



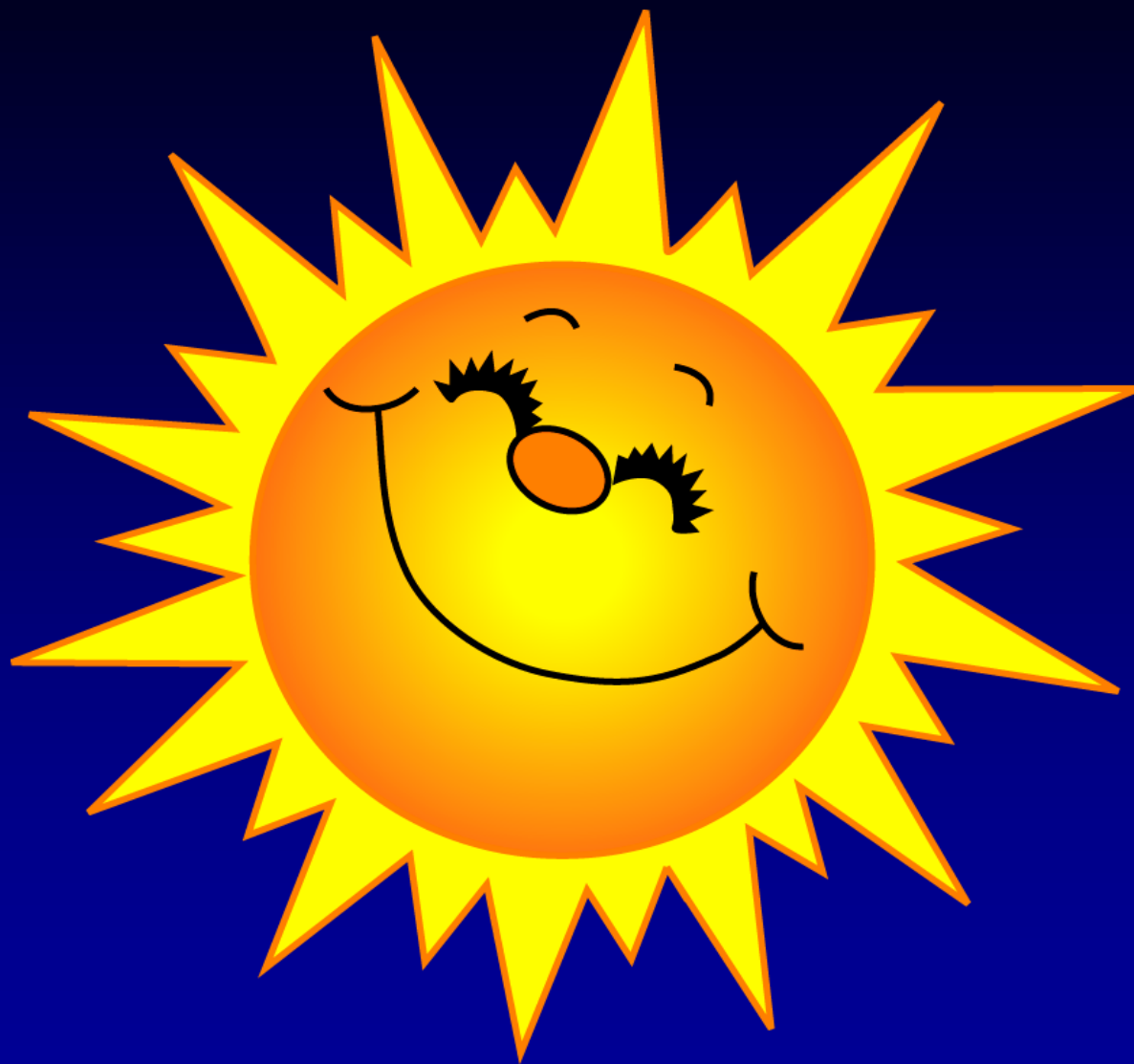
Service Excellence

Necessary for a Great Experience

Hospital Authority 2014
Hong Kong, China
May 8, 2014

James Merlino, MD
Chief Experience Officer





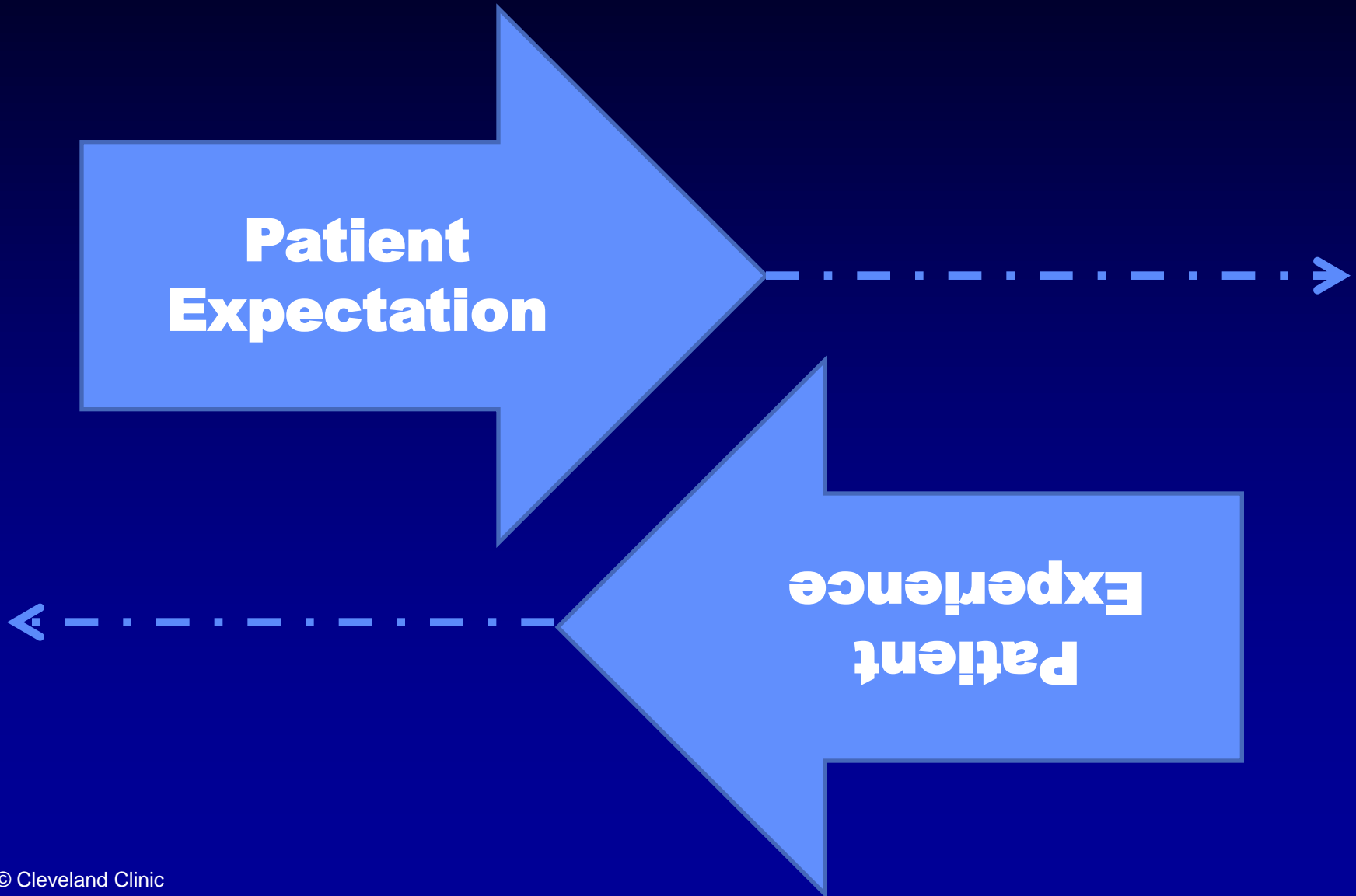
What is a patient ?

- Have you ever been one ?

- Stressful
- Anxiety
- Fear – Terror !
- Uncertainty
- Confusion

...And the Family

Bad Experience



Good Experience



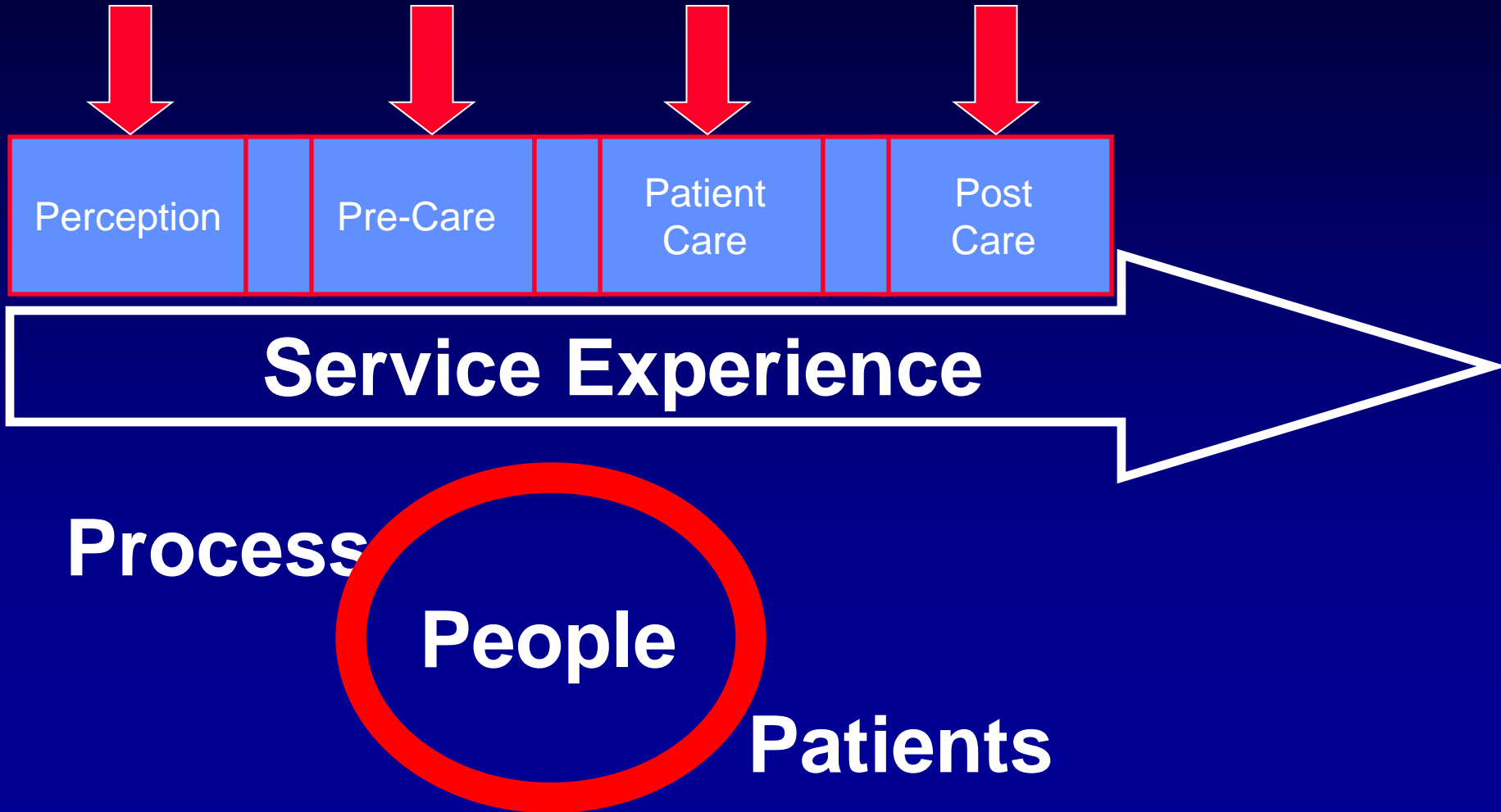
The diagram consists of two large, light blue arrows pointing towards each other, meeting at a central point. The arrow on the left points to the right and contains the text 'Patient Expectation'. The arrow on the right points to the left and contains the text 'Patient Experience'. The background is a solid dark blue.

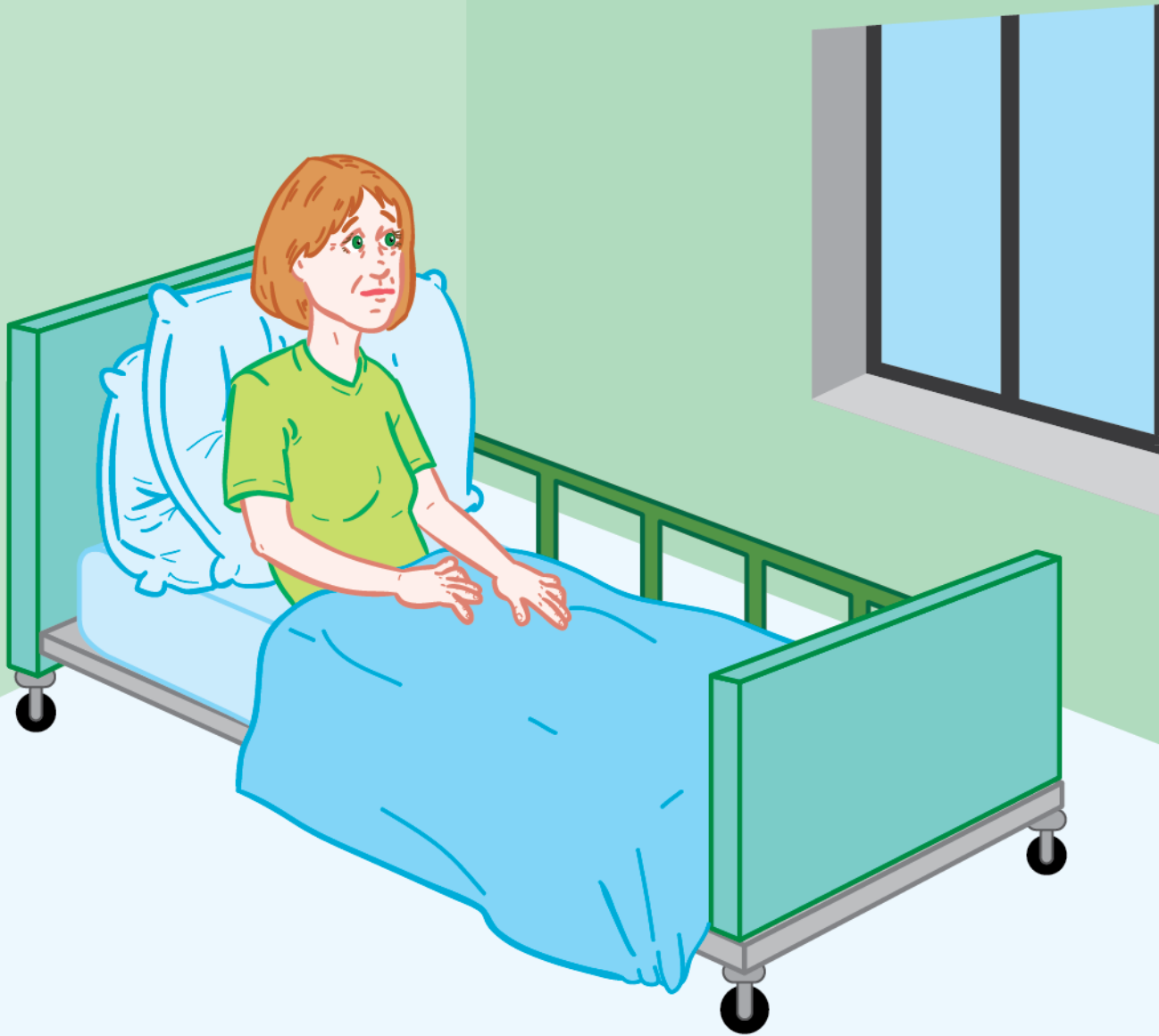
**Patient
Expectation**

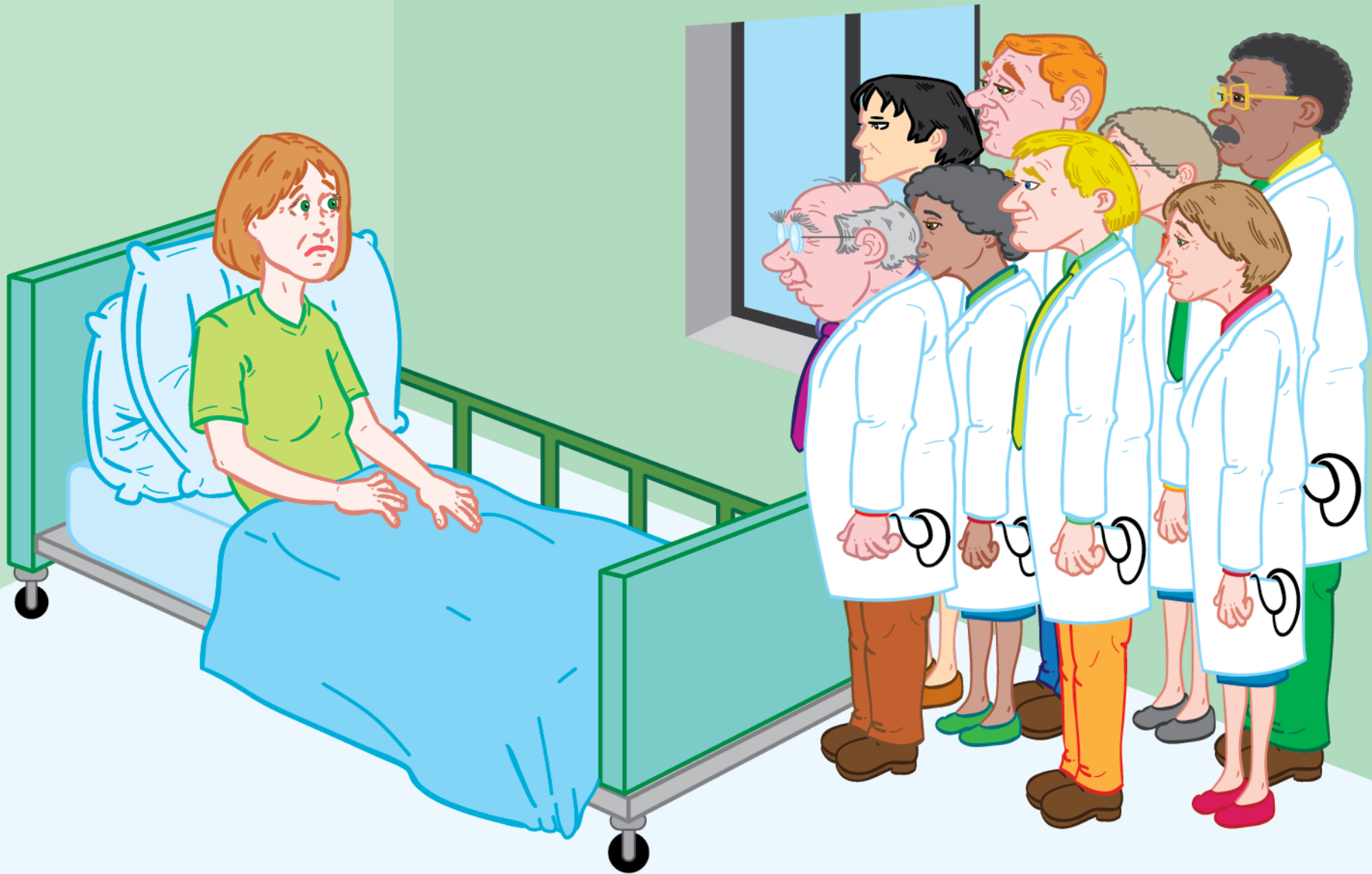
**Patient
Experience**

“Patients First....”

Execution











KEN KULA
CCF
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Philosophy

- **Every patient, visitor and caregiver interaction matters – every day, every time**
- **Caregivers' role is more than just tasks**
- **Caregivers should be empowered to deliver world-class care**
- **Caregivers should live the organization's mission and values**
- **Caregivers create and maintain impressions**

“Service excellence is both obtrusive and elusive. We know when we have received it and, rather more frequently, we know when we have not.”

-Robert Johnston

“...the ability of the provider to consistently meet and manage patient expectations. Clinical excellence must be the number-one priority for any healthcare system. However, the best healthcare systems combine professional (clinical) service excellence with outstanding personal service.”

-Wikipedia

S.T.A.R.T.
Cleveland  **Respond with Service Excellence Model**

Communicate with **HEART**®

Making the First Impression



Expected Service Behaviors

- Acknowledge the other person
- Introduce self and role
- Use person's preferred name and greet warmly
- Clearly communicate expectations
- Offer to resolve concerns or forward to the right person
- Use active listening
- Show empathy
- Use common courtesy
- Offer to help

S.T.A.R.T. with Heart

S mile and greet warmly (Sir / Ma'am)

T ell your name, role, what to expect

A ctive listening / Assist

R apport / Relationship building

(preferred name)

T hank the person

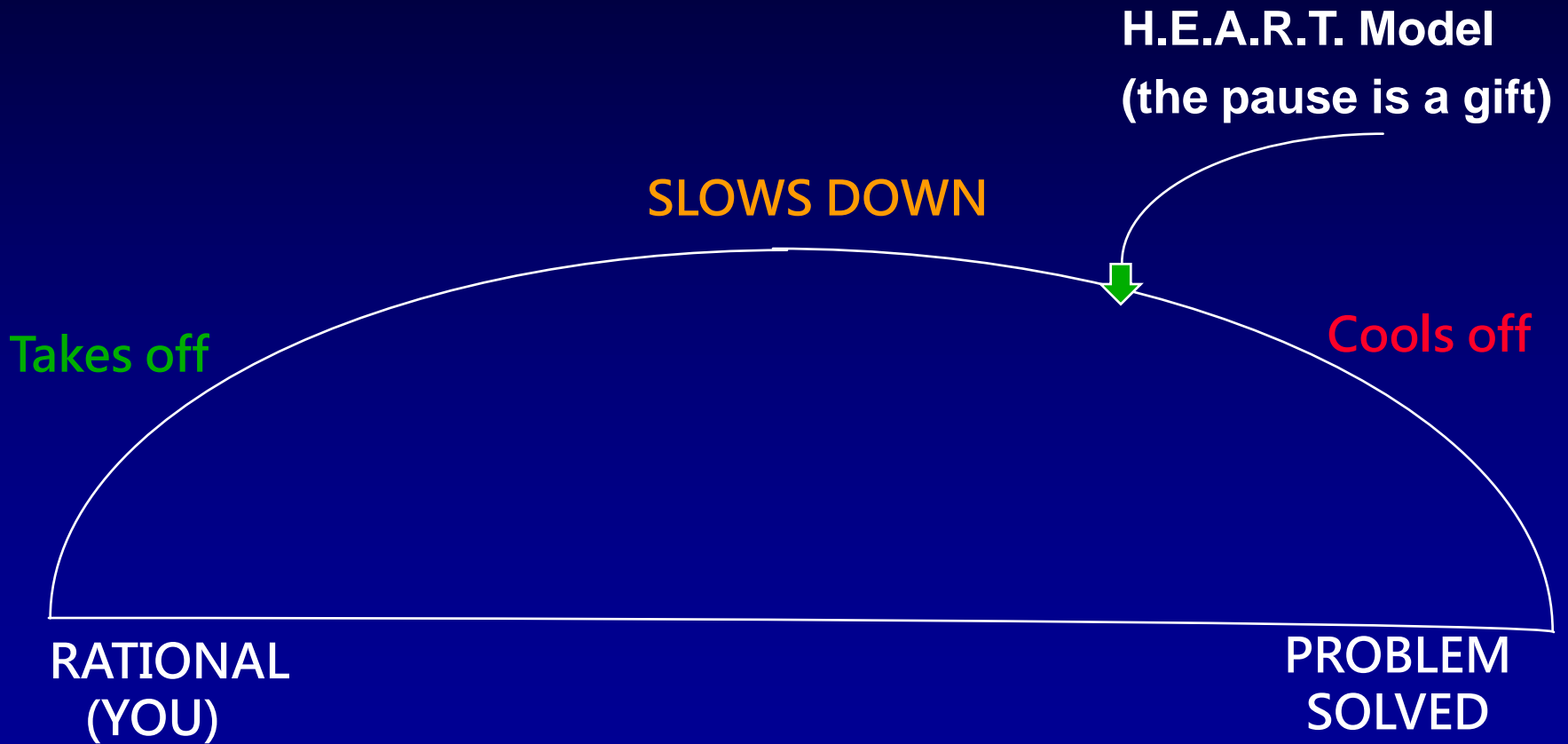
Hostility Curve

Anger typically follows a cycle

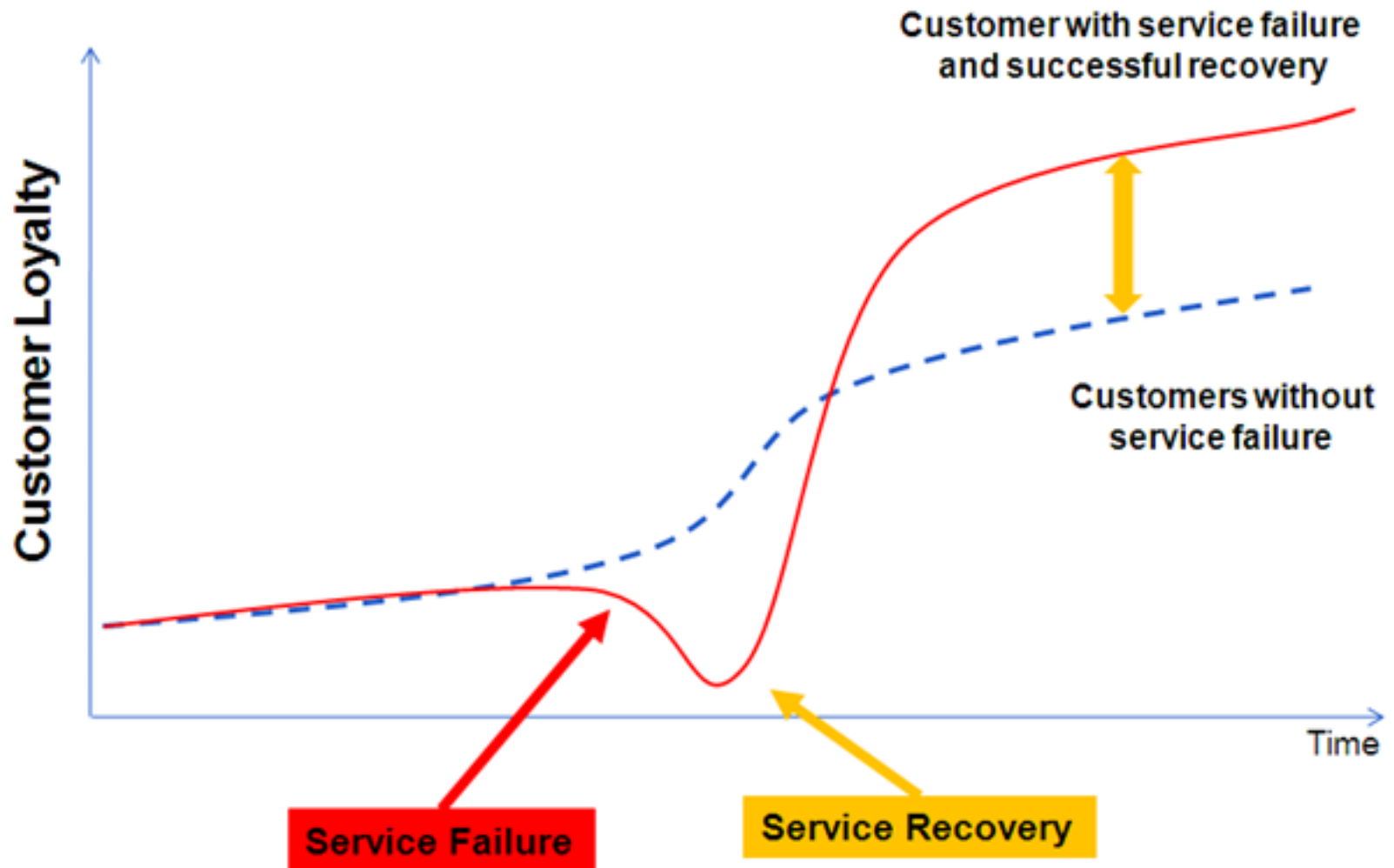


Don't intervene too soon!

Hostility Curve - What Works



Recovery Paradoxon



Respond with **H.E.A.R.T.**

H ear the story

E mpathize

A pologize

R espond

T hank

Communicate with *HEART*

START with Heart

- S** Smile and greet warmly
- T** Tell your name, role, and what to expect
- A** Actively listen / Assist
- R** Rapport building
- T** Thank the person

Respond with **HEART**

- H** Hear the story
- E** Empathize
- A** Apologize
- R** Respond
- T** Thank

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Cleveland Clinic

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