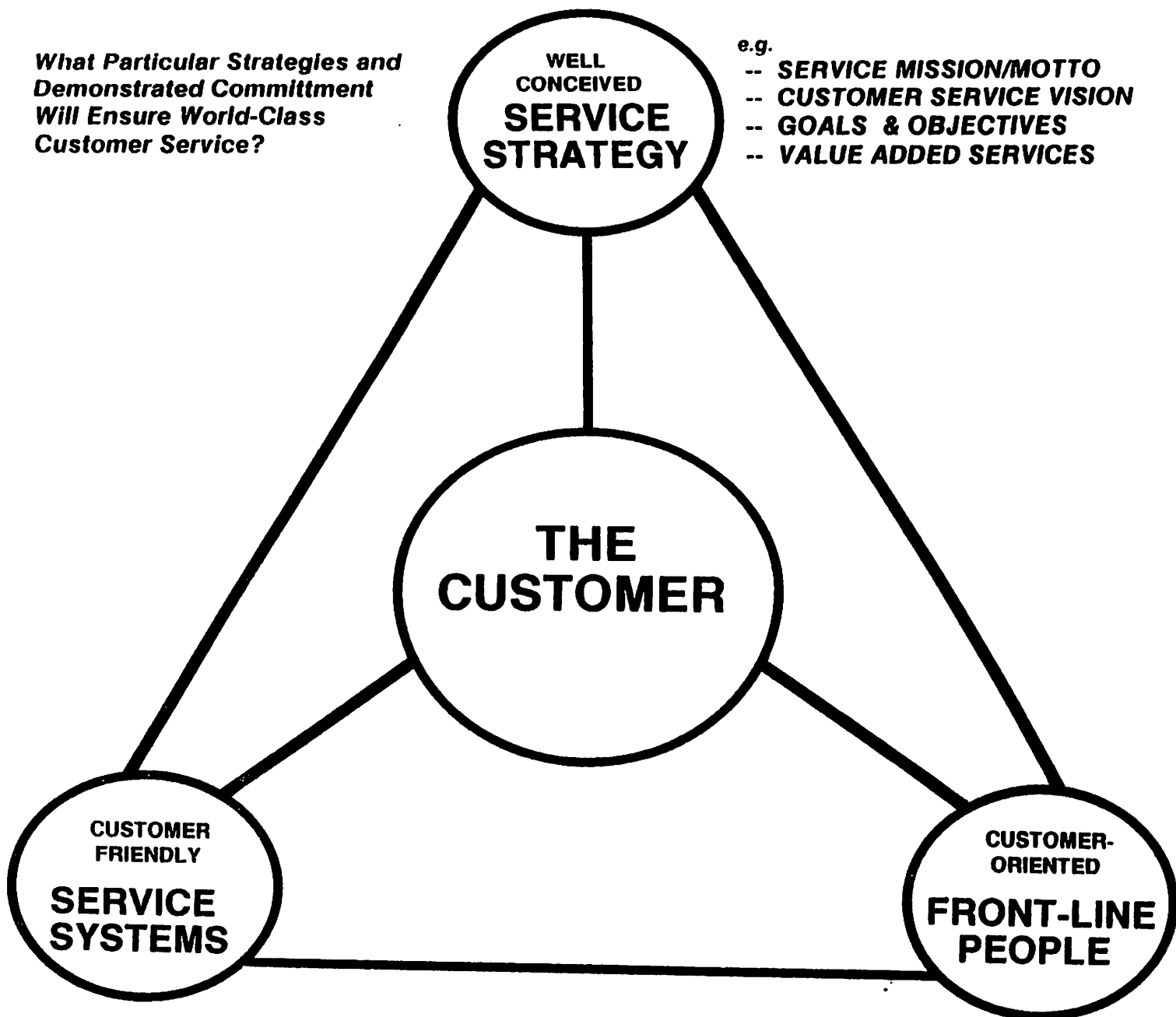
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Space: Having enough space, privacy to work with clients; Needing to be in 1 location.

H.R.Policies: Some policies don't make sense; Need to educate management on the utilization of HR to meet their needs; Implementing our HR policies and procedures; Revising our internal applicant policies; Seeking more management input re: their role in the hiring process; Lack of understanding of HR policies by department heads.

THE CUSTOMER SERVICE TRIANGLE **



What Particular Strategies and Demonstrated Commitment Will Ensure World-Class Customer Service?

e.g.

- SERVICE MISSION/MOTTO
- CUSTOMER SERVICE VISION
- GOALS & OBJECTIVES
- VALUE ADDED SERVICES

How Can We Make Our Systems More Efficient and Customer Responsive?

e.g.

- SERVICE CYCLES STREAMLINING
- QUALITY STANDARDS
- CUSTOMER FEEDBACK
- ONGOING PROBLEM SOLVING

How Can We Insure Positive Customer Service Attitudes and Behaviors from Everyone?

e.g.

- CUSTOMER BILL OF RIGHTS
- EMPLOYEE 10 COMMANDMENTS
- EMPLOYEE TRAINING PROGRAM
- EMPLOYEE RECOGNITION

** Adapted from Karl Albrecht & Associates

**DIVISION OF HUMAN RESOURCES
Jackson Memorial Hospital**

MISSION STATEMENT

We will take a caring proactive role in fulfilling the current and changing Human Resources needs of the Public Health Trust by providing optimum quality service, leadership, personal support and programs that maximize each customer's potential.

**DIVISION OF HUMAN RESOURCES
Jackson Memorial Hospital**

CUSTOMER BILL OF RIGHTS

1. Our customers are our first priority. They will be treated with respect, dignity, courtesy, and professionalism.
2. Our customers deserve prompt action and quality service from all staff.
3. Our customers will be confident in each and every encounter with us. They know that we will "go that extra mile" for them.
4. Our customers have the right to express their opinions. They deserve to be heard out and to have their feelings acknowledged.
5. Our customers deserve our undivided attention. Our discussions will remain private and confidential.
6. Our customers will always be taken seriously. Their concerns will be thought about deeply by us before we respond to them.
7. Our customers deserve to receive accurate and consistent information.
8. Our customers will be referred to the appropriate person the first time.
9. Our customers can expect their telephone calls to be answered by the 3rd ring and their messages to be returned the same day, if possible, and certainly within 24 hours.
10. Each customer interaction will result in a "win-win" situation. If our customers win, we all win.

1993 DEPARTMENT GOALS AND OBJECTIVES

AFFIRMATIVE ACTION OFFICE

Motto: "Expect confidential, thorough and prompt service from us."

Employee Commandments:

As an employee,

1. I will treat each customer's concerns very confidentially.
2. I will treat each customer in a respectful, courteous and professional manner.
3. I will listen very carefully to each customer's concerns.
4. I will not assume to know the customer's concerns without asking for clarification first.
5. I will keep our customers informed of the status of their claims.

Service Cycle:

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|----------------------------------|------------|--|
| 1. Unit sec. | 15 min. | 9. Add information. |
| 2. Intake interview. | 1-3 hours. | 10. Consultation. |
| 3. Request records. | | 11. Visit area. |
| 4. Review records. | | 12. Summary. |
| 5. Interview witnesses. | | 13. Share interview with appropriate persons. ** |
| 6. Review findings. | | 14. Share info. comp. 2 weeks. ** |
| 7. Interview comp. and benefits. | | 15. Follow up petition plan. |
| 8. Add rec. | | |

** Burdensome procedure: additional information to be investigated; timing of information requested.

Action Steps The Department Could Implement To Improve The Process:

1. Increase use of automation to improve accuracy and timing of reports.
2. Utilize joint efforts of the staff on specific cases.

Division Support Needed:

1. Prompt return of requested information.

Affirmative Action Office Goals and Objectives

Who

When

1. Implement The AAP For Persons With Disabilities

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|---|---------------|---------|
| a. Plan presentation to Employment/N.R. posting. | Hilde | 1/30/92 |
| b. Update Emp App/App log for emp. self-identification. | Hilde/Delores | 1/30/92 |
| c. Coordinate Career Fair. | Hilde/Delores | Oct. 93 |
| d. Establish Reasonable Accommodations Committee. | Hilde | 2/28/93 |

e. Design an educational component for Supervisors on ADA awareness.	Delores	3/30/93
2. <u>Implement Mentor Program</u>		
a. Send program announcements to 1st line management.	Ciann	1/30/93
b. Coordinate Mentee selection.	Hilde	2/28/93
c. Coordinate Mentor/Mentee match.	Hilde	3/30/93
d. Coordinate Mentor/Mentee Orientation.	Hilde	4/93
e. Coordinate mid-year meeting.	Delores	11/93
f. Set up D-Base to track Mentee progress.	Hilde/Delores	5/93
3. <u>Design Programs to Increase Hispanics In Underutilized Job Groups.</u>		
a. Meet with Employ. Office to ID at least 3 job groups.	Hilde/Delores	10/93
b. Define ways to facilitate the recruiting process for selection of Hispanics.		
4. <u>Determine A Projected Number Of Reportable Incidents Of Sexual Harassment Cases At JMH</u>		
a. Conduct research on the incidence rates of reported sexual harassment cases.	Delores	6/93
b. Create fact sheet for payroll distribution to all employees.	Delores	6/93
5. <u>Reduce Number Of Open EEOC Cases</u>		
a. Evaluate every open EEOC case; pursue possible closure.		6/93
6. <u>Increase Employee Awareness Of AAO</u>		
a. Visit different hospital areas on a monthly basis.	Delores/GMO	1/30/93
b. Set up annual schedule for visits.	and Hilde	
7. <u>Staff Development</u>		
a. Visit at least 3 outside organizations to learn and possibly incorporate new ideas.	Delores/Hilde	6/93
8. <u>Improve Intake Process</u>		
a. Develop a fact sheet to inform the complainant of investigation process and timing.	Delores	5/93

COMPENSATION AND BENEFITS

Motto: *“Guaranteed commitment to provide competitive salary and benefits programs.”*

Employee Commandments:

As an employee,

1. I will strive to give my complete and undivided attention to each employee's benefits concerns.
2. I will strive to be more patient and attentive to retirees in particular.
3. I won't allow negative verbal or non-verbal communication to inhibit my positive attitude.
4. I will continually strive to produce top quality work to expedite PAMs, job audits and job descriptions.
5. I will educate our customers on compensation guidelines to increase employee satisfaction.

Our Goal: We will strive to enhance our team spirit so as to help our customers quickly, effectively and accurately.

Service Cycle -- The Ideal

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|---|------------|
| 1. Receive request. | |
| 2. Analyze job description. | 2 days |
| 3. Gather data and interview. | 1 week |
| 4. Conduct salary survey. | 1-3 weeks. |
| 5. Calculate financial impact. | 3 days |
| 6. Recommend position and salary range. | 2 days |

Service Cycle -- Burdensome Steps:

1. Departmental, union and executive consensus.
2. Written justification to Personnel, Finance and/or other committees.
3. Obtaining Board of County Commissioners' approval.
4. Amending the pay plans (JMH and Dade County).

Action Steps The Department Could Implement To Improve The Process:

1. Be pro-active in analyzing positions.
2. Adopt formal job evaluation system.
3. Streamline and standardize job audit process.
4. Utilize full authority to implement changes.

Division Support Needed:

1. Involve C & B staff in entire planning process from step one.
2. Cross train H.R. staff.

Compensation and Benefits Goals and Objectives

Who

When

1. JCAH Compliance

- a. Update policies/procedures. March
- b. Complete criteria-based performance evaluations. March
- c. Revise job descriptions. March
- d. Meet -- HR area for input January
- e. Ensure compliance with ADA March

2. Flexible Benefits

- a. Evaluate current benefits. April
- b. Develop/design flex benefits. June
- c. Union child care, spending presentation. July
- d. Exe. staff/board approval. July
- e. Communicate to employees. Dec.
- f. Open enrollment Jan.
- g. Implementation. Feb.

3. Revise Compensation Program To Attract Qualified Applicant And Reduce Turnover In Select Classifications By 10%

- a. Identify problem classifications.
- b. Review job descriptions and specifications.
- c. Standardize audit process.
- d. Develop/enhance communications with other health care organizations.
- e. Participate in Florida Comp. Association.
- f. Conduct local and national salary surveys.
- g. Update and distribute new pay plan.

4. Restructure Service Award Program

- a. Revise policy and procedures.
- b. Communicate and cross-train staff.
- c. Monitor adherence to process.

(Dates for these activities will be added later.)

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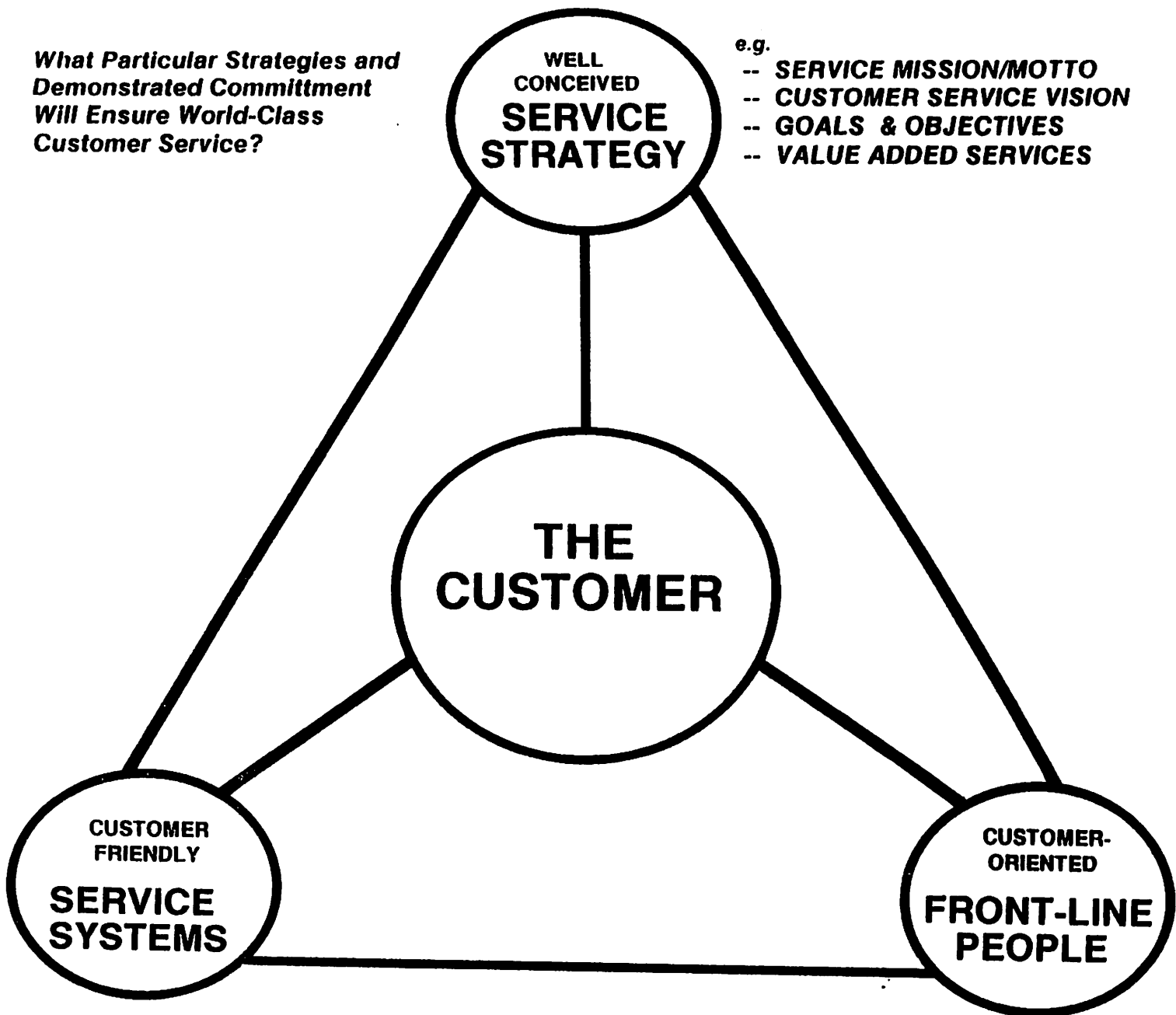
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4. Conduct salary survey. 1-3 weeks.
5. Calculate financial impact. 3 days
6. Recommend position and salary range. 2 days

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1. Departmental, union and executive consensus.
2. Written justification to Personnel, Finance and/or other committees.
3. Obtaining Board of County Commissioners' approval.
4. Amending the pay plans (JMH and Dade County).

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2. Cross train H.R. staff.

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- b. Complete criteria-based performance evaluations. March
- c. Revise job descriptions. March
- d. Meet -- HR area for input January
- e. Ensure compliance with ADA March

2. Flexible Benefits

- a. Evaluate current benefits. April
- b. Develop/design flex benefits. June
- c. Union child care, spending presentation. July
- d. Exe. staff/board approval. July
- e. Communicate to employees. Dec.
- f. Open enrollment Jan.
- g. Implementation. Feb.

3. Revise Compensation Program To Attract Qualified Applicant And Reduce Turnover In Select Classifications By 10%

- a. Identify problem classifications.
- b. Review job descriptions and specifications.
- c. Standardize audit process.
- d. Develop/enhance communications with other health care organizations.
- e. Participate in Florida Comp. Association.
- f. Conduct local and national salary surveys.
- g. Update and distribute new pay plan.

4. Restructure Service Award Program

- a. Revise policy and procedures.
- b. Communicate and cross-train staff.
- c. Monitor adherence to process.

(Dates for these activities will be added later.)

EMPLOYEE ASSISTANCE PROGRAM

Motto: *“Courage, Choice, Change.”*

Employee Commandments:

As an employee,

1. I will exercise full power of decision making in the employee’s best interest.
2. I will show compassion to my co-workers so that we can respond to the needs of clients.
3. I will keep all client’s information confidential.
4. I will respond to all calls in a compassionate way and on the same day.
5. I will evaluate the urgency of all situations and handle them accordingly.

Our Motto: Take care of self so that we can take care of others!

Service Cycle:

- | | |
|--------------------------------|--------------------|
| 1. Phone in. | 5 min. - 2 days |
| 2. Waiting Room. | 0 min. - 10 min. |
| 3. Initial interview. | 60 min. - 120 min. |
| 4. Paperwork. | 120 min. - 1 day |
| 5. Second interview. | 60 min. |
| 6. Referral. | 15 min. - 2 days |
| 7. Insurance and managed care. | 30 min. - 1 week |
| 8. Sup. contract. | 15 min. - 2 days |
| 9. Follow up at Tx. | 120 min. |
| 10. Return to work. | 60 min. |
| 11. 3-month follow-up | 90 min. |
| 12. Close contract. | 60 min. |

Action Steps The Department Could Implement To Improve The Process:

1. Set aside 1 hour every day to return phone calls.
2. Have receptionist ask employee for telephone number of employee after 3:30.
3. Institute a call system to remind people of scheduled time by secretary.
4. Contact persons in various insurance groups who are the decision makers to facilitate decisions more quickly.

Division Support Needed:

1. Interaction with Compensation and Benefits and Labor Relations.
2. Access to Dade County Risk Management Department.

<u>Employee Assistance Program Goals and Objectives</u>	<u>Who</u>	<u>When</u>
1. <u>Increase Number Of Corporate Employees to 3,000.</u>		
a. Meet with Public Relations quarterly.	J.S.	1/93
b. Meet with JMH Health Plan quarterly.	J.S.	1/93
c. Meet with Chamber of Commerce, BAND and EAPA.	J.S.	1/93
2. <u>Appropriate And Efficient Use OPEAP.</u>		
a. Evaluate perception of union, management and employees -- attend staff meeting in all divisions.		
b. Meet with L.R., Affirmative Action quarterly.		
3. <u>Develop Specific Prevention And Wellness Programs</u>		
a. Parenting classes.	All	3/93
b. Managing Family Finances.		5/93
c. Strategies for keeping balance in a changing world.		7/93
4. <u>Continue To Identify Special Treatment Needs</u>		
a. Hurricane Andrew support groups.	All	
b. Health care prof. AIDS support.		3/93
c. Single Parent Resource Dir.		6/93
d. Computer tracking for increased risk.		2/93
e. Inform all employees of benefit of family involvement.	All	1/93
5. <u>Improve Office Systems</u>		
a. Add 2 phone lines to ACC and HP EAP		4/93
b. Purchase individual PCs for all staff; Purchase FAX		6/93
c. New office facilities in the HP garage.		T.B.A.
d. Decrease time doing paperwork to 1 hour.		1/93
6. <u>Establish Quality Improvement Criteria For EAP</u>		
a. Monitor 2nd visit attendance for 1 year.		1/93
b. Monitor demographics of new employees.		1/93
7. <u>EAP Staff Growth And Development</u>		
a. Attend 1 <u>outside</u> program.	All	10/93
b. CEAP certification for eligible staff.	T.F., J.M.	10/93
c. Computer training for support staff.	D.F., F.M.	6/93
d. Cross train staff in expertise.	All	10/93

EMPLOYMENT OFFICE

Motto: *“We hire the right person for the right job as quickly as possible for the long-term.”*

Employee Commandments:

As an employee,

1. I won't forget to follow-up on incomplete projects or inquiries.
2. I will not discuss personal matters in the presence of customers and employees.
3. I will, on an on-going basis, maintain an open communication line between hiring authority and myself.
4. I will always research a customer's question whenever I'm not sure of the answer.
5. I will maintain a professional empathy towards my colleague's abilities.

Service Cycle

- | | |
|----------------------------------|-----------|
| 1. PAM processing. | 2-3 days. |
| 2. Recruitment. | 14 days |
| 3. Application audit process. | 14 days |
| 4. Interview/screen. | 1 day |
| 5. Dept. interview referral. | 7 days |
| 6. Offer rejection notification. | 1/2 day |
| 7. Pre-Employment processing. | 14 days |
| 8. Orientation. | 1 day |

Burdensome Aspects Within Each Step:

1. Incomplete job descriptions and job specifications.
2. Volume/lack of human resources.
3. Volume of applicants/transfer requests to audit.
4. Scheduling/internal applicants.
5. Response time/supervisor availability.
6. AA approval/salary exceptions.
7. Police check, HO, Reference clearance.

Action Steps The Department Could Implement To Improve The Process:

1. Increase interaction with user departments.
2. End-user education of policy, procedures and systems.
3. Establish a deadline for response time for hiring decisions.
4. Foster pro-active behaviors and approaches.
5. Revise internal applicant policy.
6. Increase H.R. interaction (cross-training).

Employment Office Goals and Objectives

Who

When

1. Improvement Of Work Systems

- | | | |
|---|-----------------|-----------|
| a. Review policies/procedures and make approp. changes. | Mara | March '93 |
| b. Review EO forms for relevancy/duplication. | Maria | Feb. '93 |
| c. Implement new employee application. | Miles | Jan. '93 |
| d. Standardize work processes. | Miles | Jan. '93 |
| e. Automate applicant tracking/manual tasks. | Miles,
Maria | Sep. '93 |

2. Time/Attendance

- | | | |
|---|----------------|----------|
| a. New interfacing procedures with personnel records and payroll. | Karen,
Etta | Mar. '93 |
| b. Train staff to implement new photo I.D. system. | Maria | Feb. '93 |

3. Improve Customer Service

- | | | |
|---|-------------|----------|
| a. Seminar/association meetings for staff growth/devel. | | |
| b. Increase employee accountability. | Miles/Staff | |
| c. Improve relationship with user departments. | Staff | Jan. '93 |
| d. Develop a customer service philosophy | Miles | Feb/ '93 |

4. Staff Development And Recognition

- | | | |
|---|-------|----------|
| a. Create and promote team concept through formal training. | Miles | Apr. '93 |
| b. Motivate and reward staff. | | |

5. Meet Recruitment Goals

- | | | |
|---|-------------|----------|
| a. Target underutilized groups for hiring/promotional opportunities (action plans). | Spec. | Mar. '93 |
| b. Attend and coordinate job fairs in target areas (plan). | Miles/Spec. | Jan. '93 |
| c. Active involvement schools, colleges, universities (plan). | Spec. | Jan. '93 |

EVALUATION

I would rate this planning retreat: 1,2,3,4,5,6,7,8,9,10 (10 is highest)

Average Response: 9.0

What do you feel was accomplished? (Consultants grouped similar responses)

Planning and Focus: *“Division and departmental goals and objectives - more direction; Common focused plans for next year; We learned more about each other’s departments and set goals to work together in the new year; Focus on division goals; Each department is focused and knows where it is headed and how to get there.”*

Division Empathy: *“Higher level of understanding and appreciation for one another positive feelings towards each other; We understand each other more and feel we can help each other meet our goals; Commitment and friendship; Greater understanding of each other’s roles and challenges; Improved peer relations; A greater understanding of each other’s obstacles; Reinforced ‘team spirit;’ A reminder that we must work together for the better of the division; Exposure to other HR functions, department’s problems and issues; Increased sense of togetherness; A new positive commitment.”*

Networking and Teamwork: *“Time to think innovatively with more resources to contribute to idea development; Bringing the group together and giving a sense of teamwork; Increased cohesiveness; The Division is more unified; More cohesiveness between departments; Good interaction with the HR staff to improve ourselves first and thus the Division; Interaction throughout; Our concerns were brought to the surface.”*

Customer Commitment: *“We made a commitment to provide optimum customer service; All of us focused on the improvement of the hospital; We focused on the customer’s needs; Bill of Rights; Shared focus on the customers; Commitment to improvement; We have more awareness of our customer’s needs; It reinforced our knowledge of ‘customer relations’; Prioritized the customer as the center piece of our goals and objectives; It focused on caring and customer service enhancement; A great reminder of how your behavior plays an important part in serving customers; Reinforcement of customer service philosophy.”*

What was the most important insight you had about customer service?

(Consultants grouped similar responses.)

Customer Service is Our Mission: *"The hospital is concerned about this issue; Strategies for giving better service to our employees; To remember always that employees are our customers and should be treated with only the best of service; The customer deserves the very best service 100% of the time; Our customers are the reason for our existence; Excellent customer service = success!; How you can make a difference on how the hospital is seen; To provide high quality service; To put the customer's feeling first; There are some things my department needs to focus on to truly be a role model for customer service; They are our #1 priority; Everything we do should be looked at through the lens of customer service; No matter what the circumstances are, the customer should always be priority; Support systems are important as indicated by the 'bug letter'."*

Personal Behavior and Responsibility: *"Behavior patterns beget behavior patterns; Try not to react to negative responses; Our behavior can influence our customer's behavior; We need more understanding of our customer's problems; Change negative behavior patterns to positive; Strive for a win-win situation -- its easier than being unpleasant; To take care of myself so that I can take care of others; Behavior modification keeps customers; My behavior impacts the customer's attitude towards my department; Everyone is responsible for his/her behavior."*

Sensitivity to People is Key: *"The need to be helpful and understanding; We need to be aware of how sensitive people are; How we sometimes get too involved in paperwork at the expense of our customers; Place yourself in the customer's shoes; Putting yourself in the other person's shoe and behaving accordingly; Adding that "extra mile" to my service; The people, the caring, their importance as a person; individuality -- treat others as you would like to be treated!!"*

What topics could have been discussed more?

(Consultants grouped similar responses)

Department Policies and Barriers: *'Relationship of the hospital wide Guest Relations program to the commitments and Bill of Rights developed today; Dealing with barriers associated with policies and procedures; Strategies to implement and follow-up on the commitment to increase level of service; Be more specific about the expectations that we have now. Also ideas on how we can accomplish these with our work load; Take additional service cycles and analyze them; Replying to telephone calls in a more timely manner; The greater interaction between departments so each is more knowledgeable of the other's' functions; Goals and objectives; Policies that were more directly aimed at personnel issues; Future programs; Better clarification on goals, objectives, action steps are-- need common definitions.; Interrelationships between units within the division.'*

What topics could have been discussed more? (cont'd)

Understanding. Being Sensitive to Co-Workers: "How to get the best out of each employee -- what makes us tick?; The need to be respectful of each other's concerns; Different roles each person plays within his or her area of work; Interpersonal relationships between co-workers; Treating people fairly in the department."

Dealing With Difficult Customers: "How to deal with irate customers; Stress management; The different customer behaviors and how to handle them better; Importance of our behavior or reaction to their problems; How to incorporate and maintain the "customers bill of rights"; Tips on how to keep a positive attitude; Customer 'satisfiers' to use when the resolution is not a good one; other than "I'm sorry; Strategies on assisting difficult people and situations."

Involve Clerical Staff Next Year: "Have clerical staff attend 2 days next time; More information re: relations between clerical and professional staff working as a total unit; Support personnel must be included in these retreats;."

Keeping a Positive Attitude: "Techniques on how to maintain the positive force all year; Teamwork for future sessions; How to practice what we learned in the retreat all the time; Moments of truth."

Additional comments:

"Excellent presentation; Even though the facilities were not as nice as the previous years, the plans and the results of the planning session were more effective; You, the Vances did a great job; I appreciated being invited to participate in this retreat; This program led to more productive work than last year; Very interesting and didn't put me to sleep as I expected; Thank you; Support staff should have their own retreat -- alone; I would have liked to know before the retreat the agenda and had hard copy to refer to through the program; Once again, many thanks!; Good program; the video was great!!; Should include all staff on both days; (clerical and supervisory); A hot meal would be great!; Great session !!; My needs were met -- the activities were great; You were great Enjoyed the 2 days very much; Good active interaction through the program. Happy Holidays!!"