

GE Healthcare

TiP-TV™ Training in Partnership Program Supplement and Test for Healthcare Professionals Leadership Education

The Customer Economy

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1.0 ASRT-approved Category A CE Credit

1.6 Contact Hours – Provider Approved by the California Board of Registered Nursing, Provider Number 12057



imagination at work

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Program Summary

This page provides an overview of the program content and learning objectives. Please refer to the Table of Contents for a detailed list of the topics covered. We encourage you to file a copy of this Program Summary and the Table of Contents with your continuing education certificate. We also recommend that you provide a copy of this information to your manager as a record of your educational achievement.

Program Description

This program takes an in-depth look at how the value of customer relationships affects market value. Continued emphasis on customer satisfaction measurement programs requires renewed vigor as internal and external customers are identified, managed, and maintained. The program includes discussions of product branding, organizational culture, loyalty, behaviors, performance improvement, employee contributions, and much more.

Program Objectives

By the end of this program, the viewer should be able to:

1. Define the primary components that are instrumental in the customer economy.
2. Recognize the correlation between customer satisfaction and employee satisfaction.
3. Analyze factors that will streamline and improve customer service.
4. Review monitoring techniques that will improve communication patterns and measurement of customer satisfaction levels.
5. Describe the elements necessary to improve the organization's core culture.

Target Audience

Course objectives for this program specifically target radiology administrators. All other healthcare leaders may also benefit from this presentation.

NOTE: While the technical content is most effective for the target audience, other healthcare professionals may also benefit from viewing this course. Regardless of your specialty, you may apply for continuing education credit. Refer to the Continuing Education Credit page for additional information.

Continuing Education Credit

1.0 ASRT-approved Category A CE Credit

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Continuing Education Credit and Video File Download

Online Process for CE Credit (hls.gehealthcare.com)

In order to receive continuing education credit, you must log into the GE Healthcare Learning System (HLS) and complete all of the required steps. Please refer to the online TiP-TV Quick Start User Guide (click the User Guides link on the HLS Welcome page) for additional information on how to use the GE HLS as needed.

1. **View the entire program video** online or download the video file for later viewing (refer to the process below). This supplement is *not* intended to replace watching the video.
2. Go to the GE HLS web site at hls.gehealthcare.com and complete the **feedback form**.
 - ♦ NOTE: The Feedback Form link is not activated until the View Video Now module has been completed.
 - ♦ This provides valuable information regarding your thoughts on the program's quality and effectiveness.
3. Complete the **program post-test** without aids or assistance of any kind; this is an *individual effort*.
 - ♦ You have up to three attempts to successfully complete the test with a minimum passing score of 75% (ASRT and CBRN approved programs) or 80% (SNM-approved programs).
 - ♦ The post-test measures knowledge gained and/or provides a self-assessment on a specific topic.
4. Upon successful completion of the online CE information, you can instantly print a **certificate**.
5. Florida residents: The process for submitting CE credit to the FL DOH can be found online in the Related Documents tab on the bottom of the program's Item Details page.

Video Download Process

For programs with an original start date of September 1, 2008 or later, the GE HLS includes an option to download the TiP-TV program video file. You can then watch the program on your personal computer or transfer the video file to your portable video player for viewing.

NOTE: Please refer to the **TiP-TV Video Download Quick Start Guide** for complete details (click the User Guides link on the GE HLS Welcome page).

- With the desired program in your GE HLS Learning Plan, launch the program content to view the Online Content Structure. In the Video Download (Optional) area, click the Download Video to View Later link.
- Save the video file on your personal computer, using your existing video download software.
- View the program on your personal computer or transfer it to your portable video player for later viewing.
- After viewing the entire program, log into the HLS and complete the CE activities as noted above.

Continuing Education Credit Eligibility – Important Notice!

A GE Healthcare TiP-TV course may be available in several different formats, such as an online web course or CD/DVD. You may be able to receive CE credit only once for a particular course, regardless of the format in which it was viewed. If you have already received credit for a course, you are encouraged to contact your organization requiring continuing education to determine if you can repeat this course for CE credit.

Thank you for choosing GE Healthcare as your continuing education partner. We hope you will join us for other TiP-TV programs in the future. For more details and program schedule information, please visit our education web site (www.gehealthcare.com/education).

Please forward any questions or comments to: geeducation@ge.com

Program Outline

- I. Introduction
- II. Satisfaction Measurement
 - A. Continuous Monitoring
 - B. Methods
 - C. Patients Are Measuring You
 - D. Care Models/Change
 - E. Consistency
- III. Internal and External Customers
 - A. Importance
 - B. Internal Focus Groups
 - C. Communication
- IV. Branding
 - A. Who Are you?
 - B. Capturing a Feeling
 - C. Handling Complaints
- V. Organizational Culture
 - A. Incentives
 - B. Support
 - C. Turnover
 - D. Costs
 - E. Employee Satisfaction Correlates with Patient Satisfaction
 - F. The Internet
- VI. Behaviors/Training
 - A. First Impression
 - B. Attitude
 - C. The 5 C's
 - D. The Right People
 - E. Communication Skills
- VII. Performance Improvement
 - A. Six Sigma
 - B. Lean Six Sigma
 - C. The Trifecta

Introduction

It is clear that favorable customer perceptions are the cornerstone of any successful business. This includes healthcare businesses; however, there are challenges unique to, and beyond, the scope of mainstream business.

There is considerable pressure placed on the conduct of health businesses due to the highly charged emotional atmosphere that accompanies delivery systems. Customers become "patients" that require individualized management and privacy. Often, the customer/patient's well-being is being challenged by known or unknown forces, with entire families being involved in the sphere of anxiety, fear, and mystery. What is more, they often may not be entirely rational in the face of these stressors.

The patient's expectations under these conditions are elevated because they want to end strife and return to a balanced and more comfortable existence as soon as possible; it's part of human nature. If events get in the way of that return to balance, there is likely to be duress, disappointment, dissatisfaction, and perhaps even anger directed toward the perceived purveyor of the obstruction or shortcoming. The recipient of those negative emotions or feelings can be a staff member or members, a department, or the entire institution.

Most healthcare facilities have enormous patient volumes to go along with the heightened expectations listed above. They have limited resources (both capital and human), as well as rules, regulations, and mandates requiring adherence to countless standards of care. Interestingly, the healthcare business is a curious combination of humanitarianism and economics, two entities that, in the final analysis, are often opposed to one another when trying to balance care with the bottom line.

Given these factors, how do administrators ensure that their organizations or departments will meet the elevated expectations of patients/customers who are potentially experiencing life struggles and emotional turmoil? How do you ensure that the staff members working with these people are healthy, giving, committed, and competent? How does all of this affect the bottom line?

These questions are formidable, but there are many valuable ideas that can reduce the associated difficulties and can actually help to develop systems that work out favorably over time. We are going to begin to explore what might be done to bring together the emotional, technical, and economical elements of the customer experience.

We have called this program "The Customer Economy" because customers, or patients, now exert much more control than they used to, and they're going to use their experiences with you to assess the value of your organization. If you measure up, you're in, if you do not measure up, customers will take their business elsewhere.

This program supplement is designed to be used with the program video material. Space has been provided in this document for you to take notes as you listen to the comments of our guests.

Satisfaction Measurement

The first rule in measuring performance should be, but often is not, the need to continuously monitor, measure, and communicate customer feedback. The tendency is that performance is measured on a monthly or quarterly basis, which is not optimal or recommended.

Every patient encounter should be assessed, evaluated, and, if corrections need to be made, made immediately. There are, of course, other customers within the healthcare system, as well as methods to assess quality of the entire service offering.

Notes:

Internal and External Customers

Your customer can be defined as anyone who needs and uses the services you offer. The first important point here is that the field is not limited to patients only. There are actually many customers that are loosely gathered into external and internal categories.

Generally, external customers are the primary group where you focus your attention, but it is highly recommended that you never lose sight of the fact that internal customers, who are consumers of products and services that facilitate the organizational mission, are also extremely important.

Notes:

Branding

Your brand is based upon who you are, what you offer, and what levels of expertise are offered by your organization. The brand must support the organizational mission and values, and has to be a permanent entity. It also should have a distinct personality that makes customers feel good about you. A brand seeks to increase community awareness and acceptance of your organization, as well as establish preferences for your place over others.

Notes:

Organizational Culture

Rewards and incentives are often attached to personnel recruitment rather than aligning with the organization's performance goals and objectives for current employees. That accounts for only half of the equation. If the organizational culture affords little autonomy, is limited to non-participative decision making, possesses unsupportive leadership, rewards employees infrequently or not at all, and has leadership that is focused on reimbursement rather than quality of care, then there are considerable barriers to the development of an optimal work environment and culture.

Notes:

Behaviors/Training

The statement that you do not get a second chance to make a first impression, are words for the wise. Also, a first impression can often last a lifetime, so it had better be the best impression possible. The importance of a positive attitude in delivery of good customer service cannot be overemphasized. Action plans that develop customer service skill sets are important, but if employees are disgruntled, overworked, ill-supported, and generally apathetic, no amount of training is going to foreshadow these factors.

Notes:

Performance Improvement

Performance improvement was looked at in earlier leadership programs over the past year. These included a discussion of the Joint Commission on Accreditation of Healthcare Organization (JCAHO)'s tracer method and the Toyota model, which led to Lean Six Sigma techniques. PI, or performance improvement, is on everyone's plate, essentially part of institutional DNA; so not much more needs to be said about it, other than in the customer economy, it's more important than ever.

Notes:

Appendix A: Presenters

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Appendix B: Resources

References

Billingsley, K. and Billingsley, B., *Turn On Your Customer*, Literary Architects, Indianapolis, Indiana (2007).

Smart, D., *Magnetic Leadership*, James & Brookfield Publishers, Roswell, Georgia, (2003).

Electronic Resources

American Healthcare Radiology Administrators: <http://www.dhraonline.org>

Press Ganey Associates, Inc.: <http://www.pressganey.com>

NOTE: The Internet is an ever-evolving environment and links are subject to change without notice.

Appendix C: Post-Test

LMS Course Number: 3190

To be eligible for CE credit, you MUST view the video presentation first. Then complete the post-test on the GE Healthcare Learning System (hls.gehealthcare.com) by the due date listed online.

1. In the current environment, healthcare organizations that desire repeat business must focus on _____.
 - a. the look of the facility
 - b. customer service
 - c. parking access
 - d. physician satisfaction
2. In order to design effective marketing plans, a thorough knowledge of the _____ is required.
 - a. hospital
 - b. medical staff
 - c. community
 - d. regulatory environment
3. A good starting plan for the improvement of service offerings, involves solid agreement between the service provider and the _____.
 - a. service recipient
 - b. insurance provider
 - c. billing department
 - d. medical staff
4. According to Rebecca Southern, there is a better chance of success if processes are based upon the _____.
 - a. organizational mission
 - b. coding structure
 - c. voice of the customer
 - d. revenue stream
5. The best way to convey a positive customer message right at the start, is to _____.
 - a. be friendly
 - b. direct them where to go next
 - c. provide a discount
 - d. offer a cup of coffee
6. The procedure-based models of the past are now being replaced by _____ models in order to improve efficiency and quality of care.
 - a. care
 - b. performance
 - c. physician-based
 - d. patient-based

7. Consumers of products and services that facilitate the organizational mission, are referred to as the _____ customers.
 - a. most important
 - b. internal
 - c. external
 - d. secondary
8. Good coaching questions that allow you to get to the core of an issue, begin with the words _____ or _____.
 - a. what; how
 - b. why; how
 - c. what; why
 - d. where; when
9. According to Natalie Manor, if emotion accompanies an opinion offered by a meeting attendee, it should be _____.
 - a. disregarded
 - b. valued
 - c. equivocal
 - d. grounds for disciplinary action
10. The process by which you represent who and what your organization stands for to the community at large, is called _____.
 - a. marketing
 - b. counseling
 - c. canvassing
 - d. branding
11. In order to learn what's happening and how your service is perceived, you want to hear from noisy (or aggressive) patients and physicians.
 - a. True
 - b. False
12. According to Peggy Wagner, only 4% of people who are upset, complain. However, 9 out of 10 of those people will tell more than _____ other people about their experiences.
 - a. 20
 - b. 30
 - c. 40
 - d. 50
13. On average, the employee turnover rate for all healthcare positions is _____%.
 - a. 5
 - b. 10
 - c. 15
 - d. 20
14. As cited in the program, one large healthcare organization's turnover cost comprised _____% to _____% of it's entire budget for one year.
 - a. 1; 3
 - b. 3; 6
 - c. 6; 9
 - d. 9; 12

15. There is no direct correlation between customer satisfaction and employee satisfaction rates.
 - a. True
 - b. False
16. Jenifer Madson recommends to always revert back to the _____ of the event or issue, particularly if the conduct of deliberation becomes heated or if agreement is far off.
 - a. date
 - b. people
 - c. principle
 - d. beginning
17. If new facilities are built with big, bright, technically-advanced infrastructures, it still remains that the _____ will probably make a more dramatic impact on consumers.
 - a. decor
 - b. physician
 - c. diagnostic imaging department
 - d. customer experience
18. According to Brooke Billingsley, one of the primary focus points for leadership should be placed on the development of _____.
 - a. technologists
 - b. nurses
 - c. managers
 - d. infrastructure
19. A really good communicator usually will not allow preconceived ideas to interfere with a discussion, and will always _____, and then respond appropriately.
 - a. pause
 - b. smile
 - c. listen first
 - d. look amused
20. _____ is a performance improvement tool that encompasses safety, quality, customer satisfaction, cost effectiveness, organizational culture, and the impact of change on the entire facility.
 - a. Six Sigma
 - b. Total Quality Management (TQM)
 - c. Quality Assurance
 - d. Lean Six Sigma