ARUP LABORATORIES | Institute for Learning

EMBRACING A CULTURE OF SERVICE EXCELLENCE

the curriculum approach

www.aruplab.com/education

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TURNING CUSTOMER SERVICE INTO A CUSTOMER-DRIVEN CULTURE

the curriculum approach

Consumerism is becoming one of the great challenges facing the healthcare industry. Patients are demanding the same service levels from healthcare providers that they are accustomed to receiving from the vast number of other service-oriented industries. Although healthcare has been slow to adopt customer-focused strategies, many organizations are recognizing the value of such strategies. As the challenges of implementation have hit organizations full force, they have looked for ways to meet this seemingly daunting task.

Laboratories have naturally turned to training programs, service initiatives, and culture reforms to develop a customer-oriented business model. Unfortunately, satisfying patients' and physicians' needs, supporting health-system objectives, and creating service differentiation across local and regional marketplaces does not happen overnight. It only happens when management teams develop strategies and invest both time and energy to cultivate a working environment where employees willingly choose to commit themselves to the principles of service excellence.

Periodic customer service presentations are largely ineffective in developing a solid customer-focused culture. Accordingly, ARUP has developed a comprehensive, laboratory-specific service-excellence curriculum that supports the long-term development and integration of key elements essential to cultural change. Over a period of approximately two years, ARUP will provide the training, mentoring, and tools necessary to transform your organizational culture into one that values and responds to the needs of customers across all levels of responsibility.

This curriculum focuses efforts on three different fronts: 1) measuring current and future levels of customer satisfaction based on the unique and specific ways laboratories interact and provide service to their customers; 2) working with management teams to develop the cultural environment necessary for service excellence; and 3) working with all employees to motivate and teach the skills necessary for executing service excellence principles.

THE CURRICULUM ENCOMPASSES THE FOLLOWING:

- Surveys and analysis for benchmarking purposes and to identify improvement opportunities
- Proven management strategies that foster the utilization of service excellence principles
- Concepts for developing managers into leaders
- Focus on the connection between service excellence and the individual personal benefits that come as a result
- Strategies for ensuring customer loyalty
- Individual management coaching
- Developing cultural reform initiatives with implementation and execution planning
- Continuing education through a one-year customer service newsletter subscription

CUSTOMER-SATISFACTION SURVEYS

for physicians, nursing, and outreach clients

ARUP has developed survey tools that capture valuable and specific information related to the role of the hospital laboratory as it interacts with its primary customer groups: nursing, hospital-privileged and staff physicians, and outreach clients. A survey for patient-service centers/drawing stations has not been included since most laboratories already survey their patients in this setting; however, if a client would like this customer group surveyed, an additional survey tool will be added. Three unique surveys, targeted to these customer groups, have been developed to gather information specific to each group's needs. ARUP will administer the surveys and provide analysis prior to commencing the curriculum and again at its culmination.

MANAGEMENT STRATEGIES

for creating a culture of service excellence

This course provides management teams the opportunity to develop an organization-specific, laboratory-focused definition of service excellence, which will provide greater clarity, reduce ambiguity, and allow employees to have a more meaningful understanding of service excellence. Additionally, management teams will explore strategies for creating a culture of service excellence and identify ways to correlate the implementation of these winning strategies within their laboratory organization.

EXCEPTIONAL SERVICE BASED ON PRINCIPLES

it's within us all

This course speaks to the personal commitment necessary to put customer service best practices into action. There is no doubt, and no shortage of statistical proof, that exceptional customer service is the differentiating factor in market growth, customer retention, and basic industry competitiveness. But if employees don't connect the direct benefits of service-oriented behaviors to their own job and personal satisfaction, there can be little hope for progress. Participants in this course will be able to recognize the positive outcomes of a personal commitment to service excellence by engaging in activities specifically designed to create a paradigm shift—moving them away from executing activities directed by management to regarding the practice of service excellence as a means of validating their value to patients, physicians, co-workers, their laboratory organization, and, more importantly, their own self-worth.

MANAGEMENT STRATEGIES: REVISITED

for creating a culture of service excellence

Since the first management course offered in this curriculum serves as a fundamental starting point, providing an introduction to organizational, customer-driven strategies, it's critical that management teams build on the concepts previously learned to ensure successful outcomes. Therefore, this course is presented as a follow-up session, allowing management teams to utilize information previously presented to identify and develop specific objectives related to the seven management strategies for creating a service-excellence culture. Participants will spend time working in teams to develop successful strategies that are unique to their organizational needs and will assist them in transforming their laboratory's laboratory service culture.

PURSUING SERVICE EXCELLENCE

This course teaches the value and impact customer service strategies have on daily operations and how they directly relate to laboratory viability. It will educate participants regarding the evolution of the laboratory industry and show the value of a customer service mentality. Specifically, this course will provide skill development in the following areas:

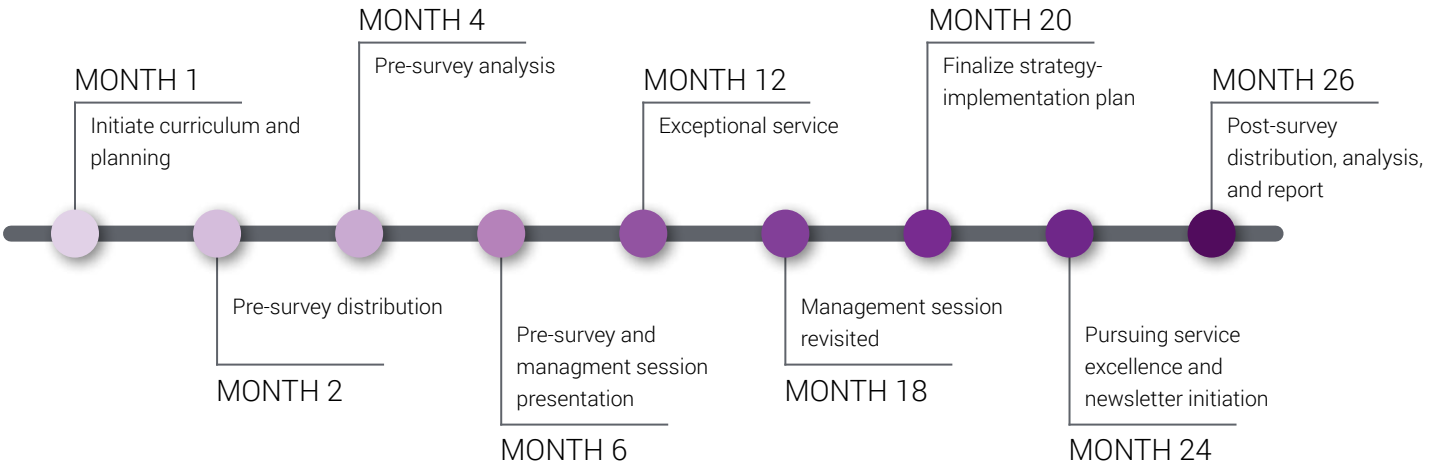
- Identifying the most important customer groups
- Understanding customer types and their preferred interaction style
- Recognizing the fundamental building blocks of successful service interactions
- Using active-listening and professional-communication skills
- Applying techniques for handling irate and difficult customers

CUSTOMER SERVICE NEWSLETTER

In Pursuit

Participants of the curriculum will receive continuing education through a one-year subscription to *In Pursuit*, ARUP's monthly publication, which reiterates the skills and concepts learned during the various courses using situational applications of the information presented. This will essentially extend the implementation of the curriculum beyond two years and into a third year, with the objective of turning new skills and behaviors into common practices and learned habits.

All courses are P.A.C.E.® eligible.



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