



Service Priorities and Programmes

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Engaging Front Desk Supporting Staff as Peer Trainers - Be a “Customer Service Ambassador” in NTWC

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Introduction

To achieve the core values of Hospital Authority, including “people-centered care”, “professional service”, “committed staff” and “teamwork”, the awareness of front desk staff on effective communication with service users and recognition on staff’s outstanding customer service skills have been essential. As such, NTWC has launched the “Customer Service Training Programme” by engaging supporting staff who have been performing and dedicated to quality hospital services as cluster ambassadors and equipping them as local trainers for their peers. The project is an implementation of the cluster value “People FIRST”.

Objectives

1. The programme is to explore and recognize role models among supporting staff; hence, train them as leaders and ambassadors. 2. The ambassadors provide timely assistance for their colleagues when handling difficult service users at work. They create positivity among their peers at hospital front desk by spreading good customer service skills.

Methodology

1. Programme Design The curriculum of the Customer Service Training Programme was designed by a multi-team, with the inputs from Cluster Human Resources Division, Head Office’s Training & Development Team, Cluster Quality & Safety Division and frontline department heads. The contents of trainings cover the increasing importance of customer service, public expectation on hospital service and advantages of good service delivery. Most importantly, the trainings stress on the key principles of delivering good services which are “initiative”, “empathy” and “flexibility”. Collaborated with the members of Cluster Training & Development Team, the ambassadors share their experience and practical tips on delivering quality service and demonstrate effective patient communication skills to their peers during trainings. 2. Selection of Ambassadors The early batches of ambassadors were recruited through department heads’ nomination and mystery shopper scheme. The

recruitment of ambassadors has already been extended through identification of talents during supporting staff trainings as well as peer nomination by existing ambassadors. The enhancement of the ambassador pool has stabilized the availability of trainers. 3. "Train-the-trainer" Approach Instead of being trained by a few trainers or external training consultancies, a "train-the-trainer" approach has been adopted in the Customer Service Training Programme which is more cost-effective and flexible to train up a large size of front desk staff with customer service concepts by our "local" trainers who are able to illustrate with their daily examples at work to better suit the needs of hospital staff. 4. Support to Ambassadors With the advice of Cluster Training & Development Team, the ambassadors would rehearse and practise to strengthen their confidence in public speaking before they conduct the trainings for their peers. The ambassadors' knowledge on quality service delivery would also continuously be refreshed by providing training sponsorship to attend short courses and organizing visits to corporations like McDonald's which are world-renowned for their outstanding customer service.

Result

60 Customer Service Ambassadors from various departments in NTWC have been recruited and equipped as trainers since 2010. Under their facilitation, 19 customer service training sessions have been conducted in Tuen Mun Hospital, Pok Oi Hospital and Castle Peak Hospital with an overall attendance of 860 front desk supporting staff recorded. The training programme, which equips colleagues with the appropriate service skills, has been well supported by staff and supervisors. The customer service trainings have been consistently scoring over 5 out of 6 on average and positive feedbacks on the ambassadors' facilitation have been received as evaluated by participants.