

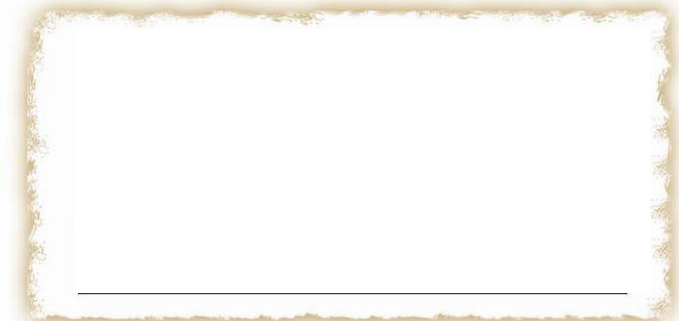
# HOSPITAL

# BEST PRACTICE GAP ANALYSIS™



## Assessment Guide

*The 12 Pillars of an Employer  
& Provider of Choice*



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## HOW TO USE THIS DOCUMENT

### Best Practice Gap Analysis™

#### I. WHAT'S INSIDE

- i) **Page 3** – **The 12 Imperatives to Become a Hospital of Choice™**  
This is a summary of the Best Practices identified as necessary to create a healthcare culture necessary to be certified as a Hospital of Choice™.
  
- ii) **Pages 4-31** – **Best Practice Gap Analysis™ Assessment Forms**  
These pages profile and describe the Phase I Best Practices and asks the client to do the following:
  - Step #1** – Describe their “current or similar” process.
  - Step #2** – Rate the effectiveness of their current or similar Best Practice.
  - Step #3** – Rate their potential interest in implementing the new (or improved) Best Practice.

## THE 12 IMPERATIVES TO BECOME A *HOSPITAL OF CHOICE*

### EMPLOYER OF CHOICE (EOC)

- I. LEADERSHIP PERFORMANCE ACCOUNTABILITY**
- 1. Annual Leadership Accountability Agreements
  - 2. **CEO Service Support Roundtables**
  - 3. **Performance Measurement and Incentive Process**
  - 4. Job Description Revision
- II. STAFF RETENTION & RECRUITMENT**
- 1. **Semi-Annual Leadership Empowerment Survey**
  - 2. Market-based Timely Compensation Review & Compensation Fact Sheet
  - 3. Customized Scheduling & Structured Staff Scheduling
  - 4. Frontline Suggestion System
  - 5. Nursing Stress Audits
  - 6. Open Book Communication
  - 7. Win-Win Assertiveness Education for Nurses
  - 8. High Performance Retention Program
  - 9. Red Zone Staff Service Triggers
  - 10. **Resignation Recovery Protocol**
  - 11. **Service Empowerment Leadership Training**
- III. PEER SELECTION & PERFORMANCE REVIEW**
- 1. Synchronize Frontline Job Descriptions & Performance Review
  - 2. **Peer Hiring Screens Utilizing Service Standards**
- IV. ORIENTATION & ONBOARDING PROCESS**
- 1. **First Year New Hire Onboarding Process**
  - 2. New Hire Service Excellence Training
  - 3. Nurse Externship Program (& Job Shadowing)
  - 4. Internship / Mentorship / Preceptor Program
- V. AWARDS & RECOGNITION**
- 1. **Awards & Recognition Process**
  - 2. External Quality and Professional Awards
  - 3. Semi-Annual Internal Service Summits
- VI. PHYSICIAN SATISFACTION AND ENGAGEMENT**
- 1. **Physician Satisfaction Measurement & Improvement Plan**
  - 2. **Comparative Ranking of Physician Patient Satisfaction Scores**
  - 3. **Physician Advisory Team on Patient Satisfaction Results**
  - 4. Physician "Citizenship" Policy Review
  - 5. **Service Excellence Education for Physicians**

### PROVIDER OF CHOICE (POC)

- VII. SERVICE STANDARDS**
- 1. **Service Standards**
  - 2. **Service Scripting**
  - 3. **Frontline Leaders Train-the-Trainer**
  - 4. **Annual Service Excellence Staff Training**
- VIII. SERVICE RECOVERY**
- 1. **Service Recovery System**
  - 2. Formal Complaint & Corrective Action System
  - 3. Inspirational Story Telling
- IX. MOMENTS OF TRUTH**
- 1. **Communicate Patient Satisfaction Survey Results to Staff**
  - 2. Weekly "Strive for Five" Meetings
  - 3. Departmental Service Improvement Projects
  - 4. **Internal Support Services Score Card**
  - 5. *Cycle of Service Moments of Truth Mapping*
- X. DISCHARGE SATISFACTION**
- 1. **Administrator Patient Welcome Visit**
  - 2. Discharge Satisfaction Survey
  - 3. **Senior Nurse Complaint Rounding**
  - 4. *Patient Discharge Phone Call*
  - 5. Quality Admitting Procedures
- XI. OUT PATIENT SERVICE EXCELLENCE**
- 1. Way Finding Improvement
  - 2. Personal Service Care Diary
- XII. EMERGENCY DEPARTMENT BREAKTHROUGH**
- 1. **Best Practice Gap Analysis and Service Work Process Redesign**

**Bold = 100 Day Rapid Action Plan**

Underline = Included with the Service Excellence Initiative

*Italics = Critical Year II OASIS Team Projects*



Please highlight or circle your answers below

<b># I.1 Best Practice – Annual Leadership Accountability Agreements</b>		
<b>Pillar I: Leadership Performance Accountability</b>		
<b>Description:</b> Implement individual Leadership Accountability Agreements, negotiated with your leadership team, that set and measure specific targets for patient and customer satisfaction within every department/unit of your organization.		
Our current or 'similar' process is:		
<b>We rate the effectiveness of our current or 'similar' Best Practice as:</b>		
A. Implemented/Effective	B. Implemented / Not Effective	C. Under Development
D. No Process in Place	E. Not Applicable	
<b>Our interest in implementing this new or improved practice is:</b> Very High 5 4 3 2 1 Very low		
<b># I.2 Best Practice – CEO Service Support Roundtables</b>		
<b>Pillar I: Leadership Performance Accountability</b>		
<b>Description:</b> The CEO conducts a quarterly review process of patient satisfaction scores for the purpose of continuous improvement of results with each Vice President and their Directors, Managers, and Supervisors for each survey question grouping.		
Our current or 'similar' process is:		
<b>We rate the effectiveness of our current or 'similar' Best Practice as:</b>		
A. Implemented/Effective	B. Implemented / Not Effective	C. Under Development
D. No Process in Place	E. Not Applicable	
<b>Our interest in implementing this new or improved practice is:</b> Very High 5 4 3 2 1 Very low		



Please highlight or circle your answers below

### # I.3 Best Practice – Performance Measurement and Incentive Process

#### Pillar I: Leadership Performance Accountability

**Description:** Restructure management job descriptions to incorporate measurable accountability for the Key Drivers of Organizational Success, i.e. Employee, Customer and Physician Satisfaction and Loyalty.

Our current or 'similar' process is:

**We rate the effectiveness of our current or 'similar' Best Practice as:**

A. Implemented/Effective                      B. Implemented / Not Effective                      C. Under Development  
D. No Process in Place                      E. Not Applicable

**Our interest in implementing this new or improved practice is:** Very High 5 4 3 2 1 Very low

### # I.4 Best Practice – Job Description Revision

#### Pillar I: Leadership Performance Accountability

**Description:** Revise leadership job descriptions to enable and implement an annually negotiated accountability goal for patient satisfaction results and employee retention rates.

Our current or 'similar' process is:

**We rate the effectiveness of our current or 'similar' Best Practice as:**

A. Implemented/Effective                      B. Implemented / Not Effective                      C. Under Development  
D. No Process in Place                      E. Not Applicable

**Our interest in implementing this new or improved practice is:** Very High 5 4 3 2 1 Very low



Please highlight or circle your answers below

<b># II.1 Best Practice – Semi-Annual Leadership Empowerment Survey</b>		
<b>Pillar II: Staff Retention &amp; Recruitment</b>		
<b>Description:</b> Twice yearly, ensure every associate in the organization completes a Leadership Empowerment Survey on his/her manager, measuring leadership effectiveness.		
Our current or 'similar' process is:		
<b>We rate the effectiveness of our current or 'similar' Best Practice as:</b>		
A. Implemented/Effective	B. Implemented / Not Effective	C. Under Development
D. No Process in Place	E. Not Applicable	
<b>Our interest in implementing this new or improved practice is:</b> Very High 5 4 3 2 1 Very low		
<b># II.2 Best Practice – Market-based Timely Compensation Review &amp; Compensation Fact Sheet</b>		
<b>Pillar II: Staff Retention &amp; Recruitment</b>		
<b>Description:</b> Initiate a process of frequent, as-needed market-based compensation review surveys in order to bring about competitive pay changes on a timely basis.		
Our current or 'similar' process is:		
<b>We rate the effectiveness of our current or 'similar' Best Practice as:</b>		
A. Implemented/Effective	B. Implemented / Not Effective	C. Under Development
D. No Process in Place	E. Not Applicable	
<b>Our interest in implementing this new or improved practice is:</b> Very High 5 4 3 2 1 Very low		



Please highlight or circle your answers below

### # II.3 Best Practice – Customized Scheduling & Structured Staff Scheduling

#### Pillar II: Staff Retention & Recruitment

**Description:** Consult with and involve staff in a joint process of customized scheduling that maximizes shift flexibility for the convenience of each individual employee.

Our current or 'similar' process is:

**We rate the effectiveness of our current or 'similar' Best Practice as:**

A. Implemented/Effective                      B. Implemented / Not Effective                      C. Under Development  
D. No Process in Place                      E. Not Applicable

**Our interest in implementing this new or improved practice is:** Very High 5 4 3 2 1 Very low

### # II.4 Best Practice – Frontline Suggestion System

#### Pillar II: Staff Retention & Recruitment

**Description:** Provide front-line staff with a timely, responsive **Suggestion System** that recognizes initiative for continuous improvement.

Our current or 'similar' process is:

**We rate the effectiveness of our current or 'similar' Best Practice as:**

A. Implemented/Effective                      B. Implemented / Not Effective                      C. Under Development  
D. No Process in Place                      E. Not Applicable

**Our interest in implementing this new or improved practice is:** Very High 5 4 3 2 1 Very low



Please highlight or circle your answers below

## # II.5 Best Practice – Nursing Stress Audits

### Pillar II: Staff Retention & Recruitment

**Description:** On a departmental and/or service-line basis, initiate a local customized Stress Audit that identifies and prioritizes employee sources of stress and responds to them with education and action on an ongoing basis.

Our current or 'similar' process is:

We rate the effectiveness of our current or 'similar' Best Practice as:

- |                          |                                |                      |
|--------------------------|--------------------------------|----------------------|
| A. Implemented/Effective | B. Implemented / Not Effective | C. Under Development |
| D. No Process in Place   | E. Not Applicable              |                      |

**Our interest in implementing this new or improved practice is:** Very High 5 4 3 2 1 Very low

## # II.6 Best Practice – Open-Book Communication

### Pillar II: Staff Retention & Recruitment

**Description:** Adopt practices that result in dynamic, internal 2-way communication between management and front-line, including but not limited to:

- i) **regular, quality 2-way staff meetings**
- ii) **a policy of "open-book," "no secrets" communication where management initiates a deliberate campaign to ensure front-line staff have a high level of quality, relevant information about their organization and the changes that affect them.**

Our current or 'similar' process is:

We rate the effectiveness of our current or 'similar' Best Practice as:

- |                          |                                |                      |
|--------------------------|--------------------------------|----------------------|
| A. Implemented/Effective | B. Implemented / Not Effective | C. Under Development |
| D. No Process in Place   | E. Not Applicable              |                      |

**Our interest in implementing this new or improved practice is:** Very High 5 4 3 2 1 Very low



Please highlight or circle your answers below

## # II.7 Best Practice – Win-Win Assertiveness Education for Nurses

### Pillar II: Staff Retention & Recruitment

**Description:** The organization provides Nurses with quality Win-Win/Assertiveness Communication on a timely basis.

Our current or 'similar' process is:

**We rate the effectiveness of our current or 'similar' Best Practice as:**

- |                          |                                |                      |
|--------------------------|--------------------------------|----------------------|
| A. Implemented/Effective | B. Implemented / Not Effective | C. Under Development |
| D. No Process in Place   | E. Not Applicable              |                      |

**Our interest in implementing this new or improved practice is:** Very High 5 4 3 2 1 Very low

## # II.8 Best Practice – High-Performance Retention Program

### Pillar II: Staff Retention & Recruitment

**Description:** Supervisors assess employee flight risk and impact, then develop and execute retention strategies for highest-risk, highest-impact individuals; goal is to address turnover case by case by directing supervisor efforts to top priority individuals.

Our current or 'similar' process is:

**We rate the effectiveness of our current or 'similar' Best Practice as:**

- |                          |                                |                      |
|--------------------------|--------------------------------|----------------------|
| A. Implemented/Effective | B. Implemented / Not Effective | C. Under Development |
| D. No Process in Place   | E. Not Applicable              |                      |

**Our interest in implementing this new or improved practice is:** Very High 5 4 3 2 1 Very low



Please highlight or circle your answers below

### # II.9 Best Practice – Red Zone Staff Service Triggers

#### Pillar II: Staff Retention & Recruitment

**Description:** Initiate a “Red Zone” process that insures effective staffing levels during times of high census.

Our current or ‘similar’ process is:

**We rate the effectiveness of our current or ‘similar’ Best Practice as:**

- |                          |                                |                      |
|--------------------------|--------------------------------|----------------------|
| A. Implemented/Effective | B. Implemented / Not Effective | C. Under Development |
| D. No Process in Place   | E. Not Applicable              |                      |

**Our interest in implementing this new or improved practice is:** Very High 5 4 3 2 1 Very low

### # II.10 Best Practice – Resignation Recovery Protocol

#### Pillar II: Staff Retention & Recruitment

**Description:** Following standardized protocols, managers attempt to “reverse” employee resignations; rapid and personalized response aimed at addressing immediate driver of resignation.

Our current or ‘similar’ process is:

**We rate the effectiveness of our current or ‘similar’ Best Practice as:**

- |                          |                                |                      |
|--------------------------|--------------------------------|----------------------|
| A. Implemented/Effective | B. Implemented / Not Effective | C. Under Development |
| D. No Process in Place   | E. Not Applicable              |                      |

**Our interest in implementing this new or improved practice is:** Very High 5 4 3 2 1 Very low



Please highlight or circle your answers below

**# II.11 Best Practice – Service Empowerment Leadership Training**

**Pillar II: Staff Retention & Recruitment**

**Description:** Schedule a two-day Service Empowerment Leadership Course for your organization's entire Leadership to inspire their involvement and engage them on cross-functional, cross-departmental teams to implement priority Best Practices.

Our current or 'similar' process is:

**We rate the effectiveness of our current or 'similar' Best Practice as:**

A. Implemented/Effective

B. Implemented / Not Effective

C. Under Development

D. No Process in Place

E. Not Applicable

**Our interest in implementing this new or improved practice is:** Very High 5 4 3 2 1 Very low



Please highlight or circle your answers below

### # III.1 Best Practice – Synchronize Frontline Job Descriptions & Performance Review

#### Pillar III: Peer Selection & Performance Review

**Description:** Staff job descriptions are revised in order to give appropriate recognition to the importance of attitude and the application of Customer Service Standards. Performance appraisals are synchronized with the enhanced job description content and objectives.

Our current or 'similar' process is:

**We rate the effectiveness of our current or 'similar' Best Practice as:**

- |                          |                                |                      |
|--------------------------|--------------------------------|----------------------|
| A. Implemented/Effective | B. Implemented / Not Effective | C. Under Development |
| D. No Process in Place   | E. Not Applicable              |                      |

**Our interest in implementing this new or improved practice is:** Very High 5 4 3 2 1 Very low

### # III.2 Best Practice – Peer Hiring Screens Utilizing Service Standards

#### Pillar III: Peer Selection & Performance Review

**Description:** All job applicant finalists are to be interviewed by potential future peers. A key guideline for interviewers is the organization's published Service Standards (the job applicant is expected to read and sign acceptance of the Service Standards prior to applying for a position).

Our current or 'similar' process is:

**We rate the effectiveness of our current or 'similar' Best Practice as:**

- |                          |                                |                      |
|--------------------------|--------------------------------|----------------------|
| A. Implemented/Effective | B. Implemented / Not Effective | C. Under Development |
| D. No Process in Place   | E. Not Applicable              |                      |

**Our interest in implementing this new or improved practice is:** Very High 5 4 3 2 1 Very low



Please highlight or circle your answers below

<b># IV.1 Best Practice – First Year New Hire Onboarding Process</b>		
<b>Pillar IV: Orientation and Onboarding Process</b>		
<b>Description:</b> The organization approaches the new hire’s first year as an “Onboarding Process” in which there is continuous, ongoing contact to ensure successful inclusion into the job, the department and the organization’s culture.		
Our current or ‘similar’ process is:		
<b>We rate the effectiveness of our current or ‘similar’ Best Practice as:</b>		
A. Implemented/Effective	B. Implemented / Not Effective	C. Under Development
D. No Process in Place	E. Not Applicable	
<b>Our interest in implementing this new or improved practice is:</b> Very High 5 4 3 2 1 Very low		
<b># IV.2 Best Practice – New Hire Service Excellence Training</b>		
<b>Pillar IV: Orientation and Onboarding Process</b>		
<b>Description:</b> New Hires receive dynamic Service Excellence Training in sync with their general orientation that is taught by enthusiastic and empowered front-line leaders.		
Our current or ‘similar’ process is:		
<b>We rate the effectiveness of our current or ‘similar’ Best Practice as:</b>		
A. Implemented/Effective	B. Implemented / Not Effective	C. Under Development
D. No Process in Place	E. Not Applicable	
<b>Our interest in implementing this new or improved practice is:</b> Very High 5 4 3 2 1 Very low		



Please highlight or circle your answers below

### # IV.3 Best Practice – Nurse Externship Program (and Job Shadowing)

#### Pillar IV: Orientation and Onboarding Process

**Description:** This Best Practice is based upon a thoughtful, comprehensive Externship Program for Nursing students that bonds them to their future employer through a combination of work experience, education, coaching and support.

Our current or 'similar' process is:

**We rate the effectiveness of our current or 'similar' Best Practice as:**

- |                          |                                |                      |
|--------------------------|--------------------------------|----------------------|
| A. Implemented/Effective | B. Implemented / Not Effective | C. Under Development |
| D. No Process in Place   | E. Not Applicable              |                      |

**Our interest in implementing this new or improved practice is:** Very High 5 4 3 2 1 Very low

### # IV.4 Best Practice – Internship / Mentorship / Preceptor Program

#### Pillar IV: Orientation and Onboarding Process

**Description:** Newly-hired graduate Nurses participate in a comprehensive Internship / Mentorship program that provides them with the confidence to do their job as well as create a strong sense of loyalty to their new employer.

Our current or 'similar' process is:

**We rate the effectiveness of our current or 'similar' Best Practice as:**

- |                          |                                |                      |
|--------------------------|--------------------------------|----------------------|
| A. Implemented/Effective | B. Implemented / Not Effective | C. Under Development |
| D. No Process in Place   | E. Not Applicable              |                      |

**Our interest in implementing this new or improved practice is:** Very High 5 4 3 2 1 Very low



Please highlight or circle your answers below

### # V.1 Best Practice – Awards and Recognition Process

#### Pillar V: Awards & Recognition

**Description:** The organization has a dynamic, grass-roots-driven awards and recognition process that celebrates excellence and is a positive incentive for delivering exceptional Customer Service.

Our current or 'similar' process is:

**We rate the effectiveness of our current or 'similar' Best Practice as:**

- |                          |                                |                      |
|--------------------------|--------------------------------|----------------------|
| A. Implemented/Effective | B. Implemented / Not Effective | C. Under Development |
| D. No Process in Place   | E. Not Applicable              |                      |

**Our interest in implementing this new or improved practice is:** Very High 5 4 3 2 1 Very low

### # V.2 Best Practice – External Quality and Professional Awards

#### Pillar V: Awards & Recognition

**Description:** The organization participates in the HealthCare Service Excellence "Summit Awards" Program, as well as multiple professional awards and recognition programs on an annual basis by nominating its individual and team superstars for these external recognition programs.

Our current or 'similar' process is:

**We rate the effectiveness of our current or 'similar' Best Practice as:**

- |                          |                                |                      |
|--------------------------|--------------------------------|----------------------|
| A. Implemented/Effective | B. Implemented / Not Effective | C. Under Development |
| D. No Process in Place   | E. Not Applicable              |                      |

**Our interest in implementing this new or improved practice is:** Very High 5 4 3 2 1 Very low



Please highlight or circle your answers below

**# V.3 Best Practice – Semi-Annual Internal Service Summits**

**Pillar V: Awards & Recognition**

**Description:** Organize a meaningful, exciting event to honor service superstars in your organization.

Our current or 'similar' process is:

**We rate the effectiveness of our current or 'similar' Best Practice as:**

A. Implemented/Effective

B. Implemented / Not Effective

C. Under Development

D. No Process in Place

E. Not Applicable

**Our interest in implementing this new or improved practice is:** Very High 5 4 3 2 1 Very low



Please highlight or circle your answers below

### # VI.1 Best Practice – Physician Satisfaction Measurement & Improvement Plan

#### Pillar VI: Physician Satisfaction and Engagement

**Description:** The organization implements a comprehensive Physician Satisfaction Plan for the purpose of minimizing dissatisfiers in order to enhance Physician relations and create goodwill and support for the necessary Nurse Retention best practices.

Our current or 'similar' process is:

**We rate the effectiveness of our current or 'similar' Best Practice as:**

- |                          |                                |                      |
|--------------------------|--------------------------------|----------------------|
| A. Implemented/Effective | B. Implemented / Not Effective | C. Under Development |
| D. No Process in Place   | E. Not Applicable              |                      |

**Our interest in implementing this new or improved practice is:** Very High 5 4 3 2 1 Very low

### # VI.2 Best Practice – Comparative Ranking of Physician Patient Satisfaction Scores

#### Pillar VI: Physician Satisfaction and Engagement

**Description:** Develop a system that reports each physician's patient satisfaction scores for the purposes of comparative ranking.

Our current or 'similar' process is:

**We rate the effectiveness of our current or 'similar' Best Practice as:**

- |                          |                                |                      |
|--------------------------|--------------------------------|----------------------|
| A. Implemented/Effective | B. Implemented / Not Effective | C. Under Development |
| D. No Process in Place   | E. Not Applicable              |                      |

**Our interest in implementing this new or improved practice is:** Very High 5 4 3 2 1 Very low



Please highlight or circle your answers below

<b># VI.3 Best Practice – Physician Advisory Team on Patient Satisfaction Results</b>		
<b>Pillar VI: Physician Satisfaction and Engagement</b>		
<b>Description:</b> Charter a Physician Advisory Team consisting of physicians whose primary goal is to review physician impact on patient satisfaction results and provide recommendations for improvement.		
Our current or ‘similar’ process is:		
We rate the effectiveness of our current or ‘similar’ Best Practice as:		
A. Implemented/Effective	B. Implemented / Not Effective	C. Under Development
D. No Process in Place	E. Not Applicable	
Our interest in implementing this new or improved practice is: Very High 5 4 3 2 1 Very low		
<b># VI.4 Best Practice – Physician “Citizenship” Policy Review</b>		
<b>Pillar VI: Physician Satisfaction and Engagement</b>		
<b>Description:</b> The organization has an effective Physician Citizenship Policy of “Zero Tolerance” to discourage staff abuse and implements a complimentary Physician Empowerment Survey to provide Nurses with a vehicle for constructive feedback.		
Our current or ‘similar’ process is:		
We rate the effectiveness of our current or ‘similar’ Best Practice as:		
A. Implemented/Effective	B. Implemented / Not Effective	C. Under Development
D. No Process in Place	E. Not Applicable	
Our interest in implementing this new or improved practice is: Very High 5 4 3 2 1 Very low		



Please highlight or circle your answers below

<b># VI.5 Best Practice – Service Excellence Education for Physicians</b>		
<b>Pillar VI: Physician Satisfaction and Engagement</b>		
<b>Description:</b> Physicians and their office staff are provided with on-going Service Excellence training.		
Our current or 'similar' process is:		
We rate the effectiveness of our current or 'similar' Best Practice as:		
A. Implemented/Effective	B. Implemented / Not Effective	C. Under Development
D. No Process in Place	E. Not Applicable	
<b>Our interest in implementing this new or improved practice is:</b> Very High 5 4 3 2 1 Very low		



Please highlight or circle your answers below

### # VII.1 Best Practice – Service Standards

#### Pillar VII: Service Standards

**Description:** The organization authors a comprehensive Service Standards document that establishes an expectation of excellence and requires job applicants to sign at the time of application.

Our current or 'similar' process is:

**We rate the effectiveness of our current or 'similar' Best Practice as:**

- |                          |                                |                      |
|--------------------------|--------------------------------|----------------------|
| A. Implemented/Effective | B. Implemented / Not Effective | C. Under Development |
| D. No Process in Place   | E. Not Applicable              |                      |

**Our interest in implementing this new or improved practice is:** Very High 5 4 3 2 1 Very low

### # VII.2 Best Practice – Service Scripting

#### Pillar VII: Service Standards

**Description:** In consultation with a broad cross section of staff, a comprehensive set of scripts are developed that prescribe a precise format for communicating Key Service Standards to Customers and their families.

Our current or 'similar' process is:

**We rate the effectiveness of our current or 'similar' Best Practice as:**

- |                          |                                |                      |
|--------------------------|--------------------------------|----------------------|
| A. Implemented/Effective | B. Implemented / Not Effective | C. Under Development |
| D. No Process in Place   | E. Not Applicable              |                      |

**Our interest in implementing this new or improved practice is:** Very High 5 4 3 2 1 Very low



Please highlight or circle your answers below

<b># VII.3 Best Practice – Frontline Leaders Train-the-Trainer</b>		
<b>Pillar VII: Service Standards</b>		
<b>Description:</b> Engage and train a representative group of the best of your best frontline staff to teach an annual Service Excellence workshop to all current staff as well as new hires and serve as a positive role model.		
Our current or 'similar' process is:		
<b>We rate the effectiveness of our current or 'similar' Best Practice as:</b>		
A. Implemented/Effective	B. Implemented / Not Effective	C. Under Development
D. No Process in Place	E. Not Applicable	
<b>Our interest in implementing this new or improved practice is:</b> Very High 5 4 3 2 1 Very low		
<b># VII.4 Best Practice – Annual Service Excellence Staff Training</b>		
<b>Pillar VII: Service Standards</b>		
<b>Description:</b>		
i) Staff are educated about Service Standards and other critical customer service concepts by way of a dynamic annual Service Excellence workshop taught to peers by peers.		
ii) To ensure Service Standards are consistently implemented, "D.O. I.T." (Daily Ongoing Implementation Tactics) meetings are scheduled to enable diverse departments to adapt Service Excellence Training to their own unique situation as needed.		
Our current or 'similar' process is:		
<b>We rate the effectiveness of our current or 'similar' Best Practice as:</b>		
A. Implemented/Effective	B. Implemented / Not Effective	C. Under Development
D. No Process in Place	E. Not Applicable	
<b>Our interest in implementing this new or improved practice is:</b> Very High 5 4 3 2 1 Very low		



Please highlight or circle your answers below

### # VIII.1 Best Practice – Service Recovery System

#### Pillar VIII: Service Recovery

**Description:** A thoughtful, comprehensive Service Recovery Policy is created that empowers everyone to access appropriate resources (up to \$250) to solve a complaint, prevent a complaint, or show human compassion. All staff are provided with a classroom opportunity to fully understand and be sufficiently confident to personally implement Service Recovery.

Our current or 'similar' process is:

We rate the effectiveness of our current or 'similar' Best Practice as:

- |                          |                                |                      |
|--------------------------|--------------------------------|----------------------|
| A. Implemented/Effective | B. Implemented / Not Effective | C. Under Development |
| D. No Process in Place   | E. Not Applicable              |                      |

Our interest in implementing this new or improved practice is: Very High 5 4 3 2 1 Very low

### # VIII.2 Best Practice – Formal Complaint & Corrective Action System

#### Pillar VIII: Service Recovery

**Description:** A comprehensive Complaint, Concern and Corrective Action Tracking System is created to prevent repeating service errors and bring about corrective action and continuous improvement.

Our current or 'similar' process is:

We rate the effectiveness of our current or 'similar' Best Practice as:

- |                          |                                |                      |
|--------------------------|--------------------------------|----------------------|
| A. Implemented/Effective | B. Implemented / Not Effective | C. Under Development |
| D. No Process in Place   | E. Not Applicable              |                      |

Our interest in implementing this new or improved practice is: Very High 5 4 3 2 1 Very low



Please highlight or circle your answers below

**# VIII.3 Best Practice – Inspirational Story Telling**

**Pillar VIII: Service Recovery**

**Description:** Leadership constantly share inspirational stories of exceptional service, care and compassion to frequently reinforce what's important.

Our current or 'similar' process is:

**We rate the effectiveness of our current or 'similar' Best Practice as:**

A. Implemented/Effective                      B. Implemented / Not Effective                      C. Under Development  
D. No Process in Place                      E. Not Applicable

**Our interest in implementing this new or improved practice is:** Very High 5 4 3 2 1 Very low



Please highlight or circle your answers below

### # IX.1 Best Practice – Communicate Patient Satisfaction Survey Results to Staff

#### Pillar IX: Moments of Truth

**Description:** Ensure your benchmark Patient Satisfaction survey results are clearly communicated to all staff so that everyone truly understands the cause and effect impact of their attitude, actions and resulting service level upon patient care.

Our current or 'similar' process is:

**We rate the effectiveness of our current or 'similar' Best Practice as:**

A. Implemented/Effective                      B. Implemented / Not Effective                      C. Under Development  
D. No Process in Place                      E. Not Applicable

**Our interest in implementing this new or improved practice is:** Very High 5 4 3 2 1 Very low

### # IX.2 Weekly "Strive for Five" Meetings

#### Pillar IX: Moments of Truth

**Description:** Managers consistently schedule a brief (15 – 20 min.) weekly staff meeting to share patient input from customer surveys, post-discharge phone calls, service quality rounding etc.

Our current or 'similar' process is:

**We rate the effectiveness of our current or 'similar' Best Practice as:**

A. Implemented/Effective                      B. Implemented / Not Effective                      C. Under Development  
D. No Process in Place                      E. Not Applicable

**Our interest in implementing this new or improved practice is:** Very High 5 4 3 2 1 Very low



Please highlight or circle your answers below

<b># IX.3 Best Practice – Departmental Service Improvement Projects</b>		
<b>Pillar IX: Moments of Truth</b>		
<b>Description:</b> Each department / work group that receives feedback via your patient satisfaction surveys initiates a Service Improvement Project that responds to concerns and issues identified by patients in the “priority indicators” section of your survey report.		
Our current or ‘similar’ process is:		
We rate the effectiveness of our current or ‘similar’ Best Practice as:		
A. Implemented/Effective	B. Implemented / Not Effective	C. Under Development
D. No Process in Place	E. Not Applicable	
Our interest in implementing this new or improved practice is: Very High 5 4 3 2 1 Very low		
<b># IX.4 Best Practice – Internal Support Services Scorecard</b>		
<b>Pillar IX: Moments of Truth</b>		
<b>Description:</b> Implement an Internal Support Service Scorecard that engages and provides timely customer feedback to departments and units not surveyed by your Satisfaction Measurement Company.		
Our current or ‘similar’ process is:		
We rate the effectiveness of our current or ‘similar’ Best Practice as:		
A. Implemented/Effective	B. Implemented / Not Effective	C. Under Development
D. No Process in Place	E. Not Applicable	
Our interest in implementing this new or improved practice is: Very High 5 4 3 2 1 Very low		



Please highlight or circle your answers below

## # IX.5 Best Practice – Cycle of Service Moments of Truth Mapping

### Pillar IX: Moments of Truth

**Description:** Map out each department's Cycle of Service for the purpose of determining Moments of Truth and identifying areas for improvement.

Our current or 'similar' process is:

**We rate the effectiveness of our current or 'similar' Best Practice as:**

A. Implemented/Effective

B. Implemented / Not Effective

C. Under Development

D. No Process in Place

E. Not Applicable

**Our interest in implementing this new or improved practice is:** Very High 5 4 3 2 1 Very low



Please highlight or circle your answers below

### # X.1 Best Practice – Administrator Patient Welcome Visit

#### Pillar X: Discharge Satisfaction

**Description:** On a rotating basis, schedule Administrators to welcome every new admission to the hospital, emphasizing “Senior Nurse Complaint Rounding,” the “Discharge Satisfaction Survey” and “Post-Discharge Phone Call.”

Our current or ‘similar’ process is:

**We rate the effectiveness of our current or ‘similar’ Best Practice as:**

- |                          |                                |                      |
|--------------------------|--------------------------------|----------------------|
| A. Implemented/Effective | B. Implemented / Not Effective | C. Under Development |
| D. No Process in Place   | E. Not Applicable              |                      |

**Our interest in implementing this new or improved practice is:** Very High 5 4 3 2 1 Very low

### # X.2 Best Practice – Discharge Satisfaction Survey

#### Pillar X: Discharge Satisfaction

**Description:** Implement a maximum 7 question Discharge Survey that complements your benchmark satisfaction survey and share results at weekly staff meetings.

Our current or ‘similar’ process is:

**We rate the effectiveness of our current or ‘similar’ Best Practice as:**

- |                          |                                |                      |
|--------------------------|--------------------------------|----------------------|
| A. Implemented/Effective | B. Implemented / Not Effective | C. Under Development |
| D. No Process in Place   | E. Not Applicable              |                      |

**Our interest in implementing this new or improved practice is:** Very High 5 4 3 2 1 Very low



Please highlight or circle your answers below

<b># X.3 Best Practice – Senior Nurse Complaint Rounding</b>		
<b>Pillar X: Discharge Satisfaction</b>		
<b>Description:</b> Launch a systematic, thorough process of Senior/Charge Nurse Complaint Rounding.		
Our current or 'similar' process is:		
We rate the effectiveness of our current or 'similar' Best Practice as:		
A. Implemented/Effective	B. Implemented / Not Effective	C. Under Development
D. No Process in Place	E. Not Applicable	
<b>Our interest in implementing this new or improved practice is:</b> Very High 5 4 3 2 1 Very low		
<b># X.4 Best Practice – Patient Discharge Phone Call</b>		
<b>Pillar X: Discharge Satisfaction</b>		
<b>Description:</b> Ensure every patient receives an empathetic post-discharge phone call.		
Our current or 'similar' process is:		
We rate the effectiveness of our current or 'similar' Best Practice as:		
A. Implemented/Effective	B. Implemented / Not Effective	C. Under Development
D. No Process in Place	E. Not Applicable	
<b>Our interest in implementing this new or improved practice is:</b> Very High 5 4 3 2 1 Very low		



Please highlight or circle your answers below

<b># X.5 Best Practice – Quality Admitting Procedures</b>		
<b>Pillar X: Discharge Satisfaction</b>		
<b>Description:</b> Utilize leading-edge systems and procedures to maximize advance admitting and expedite the onsite process for the customer’s convenience.		
Our current or ‘similar’ process is:		
<b>We rate the effectiveness of our current or ‘similar’ Best Practice as:</b>		
A. Implemented/Effective	B. Implemented / Not Effective	C. Under Development
D. No Process in Place	E. Not Applicable	
<b>Our interest in implementing this new or improved practice is:</b> Very High 5 4 3 2 1 Very low		



Please highlight or circle your answers below

### # XI.1 Best Practice – Way Finding Improvement

#### Pillar XI: Out Patient Service Excellence

**Description:** Conduct an audit of the ease in which patients and guests navigate your facility, and make changes as appropriate.

Our current or 'similar' process is:

**We rate the effectiveness of our current or 'similar' Best Practice as:**

A. Implemented/Effective                      B. Implemented / Not Effective                      C. Under Development  
D. No Process in Place                      E. Not Applicable

**Our interest in implementing this new or improved practice is:** Very High 5 4 3 2 1 Very low

### # XI.2 Best Practice – Personal Service Care Diary

#### Pillar XI: Out Patient Service Excellence

**Description:** Implement a "Personal Service Care Diary" Card that enables Outpatients to be discharged with the name and phone number of all patient care staff they were served by.

Our current or 'similar' process is:

**We rate the effectiveness of our current or 'similar' Best Practice as:**

A. Implemented/Effective                      B. Implemented / Not Effective                      C. Under Development  
D. No Process in Place                      E. Not Applicable

**Our interest in implementing this new or improved practice is:** Very High 5 4 3 2 1 Very low



Please highlight or circle your answers below

**# XII.1 Best Practice – Best Practice Gap Analysis and Service Work Process Redesign**

**Pillar XII: Emergency Department Breakthrough**

**Description:** Conduct an Emergency Department-specific “Best Practice” Gap Analysis, utilizing both Exit Interviews and a comprehensive departmental assessment process in order to develop a 90-day Rapid Action Plan.

Our current or ‘similar’ process is:

**We rate the effectiveness of our current or ‘similar’ Best Practice as:**

A. Implemented/Effective

B. Implemented / Not Effective

C. Under Development

D. No Process in Place

E. Not Applicable

**Our interest in implementing this new or improved practice is:** Very High 5 4 3 2 1 Very low

