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& ASSOCIATES

Director of Service Excellence



Cabell Huntington Hospital, Inc.
Huntington, West Virginia

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Overview of the Organization

Cabell Huntington Hospital, Inc. is a not-for-profit, regional medical center located in Huntington, West Virginia and cares for patients from more than 29 counties throughout West Virginia, eastern Kentucky and southern Ohio. The facility opened in 1956 and is a teaching hospital that is affiliated with Marshall University Schools of Medicine and Nursing. It is licensed for 313-beds and provides all manner of acute care services with the exception of open heart surgeries. Cabell Huntington Hospital, Inc. is a recent winner of a Solucient 'Top 100 Hospitals for Performance Improvement'. Additional recognitions include a 2007 Leadership Team award, Home Health ranked in among the nations top 10 percent, and Hospital Choice award.



The hospital is known for the high quality of care provided and excellence in customer service in the region. Regional centers of excellence include Oncology Services, Women & Children Services (including a Neonatal ICU and Pediatric ICU), Emergency and Trauma Services, Neurology & Neurosurgery, Burn Care (including a regional Burn Intensive Care Unit), as well as general surgery, diagnostic, and other therapeutic services. These units offer the latest in medical technology and individual treatment for critically ill newborns, children and adults. Specially equipped air and ground transport services are always ready for patients requiring immediate attention.

Cabell Huntington Hospital, Inc. is leading the way in community health care, and with that comes the responsibility of training others to continue the tradition of excellence. The hospital works with the teaching and research programs at Joan C. Edwards School of Medicine at Marshall University and other medical and technical schools. Through these partnerships, the hospital staff works with some of the most highly qualified medical specialists in the area, sharing insight into the latest concepts in medical education and patient care.



In June, 1998, the Marshall University Medical Center opened on the hospital campus, bringing physicians, medical students and other staff members from facilities located across the region together under one roof. The Medical Center adjoins Cabell Huntington Hospital, Inc. through a four story atrium. Patients have access to Marshall University's wealth of qualified medical specialists and students, as well as all the services the organization has to offer, conveniently in one location. The Joan C.

Edwards School of Medicine at Marshall University includes the Faculty Practice Plan (University Physicians & Surgeons) which is a 200 plus physician multispecialty medical

group based at the medical center and practices primarily at Cabell Huntington Hospital, Inc.

The Edwards Comprehensive Cancer Center located at Cabell Huntington Hospital, Inc. is a joint project shared by Cabell Huntington Hospital, Inc., the Edwards Foundation, Inc. and the Joan C. Edwards School of Medicine at Marshall University. It is a three-story, 80,000 square-foot facility, is the region's only full-service comprehensive cancer center and began seeing patients in January 2007.



Within the Edwards Comprehensive Cancer Center is the James F. Edwards Adult Cancer Clinic, which includes an adult oncology center with infusion stations, exam rooms, consultation rooms, minor procedure rooms, a diagnostic breast center and physician offices, and the Joan C. Edwards Children's Cancer Clinic, which includes the children's oncology/hematology treatment center with infusion stations, pediatric oncology clinics and physician offices. The Children's Clinic is designed to create a child-friendly environment combining light, color and children's motifs. The Edwards Comprehensive Cancer Center provides integrated cancer care with multiple specialty and sub-specialty oncologists working together under one roof.



In January 2008 the brand-new, five-story, 200,000 square foot North Patient Tower that replaced many of the hospital's acute care beds and doubled the size of the Emergency/Level II Trauma Department opened. The \$84 million project also includes the renovation of 69,000 square feet of space currently occupied by the acute care beds targeted for replacement. The first floor of the North Patient Tower houses an expanded Emergency and Level II Trauma Department. It attaches to the hospital's current Emergency Department, which was completely renovated in 2003, adding 17 new rooms (for a total of 44) and increasing the department's size from 14,500 square feet to 30,900 square feet.

The second floor includes a new 38-bed Post-Surgical Nursing Unit; the third floor includes a 35-room Labor/Delivery/Recovery Unit; the fourth floor includes a 20-bed Unit, a four-bed Cardiac Care Unit and a 24-bed Critical Care Stepdown Unit; and the fifth floor adds a 36-bed Neonatal Intensive Care Unit and a 20-bed Medical Nursing Unit.

With this addition, Cabell Huntington Hospital, Inc. increased from 47 percent to approximately 90 percent all-private rooms, and the number of staffed beds increases from 270 to 313. The project is also designed to improve traffic flow within the hospital

and to make the entire facility more aesthetically pleasing and accommodating to patients, families and visitors.

Planning is now underway to add a children's hospital within a hospital in the recently vacated space in the hospital. This will be a \$16 million project and will provide the region's first and only pediatric specialty hospital.

Cabell Huntington Physician Practice Operations

Cabell Huntington Hospital, Inc. Physician Practice Operations currently includes both hospital based specialty physicians, primary care physicians, and several subspecialty physicians located both on campus and in clinics throughout their service area. At this time the hospital based physician specialties are Emergency Room, Anesthesia, and Hospitalists. There are currently five primary care clinics with approximately (12) providers located off campus (located with in Huntington and surrounding communities). Additionally, the hospital has a unique relationship with Marshall University Physicians & Surgeons where they employ and manage the internal medicine subspecialty physicians for their clinical practice and they retain their academic affiliation with the University. There is a similar arrangement with the Oncology Subspecialists that practice at the Edwards Comprehensive Cancer Center. The hospital manages the billing and collection functions for these practices through several systems at this time.

Below are some Web sites that can be accessed for additional information:

Cabell Huntington Hospital, Inc.	http://www.cabellhuntington.org
Edwards Comprehensive Cancer Center	http://edwardsccc.org
City of Huntington	http://www.cityofhuntington.com
Huntington Chamber of Commerce	http://www.huntingtonchamber.org
Cabell-Huntington Visitor Center	http://www.wvvisit.org

OVERVIEW OF THE POSITION

The Director of Service Excellence is responsible for developing, leading, monitoring and modifying the overall organizational approach to excellence in patient, family and guest services. This key leader will design, develop and oversee the implementation of organizational strategic initiatives for patient/family experience and satisfaction. The Director will also align all service data to review, enhance and direct service initiatives as well as build and entrench a robust service culture. In addition, he/she will examine and direct processes to improve overall patient satisfaction experiences and measures throughout the organization. The Director will establish satisfaction research objectives and communicates outcomes.

The Director of Service Excellence is responsible for transforming the patient/family/guest experience and customer service for the organization. Using the vision and mission of the organization as a framework, the Director will deliver service excellence objectives as established by the executive team. The Director will create programs and services that address every aspect of the patient/guest encounter. The strategies and actions implemented by this executive will help support and achieve the strategic imperatives of the organization. The Director will report directly to the Chief Operating Officer for Cabell Huntington Hospital.

Cabell Huntington Hospital Exceptional Care, Exceptional Service Values:

- **Excellence** - *we believe that expectations are meant to be exceeded.*
- **Respect** - *we treat others with empathy and compassion. We appreciate our differences.*
- **Communication** - *we speak honestly. We listen carefully. We respond thoughtfully and promptly.*
- **Courtesy** - *we are friendly, professional, welcoming and kind.*
- **Enthusiasm** - *We are upbeat and positive, and will go the extra mile.*
- **Teamwork** - *we work together. We rely on one another's support and trust.*

Below are the Principal Duties and Responsibilities

- Creates, implements, and ensures organizational adoption the service excellence program. This includes the design, development, and implementation of key strategies and initiatives to not only improve service at all levels within the organization but also enhance and stretch the very concept of service at CHH. Establishes mechanisms to evaluate the success of short-term and long-term service excellence initiatives.
- Analyzes, develops, leads, and entrenches a cultural transformation at CHH that results in new levels of service excellence that are grounded in innovative service programs that result in a spectacular patient/family experience at CHH, strengthen the CHH brand of excellence, and begin to position CHH as a destination for experiences beyond the best pediatric health care.

- Motivates, inspires and engages those in leadership and front-line roles to continually strive for a world-class patient and family experience.
- Documents and communicates throughout the organization the shared vision for service excellence and experience improvements. Achieves quality results through team/committee interaction and effective cross-group/functional collaboration. Documents and communicates status, issues, and risks to stakeholders and senior management for service initiatives and cultural transformation. Collaborates with Patient Relations to align service initiatives and measurements.
- Reinforces best service practices on an on-going basis. Develops and implements new service excellence practices to meet new/growing needs of the organization. Partners with Learning & Development and other stakeholders to develop and implement service training priorities and programs.
- Researches customer service needs, expectations and concerns, incorporating expertise from within and outside of health care.
- Develops, reviews and implements strategic and operational plans for customer service, creating a unique customer experience that will be a differentiator in the industry and drive future growth.
- Works closely with other leaders and operational areas to ensure integration of customer service at all levels of the organization. Integrates service excellence with other strategic initiatives including Process/Quality Improvement.
- Utilizes and analyzes Gallup customer satisfaction information to track and monitor patient satisfaction and identify opportunities for improvement.
- Develops and/or selects customer service/service excellence education, training and reinforcement programs for associates, volunteers and physicians. Works in conjunction with Human Resources and operational areas to build into selection, training and evaluation materials.
- Leads organizational initiative to create a culture of spirit and pride for associates.
- Develops, implements and periodically reviews department/organization policies and procedures that guide and support the provision of services complying with Joint Commission requirements and federal and state regulations. Maintains current knowledge base of trends, policies, regulatory standards, and legislation and advises administration when pertinent.
- Continually develops staff through competency assessments, in-services and continuing education, and performance appraisal process.
- Develops annual operating and capital budgets, monitors and analyzes ongoing performance and productivity and implements necessary corrective plans.
- Maintains effective inter-departmental communication and cooperation.
- Provides resources and programs that enhance the patient and family experience, thereby improving perception of patient outcomes.

Candidate Qualifications

The section below outlines the qualifications and selection criteria for the ideal candidate for the Director of Service Excellence position.

Education, Licensure, & Certifications

- Bachelor's degree in business, nursing, or related/appropriate area is required; a Master's degree in business, health care administration or related discipline is strongly preferred.

Experience

- At least four years' experience in a leadership position focused on customer service and/or patient experience. Ideally, this individual will have some experience in the hotel service industry as well.
- Experience in initiating, driving and sustaining improved customer satisfaction in a complex organization.
- Ability to organize, motivate, and effectively coordinate activities through influence in operating areas not under direct supervision.
- Change management skills demonstrated through past successes in driving change throughout an organization/industry related to excellence in customer service.
- Excellent customer service orientation skills to deal effectively with internal and external customers and community groups.
- Reputation as a change agent with high degrees of influence regardless of the reporting relationships.
- Management experience could include years as the assistant (number two position) in a large, complex organization.
- A demonstrated track record as an effective manager with a participatory style; should be a mentor, coordinator, delegator, developer and coach.
- Possesses a track record of developing a good rapport and working in partnership with stakeholders.
- Experience in a hospital system or a complex hospital environment is required.
- Ability to create and communicate a vision and enlist the engagement of a team.

Personal Characteristics

- A solid value system and service orientation and willingness to embrace the mission of Cabell Huntington Hospital, Inc. which is to improve the health of people who live in West Virginia and Southern Ohio.

- Sensitivity to the “family-like aspects” of the culture of the organization and a comfort level with integrating these attributes of the culture in leading a culture of service excellence.
- He/she will be someone who has a high level of ‘personal ownership’ in the future success of the department and hospital in which they belong. He/she should be a strong advocate for the area and staff in which they lead.
- Has a high energy level with an assertive, straightforward ‘can-do’ style and has a good sense of humor.
- This person must be a strong leader and comfortable in setting the tone for a department.
- Excellent written and verbal communication skills.
- This person must be highly credible from a ‘can-do’ service perspective. Must be able to earn the respect and trust of the staff and physicians within the organization.
- Someone who is energized by working with patients and families would be a real plus.
- A team player that is insightful and reads interpersonal relationships well. Candidate must have excellent team building skills.
- The ability to identify issues and problems; can proactively implement strategies and resolutions in a logical and timely manner.
- He/She should have a passion for customer service and a commitment to service excellence.
- An individual who is goal-oriented, highly motivated, and enjoys change and challenge.
- Has the highest level of honesty and integrity.
- Strong communication skills are necessary, particularly verbal and listening communication skills; candidates must be articulate and able to provide fresh, creative ideas and solutions.
- Must have a contemporary management style which emphasizes empowerment, coaching, mentoring, accountability, accessibility and team development; must be team oriented and team driven.

Goals & Objectives

During the first 12 to 24 months of his/her tenure, the Director of Service Excellence will be expected to achieve the following:

- Earn the trust and establish credibility among the employees, hospital leadership, and medical staff, within Cabell Huntington Hospital, Inc.
- Gain a solid understanding of the culture and operational strategies of Cabell Huntington Hospital, Inc.

- Become a respected and integral part of the leadership team; develop a sense of personal ownership for the future success of the Service Excellence program.
- Assess and gain an understanding of the existing service excellence program and its performance. Develop a strategic and tactical plan to make the concept of service excellence a new part of the culture and daily practices at all levels of the organization.
- Shown great progress in advancing patient satisfaction score; scores overall will be trending up and establish new and realistic goals/targets with Administration.
- Excellent customer service has become a core competency of the organization; it becomes an ingrained part of the organization's culture.
- Has put together and is managing teams that are leading customer service efforts.
- Inpatient HCAP's have met or exceeded agreed upon measures.
- Has established credibility and has strong working relationships with staff, management, and administration by being visible, aware and proactive.

For additional information or questions please contact:

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