



CURRY
HEALTH NETWORK

**A Journey
to achieve 5-Star Service Excellence
through focused and intentional
cultural change & accountability**

Reaching for the Stars





Ginny Williams, CEO

A Journey
to 5-Star Service Excellence

WELCOME

- WELCOME
- ABOUT ME

About Us

A Journey
to achieve 5-Star Service Excellence

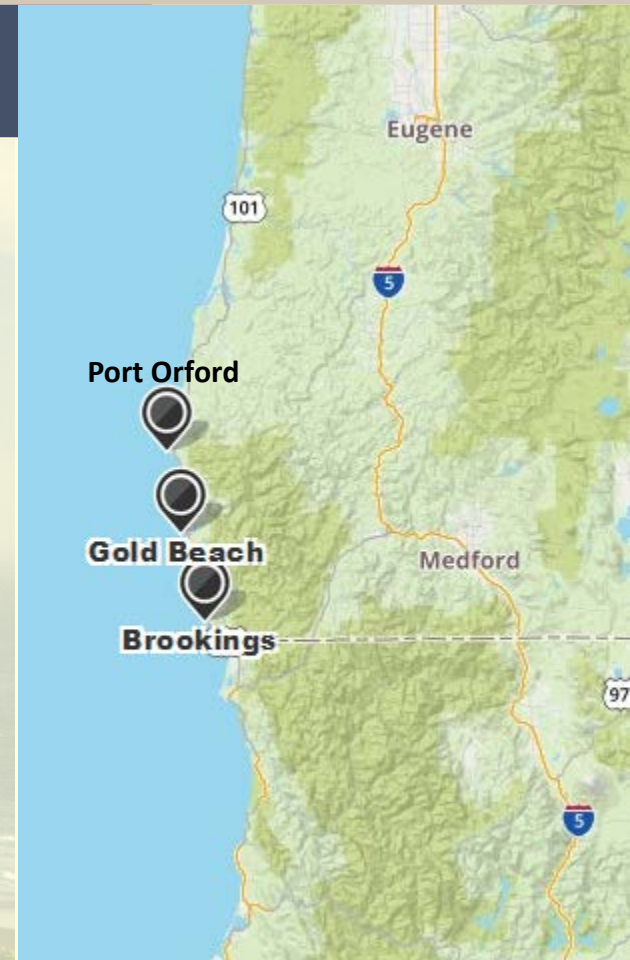
REACHING FOR THE STARS

- **HEALTH DISTRICT**
- **CRITICAL ACCESS HOSPITAL & 4 AMBULATORY CLINICS**
- **MISSION:** HEALTHY COMMUNITIES IN WHICH THERE IS EFFICIENT, QUALITY HEALTH CARE.
- **VISION:** CURRY HEALTH NETWORK WILL BE THE REGION'S PREMIER RURAL HEALTHCARE SYSTEM.
- **VALUES:** INTEGRITY, COMPASSION, ACCOUNTABILITY, STEWARDSHIP, TEAMWORK, & EXCELLENCE

Our Service Area

- LOCATED IN THE COMMUNITIES OF GOLD BEACH, BROOKINGS, AND PORT ORFORD IN NATURE'S WONDERLAND ON THE SCENIC SOUTHERN OREGON COAST
- COMMUNITIES SPAN A DISTANCE OF 60 MILES.

A Journey to 5-Star Service Excellence SOUTHERN OREGON COAST



Demographics

- COUNTY **POPULATION**: 22,600
- MEDIAN **AGE**: 55 YEARS (STATE MEDIAN: 39)
- **30%** OF POPULATION **AGE 65+** (2015)
- **VETERAN** POPULATION NEARLY DOUBLE STATE AVERAGE (17.45%)
- **DISABLED** POPULATION: **25.77%** (STATE 14.42%)
- ANNUAL **FAMILY INCOME**: **72%** OF STATE AVERAGE

Why?

Why not?

Why not us?

Why not now?

If not us, who? If not now, when?

A Journey
to 5-Star Service Excellence
WHY SERVICE EXCELLENCE?

Our time is Now – Not in 2 Weeks
Not in 2 Months – Not in 2 Years

OUR TIME IS RIGHT NOW – THE JOURNEY BEGINS



Culture

A Journey to 5-Star Service Excellence HISTORY

- ***CULTURAL HISTORY*** OF CURRY HEALTH NETWORK
 - LEADERSHIP TURNOVER
 - POOR FINANCIAL STEWARDSHIP
 - LACK OF PRIDE
 - “NOTHING WILL EVER CHANGE”
- ***HIDDEN BENEATH:*** A WORKFORCE THAT WANTED TO BE GREAT, WANTED TO HAVE PRIDE, WANTED TO . . .

IMPACT OF LEADERSHIP TURNOVER

CEO TURNOVER

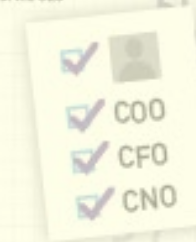


MOST IMPACTED

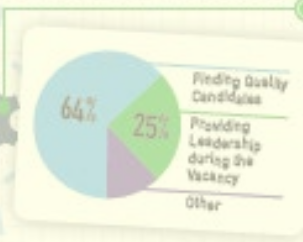
- Strategic Planning
- Employee/Physician Engagement/Satisfaction
- Community Relationships
- Financial Performance

EXECUTIVE MOST LIKELY TO LEAVE

Following the departure of the CEO

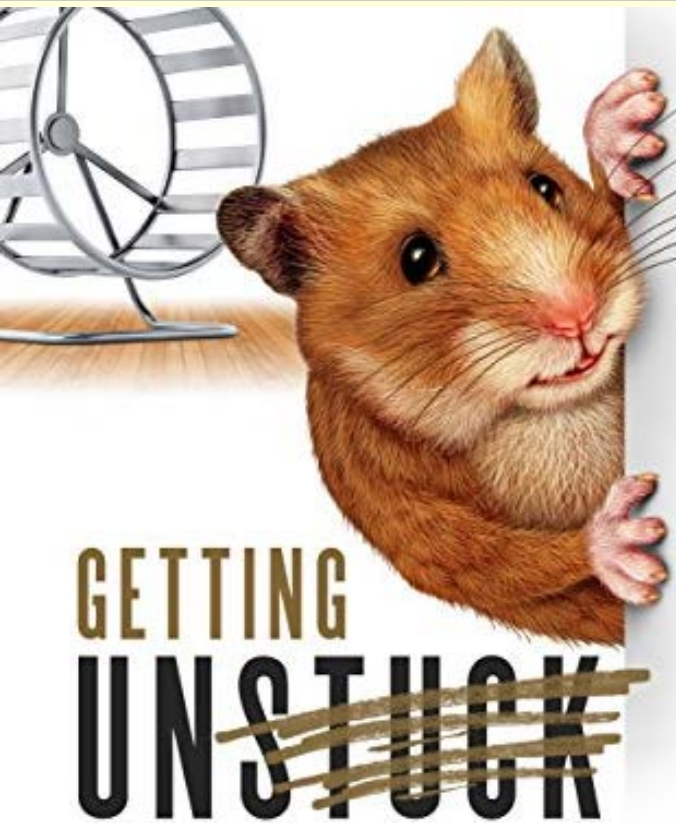


TWO BIGGEST CHALLENGES



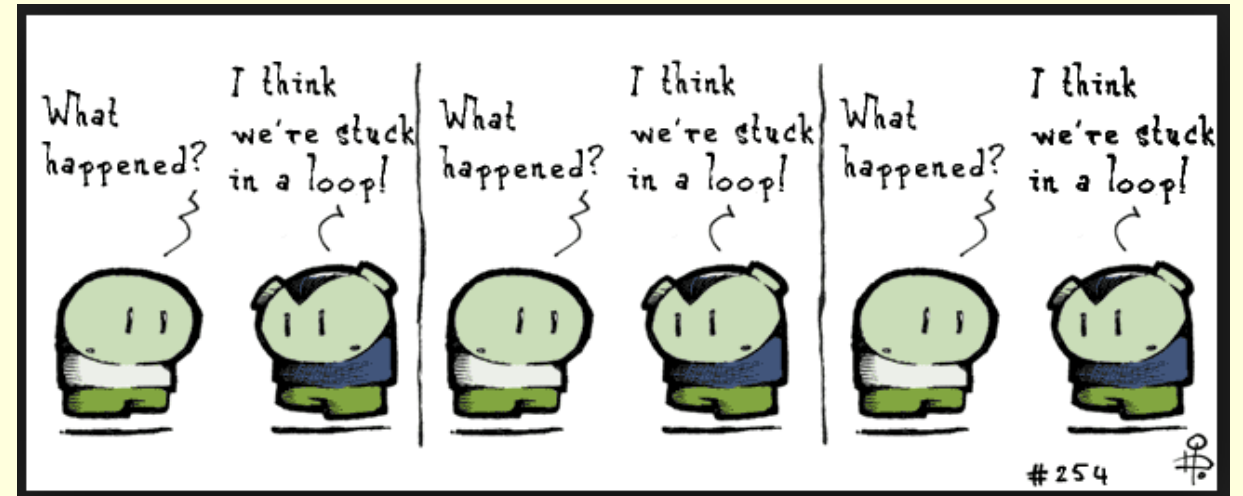
Inertia

A Journey to 5-Star Service Excellence **STUCK**



CULTURAL
DEVELOPMENT
AND CUSTOMER
SERVICE WERE
STAGNANT

PROGRESS WITHOUT CHANGE IS IMPOSSIBLE



The Realization

A Journey
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GETTING OFF THE ESCALATOR



Reputation

A Journey to 5-Star Service Excellence **REBRAND vs REINVENT**

THE *HISTORY* OF CURRY HEALTH NETWORK'S *REPUTATION*

"REPUTATION"

- How others collectively perceive you
- Reputations change more rapidly, and are more malleable

"BRAND"

- The way you present yourself to the world.
- Brands are enduring

"REINVENT"

- Change so much that it appears to be entirely new
- Take up a very different way of life ("The way we do things around here.")

Options & Action

A Journey
to 5-Star Service Excellence
OPPORTUNITIES

- ***GRANT FUNDING*** FROM THE OREGON OFFICE OF RURAL HEALTH
- CLS ***ASSESSMENT*** AND ***EDUCATION***
- MAKING THE ***COMMITMENT***
- SETTING ***GOALS***
- ***ENGAGING*** THE WORKFORCE

A Journey
to 5-Star Service Excellence
SERVICE EXCELLENCE STRUCTURE

Gail Meidinger, Svc. Excellence Coord.

- ***ABOUT ME***
- ***THE BACKBONE OF OUR SERVICE EXCELLENCE STRUCTURE***
 1. BOARD OF DIRECTORS PEOPLE/SERVICE SUB-COMMITTEE
 2. SERVICE EXCELLENCE COUNCIL
 3. SERVICE EXCELLENCE ADVISORS & AMBASSADORS
 4. OASIS TEAMS

Structure

A Journey to 5-Star Service Excellence BOARD PEOPLE/SERVICE SUB-COMMITTEE

BOARD OF DIRECTORS PEOPLE / SERVICE SUB-COMMITTEE

- **COMPOSITION:** 2 BOARD MEMBERS, CEO, CNO, COO, CHRO, SERVICE EXCELLENCE COORDINATOR
- **RESPONSIBILITIES:** MONITOR PATIENT SATISFACTION SURVEYS, PATIENT GRIEVANCE STATS, EMPLOYEE SATISFACTION SURVEYS, HR METRICS (TURNOVER, RETENTION, STAFF EDUCATION), & HR POLICIES INCLUDING COMP & BENEFITS

Structure

A Journey to 5-Star Service Excellence SERVICE EXCELLENCE COUNCIL

SERVICE EXCELLENCE COUNCIL

- **COMPOSITION:** A GROUP OF 60% LEADERS & 40% FRONTLINE STAFF
- **RESPONSIBILITIES:** *IMPLEMENTATION, MONITORING & INTEGRATION OF THE SERVICE EXCELLENCE INITIATIVE (SEI) INTO OUR CULTURE.* RECEIVES REPORTS FROM THE SVC EXC COORD, OASIS SUPERCOACH, SEA SUPERCOACH, PROVIDER SUPERCOACH, HCAHPS SUPERCOACH, SERVICE HUDDLE/DO IT CHAMPION, SERVICE RECOVERY CHAMPION, AND CLS RESOURCE COORDINATOR

SERVICE EXCELLENCE ADVISORS

- **COMPOSITION:** TWENTY-ONE (21) FRONTLINE STAFF FROM MULTIPLE DEPARTMENTS, SELECTED BY THE SVC EXC COUNCIL FOR RECOGNIZED ATTRIBUTES INCLUDING A DEMONSTRATED COMMITMENT TO CUSTOMER SATISFACTION, BEING A ROLE MODEL WITH A PROACTIVE, POSITIVE APPROACH; STRONG COMMUNICATION SKILLS; DESIRE TO LEARN/TEACH OTHERS; POTENTIAL FUTURE LEADER; RESPECTED BY PEERS.

Structure

A Journey
to 5-Star Service Excellence
SERVICE EXCELLENCE AMBASSADORS

SERVICE EXCELLENCE AMBASSADORS – YEAR 2

- **COMPOSITION:** YEAR 1 SERVICE EXCELLENCE ADVISORS
- **RESPONSIBILITIES:** MENTOR YEAR 2 SERVICE EXCELLENCE ADVISORS, ORGANIZE SOCIAL EVENTS FOR SEAs, SERVE ON LEAD TEAMS, CONTINUE TO ASSIST WITH DO IT MEETINGS

Structure

A Journey to 5-Star Service Excellence OASIS TEAMS

OASIS TEAMS (ORGANIZATIONALLY ADVANCED SERVICE IMPROVEMENT SYSTEM)

- **COMPOSITION:** MID-LEVEL MANAGEMENT TEAMS, WITH MEMBERS FROM DIVERSE DEPARTMENTS
- **RESPONSIBILITIES:** TEAMWORK, PROJECT MANAGEMENT, CREATIVE THINKING, COMMUNICATING, & PLANNING TO IMPROVE AREAS IDENTIFIED AS THOSE WITH MOST ROOM FOR IMPROVEMENT, OR POTENTIAL POSITIVE IMPACT
- **FOUR PROJECTS:**
 1. SERVICE STANDARDS/CARE PROMISES
 2. PHONE CALL MANAGEMENT
 3. AWARDS & RECOGNITION
 4. KEYWORDS/SENTENCE STARTERS

Milestones – Year 1

- EDUCATION/TRAINING SEC, SEAs & OASIS TEAMS
- PATIENT AND STAFF ROUNDING
- CEO ROUNDTABLES / EXECUTIVE COACHING
- CEO / SEAs MONTHLY LUNCHEONS

A Journey
to 5-Star Service Excellence
SIGNIFICANT MILESTONES

- WEEKLY HUDDLES
- MONTHLY DO IT PROJECTS
- OASIS TEAM PROJECTS
- SERVICE RECOVERY
- CELEBRATING SUCCESS



CURRY
HEALTH NETWORK

Sunnie Day

**A Journey
to 5-Star Service Excellence
QUALITY COORDINATOR**

- ***ABOUT ME***
- ***PATIENT SURVEYS***
 - ***REAL-TIME SURVEYS*** FOR ED, INPATIENTS, CLINICS, OUTPATIENT REHAB & OUTPATIENT SURGERY, OUTPATIENT TESTING (LAB, IMAGING, CARDIOPULMONARY REHAB), WALK-IN CLINIC
 - ***HCAHPS*** VIA TRADITIONAL MAILED SURVEYS
- ***GOAL SETTING:*** GOALS WERE SET BY THE BOARD OF DIRECTORS PRIOR TO UNDERTAKING THE SERVICE EXCELLENCE INITIATIVE. YEAR 1 DATA WILL SOON BE AVAILABLE.

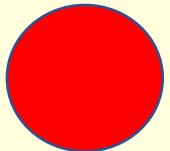
Measuring Success

A Journey to 5-Star Service Excellence **GOALS & RESULTS**

**Improved
in 4
Domains**

HCAHPS/PATIENT EXPERIENCE SCORE IMPROVEMENT

- COMMUNICATION WITH DOCTORS
- QUIETNESS OF HOSPITAL ENVIRONMENT
- TRANSITION OF CARE
- OVERALL RATING



Measuring Success

Improved
in 5
Areas

PATIENT SATISFACTION OVERALL IMPROVEMENT

- EMERGENCY DEPARTMENT
- WALK-IN CLINIC (URGENT CARE)
- OUTPATIENT SURGERY
- OUTPATIENT TESTING: LAB
- CHN PROVIDER RATING

Measuring Success

A Journey
to 5-Star Service Excellence
GOALS & RESULTS

SERVICE EXCELLENCE ACCOMPLISHMENTS

- **INCREASED STAR RATING** FROM **2-STARS** TO **4-STARS** IN ONE YEAR!
- SUCCESSFULLY COMPLETED 4 **OASIS** *TEAM PROJECTS*
- **98%** EMPLOYEE & VOLUNTEER PARTICIPATION IN SERVICE EXCELLENCE **WORKSHOPS**
- CONTINUED QUARTERLY SEI EDUCATIONAL SESSIONS WITH **NEW EMPLOYEES**
- HARDWIRED SEC **ACCOUNTABILITY** AND **ENGAGEMENT**
- SUCCESSFUL IMPLEMENTATION OF **HUDDLES** AND **DO IT** MEETINGS

Measuring Success

- ***RESULTS – PATIENT SATISFACTION & HCAHPS
(PRELIMINARY YEAR 1 DATA)***
 - HCAHPS AND DEPARTMENTAL PT SATISFACTION SURVEYS DEMONSTRATE ***50% SHOWED IMPROVEMENT WITH AN UPWARD TREND.***

Measuring Success

- ***RESULTS – EMPLOYEE SATISFACTION***
 - SURVEYED ANNUALLY BY INDEPENDENT THIRD-PARTY
 - YEAR TO YEAR RESULTS SHOWED MARKED AND OFTEN DRAMATIC INCREASES IN MOST BENCHMARKS





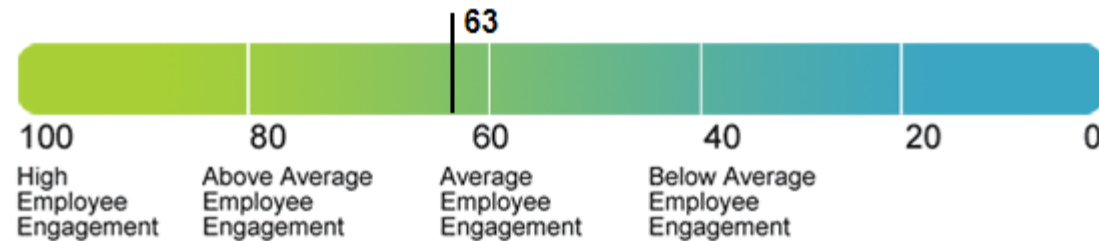
CURRY
HEALTH NETWORK

A Journey to 5-Star Service Excellence **EMPLOYEE ENGAGEMENT**

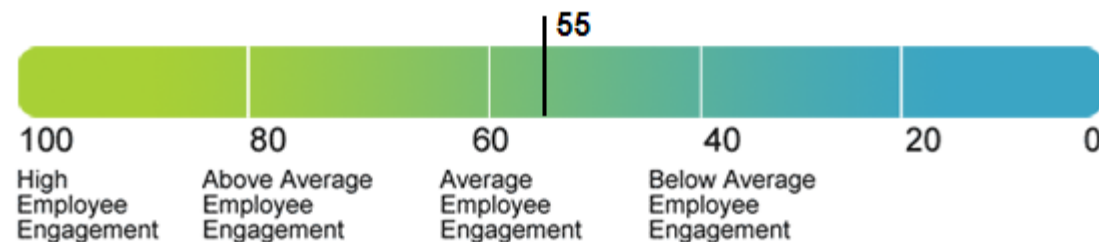
2019



2018

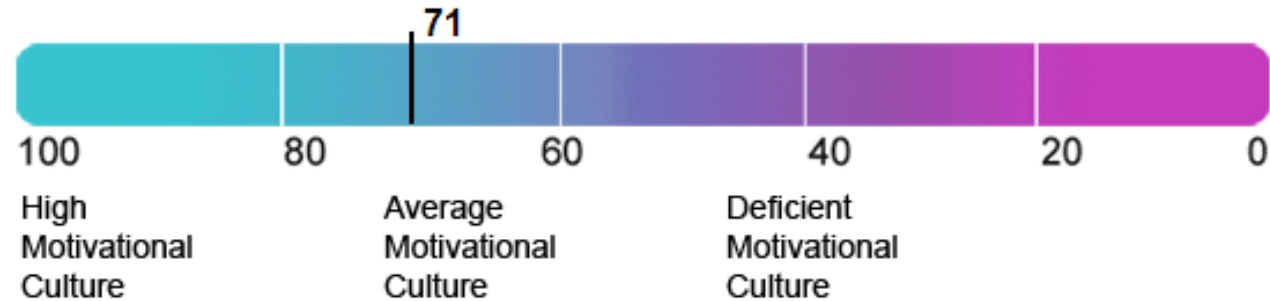


2017

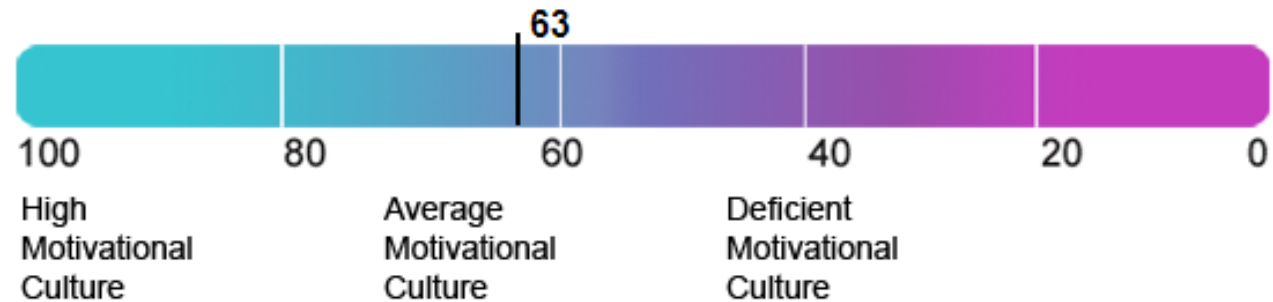


A Journey
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MOTIVATIONAL CULTURE

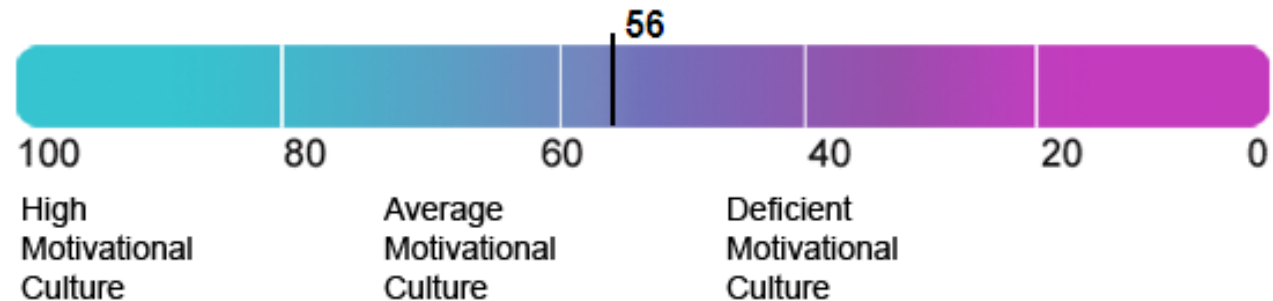
2019



2018








2017



STRENGTH OF COMMITMENT TO CHN

How strong a commitment does staff feel?

				Benchmark	
				IND. NORM	US NORM
Top 2/Favorable:	2019	2018	2017		
	83%	68%	64%	60%	60%
 Extremely committed (67)	39%	25%	28%	17%	21%
 Very committed (76)	44%	43%	36%	43%	39%
 Somewhat committed (25)	15%	21%	22%	29%	27%
 Not very committed (2)	1%	8%	8%	8%	8%
 Not at all committed (1)	1%	4%	6%	3%	4%

Arrows show difference of +/- 5 points from industry norm

Improved Work Experience & Positive Momentum within CHN

	2019	2018	2017	Benchmark	
				IND. NORM	US NORM
Top 2/Favorable:	72% ↑	57%	44%	57%	52%
Agree strongly (62)	36%	21%	19%	20%	19%
Agree somewhat (62)	36%	36%	25%	37%	33%
Neither agree nor disagree (29)	17%	22%	16%	23%	26%
Disagree somewhat (13)	8%	15%	16%	13%	12%
Disagree strongly (5)	3%	6%	23%	7%	9%

Arrows show difference of +/- 5 points from industry norm

Star Rating

A Journey
to achieve 5-Star Service Excellence
REACHING FOR THE STARS



Our Journey:

2 / 3 Stars – prior to June 2018

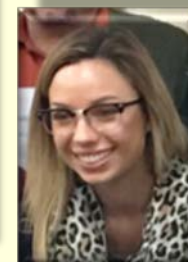
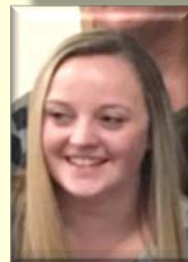
4 Stars – notified in June 2019

5 Stars – Service Excellence is a never-ending endeavor, & Curry Health Network remains on the path to achieving its 5-Star Goal!

Nicole Legg

A Journey
to 5-Star Service Excellence
SERVICE EXCELLENCE ADVISOR

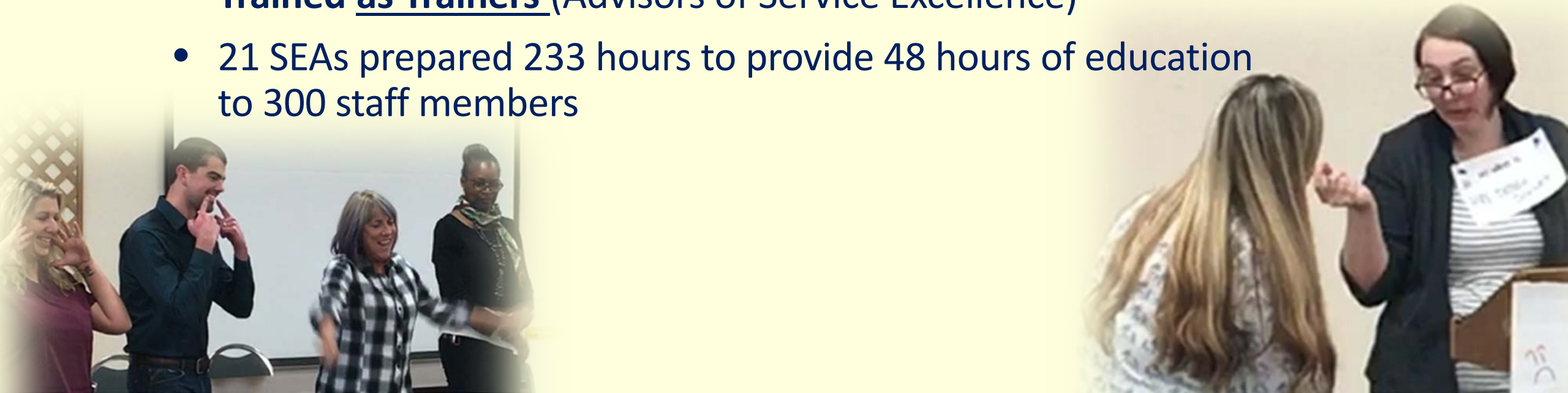
- *ABOUT ME*
- *SEAs*
 - ROLES
 - RESPONSIBILITIES



Nicole Legg

A Journey
to 5-Star Service Excellence
SERVICE EXCELLENCE ADVISOR

- ***TRAINING: 2 DAYS OF SESSIONS + WORKSHOP PILOT***
 - **Trained as Trainers** (Advisors of Service Excellence)
 - 21 SEAs prepared 233 hours to provide 48 hours of education to 300 staff members



Nicole Legg

A Journey
to 5-Star Service Excellence
SERVICE EXCELLENCE ADVISOR

PERSONAL IMPACT

- EXPANDED **COMFORT ZONE** (E.G. PUBLIC SPEAKING)
- LEARNED TO **OVERCOME CHALLENGES** (E.G. 1ST WORKSHOP)
- **SELF-CONFIDENCE**
- REALIZED THAT **EACH OF US HAS THE POWER TO**
POSITIVELY IMPACT THE EXPERIENCES WE PROVIDE TO
OUR PATIENTS AND GUESTS, AND TO IMPROVE OUR
ORGANIZATIONAL CULTURE



Nicole Legg

A Journey
to 5-Star Service Excellence
SERVICE EXCELLENCE ADVISOR

PERSONAL IMPACT

- **OPPORTUNITIES**
 - AMAZING EXPERIENCE TO ATTEND A SERVICE EXCELLENCE CONFERENCE IN FLORIDA WITH 5 STAFF MEMBERS & A MEMBER OF THE BOARD OF DIRECTORS
 - IMPROVED ATTITUDE, GREATER UNDERSTANDING, EMPOWERMENT, AND CONFIDENCE OPENS A PATH TO **CAREER GROWTH**



Nicole Legg

**A Journey
to 5-Star Service Excellence
SERVICE EXCELLENCE ADVISOR**

IMPACT ON THE ORGANIZATION

- INITIATIVE IS NOT “TOP DOWN”, BUT SUPPORTED AT ALL LEVELS INCLUDING BOARD OF DIRECTORS, ADMINISTRATIVE TEAM, MID-LEVEL MANAGEMENT, AND FRONT-LINE STAFF SEAs. **WE ARE ALL PIECES OF THE PUZZLE.**
- EXPECTATIONS ARE NOW CLEAR AND SUPPORT **ACCOUNTABILITY**
- PROCESS IMPROVEMENT IS HARDWIRED INTO OUR CULTURE
- **EVALUATIONS & WAGE INCREASES** ARE HEAVILY INFLUENCED BY BEHAVIOR, ATTITUDE, & EXCELLENCE, REINFORCING THE SERVICE EXCELLENCE INITIATIVE
- SERVICE EXCELLENCE IS NOW **“THE WAY WE DO THINGS AROUND HERE!”**

Ginny Williams, CEO

**A Journey
to 5-Star Service Excellence
Q & A**

QUESTIONS?

