



### The Challenge

### Schmalensee Partners' Approach

### Results

## Using Performance Standards to Manage Customer Experiences

A major teaching and tertiary care hospital with an international reputation believed that its patients were getting top clinical care but not top experiences. It wanted to determine what top experiences were like – for all patient-facing roles – and then create performance standards that would result in top experiences.

We . . .

1. Established a Performance Standards team to work with SP, answerable to the top executive who was championing the work
2. Communicated with all top officers about the goal and scope of the work to get their buy-in and thoughts on how to overcome barriers
3. Conducted extensive patient and family-member research with focus groups and surveys to identify what behaviors to avoid and what to be sure to offer
4. Developed a list of “must do” behaviors for each of the dozen or so groups that interacted with patients or families – such as nursing, food service, housekeeping, and appointments.
5. With Performance Standards team, created an interactive training program for all groups on their performance standards, why they were important, and practicing living up to the standards
6. Developed short surveys to assess patient reactions to encounters and whether performance standards were adhered to
7. Supported Performance Standards team as it rolled out program across whole hospital

- All patient-facing employees learned their performance standards. Surveys showed they understood and accepted them.
- Patient surveys showed that employees were living up to standards in most cases and where more action was needed.
- Overall patient satisfaction rose as did employee job satisfaction.

