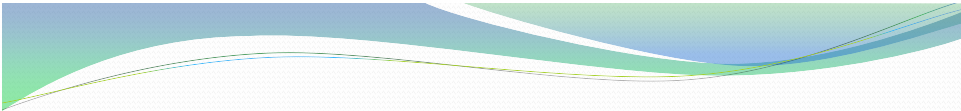


# Unleashing a Passion for Customer Experience through Appreciative Inquiry

Mary Tess Crotty  
Vice President, Quality  
Genesis HealthCare – NE Division

Does your team need  
more knowledge,  
more training or  
more energy?

- 
- Do you suffer from PowerPoint and/or In-Service fatigue?
  - Could it be you are pushing solutions at a problem vs engaging your staff to create what they need for a positive experience?
  - A powerful engagement strategy is the Appreciative Inquiry 4-D Planning Cycle.



## Appreciative Inquiry (AI)

- Focuses collective thinking on what IS WORKING and what we want MORE OF
- Explores The Positive Core
- Uses open-ended questions to create an experience of collaboration and connectedness



## The Positive Core

- The future is consciously constructed on the positive core strengths of the organization.
- Linking the energy of this core directly to any change agenda suddenly and democratically creates and mobilizes topics never before thought possible.
- A way to think about “positivity” <http://www.youtube.com/watch?v=hFzxfQpLjIM>



## Questions, Conversations, Themes

- Start with the experience
- Use emerging themes to organize people into action
- Let's Try!

# Find a partner, introduce yourself

## Opening Question:

- *Let's start with something about you and your work—and a larger sense of purpose. What is it that most attracted you to your present work that you find most meaningful, valuable, challenging, or exciting?*

**Topic: Families and what we are to them**



## Topic Intro and Question

- **Question:** *Please share a story of when you or a member of your staff had an exceptional experience of mutual benefit with a family. A time when what happened in the context of the family/staff relationship touched both parties deeply. How did you feel about this situation? How did this situation affect the way you viewed the value of your work? What impact did this situation have on your view of life's possibilities?*

**Topic: Families and what we are to them**



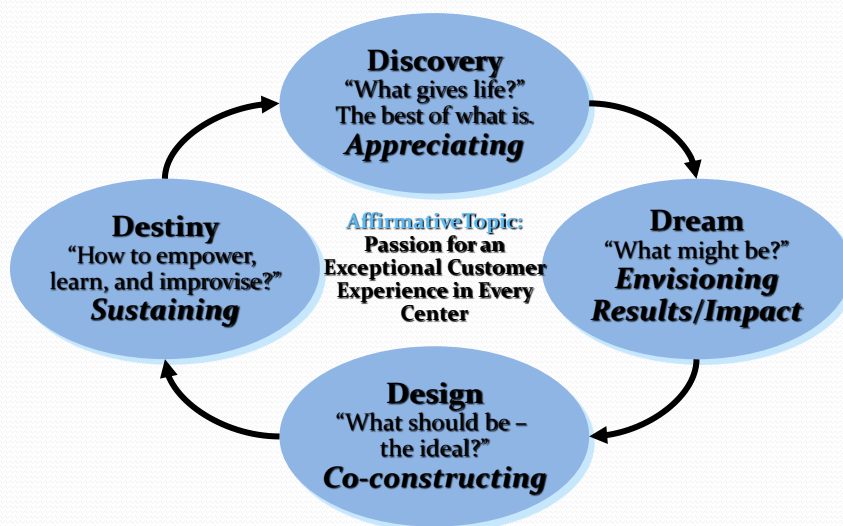
## Concluding Question

- *Looking toward the future, what is it that we in skilled nursing care are being called to become?*

## What Themes Emerged?

- Write your themes on the flipchart sheets

## The 4-D Cycle





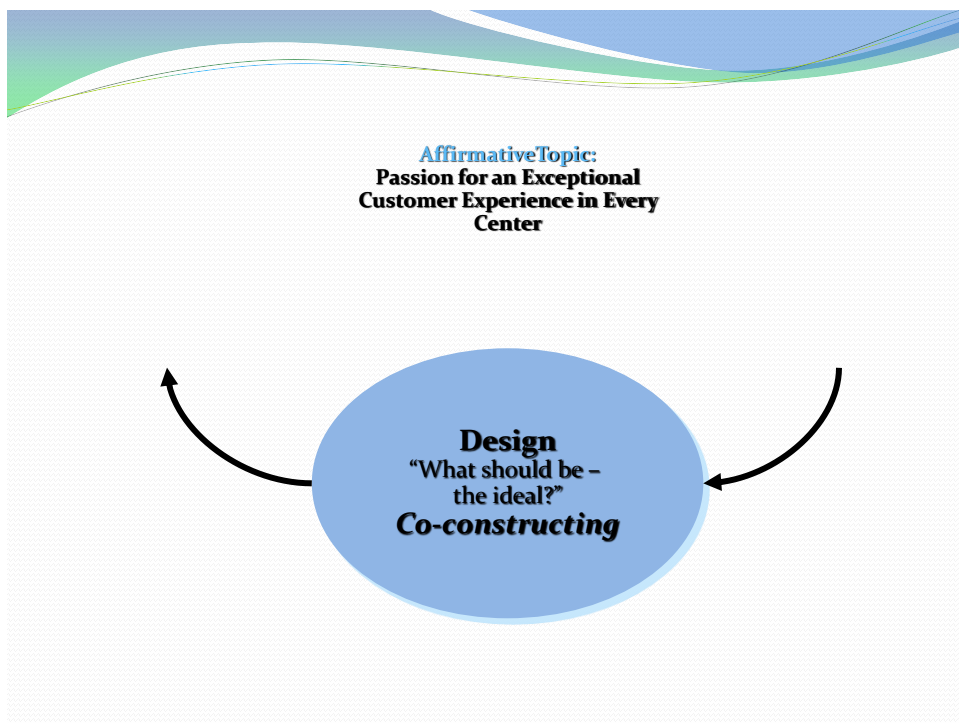
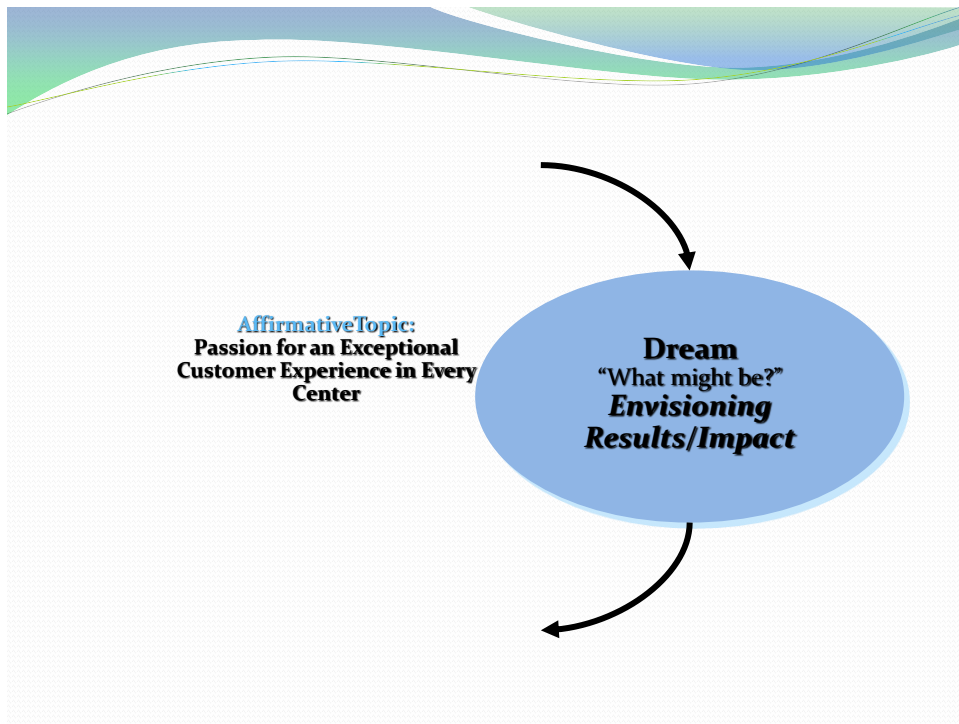
## Opening Discovery Statement

- Our task: Expanding and Energizing our Work on the Customer Experience Committee
- Statement of our task: Our CEOs keep alive our intention to continually understand and improve the experience we create -- for our staff, residents, patients, families and the stakeholder community -- as we bring our mission and values to life in our Centers.



## Themes – Our Starting Questions

1. Focus on families and what we are to them. “We improve our own lives when we improve theirs.”
2. Focus on the value of the individualized approach. “Small things can have great impact.”
3. Recognize and nurture the value of direct caregivers.
4. Center must be home. “Feel ‘togetherness’—that everyone and everything matters”
5. This group will be more of a support than a driver. “We can change, move forward.”





## Our Five Design Propositions

- We Are Caregivers Campaign
- “We Are” Customer Experience Modules
- Family-Led Customer Experience Teams
- Stories of and for Caregivers
- Get to Know Your Neighbor (Resident Focused)

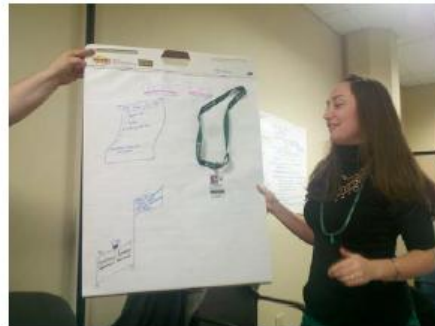
## Design Propositions



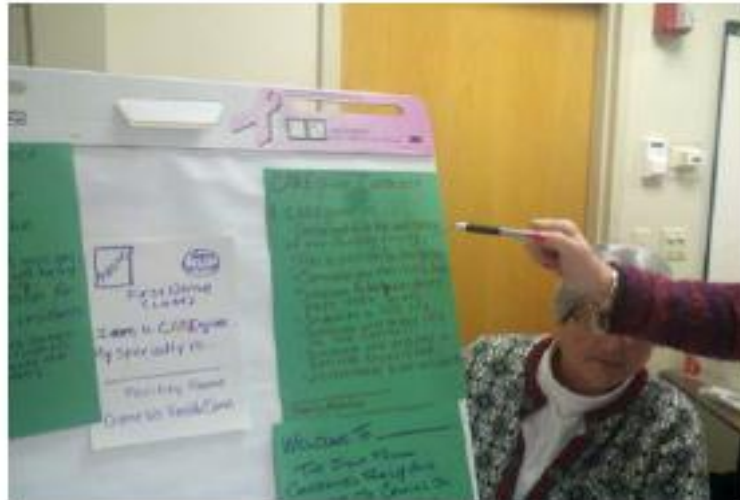
### 1. We Are CareGivers

Jan, Marissa, Jim, Rebecca, Michelle

What we envision in the Spring of 2013 is a care specialist campaign roll-out. We want to be



our job is, no matter if it's from a regional level or a center perspective, it comes from each and every one of us, that's why we're all employed, it's really at the heart of what we do, and it gets the word out about what kind of service that we



### 3. The family-led customer service experience team.

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### 2. "We Are" Program

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David, Lynda, Jane, Marian



### **Stories of and for Caregivers**

Jess, Sally, Sharon

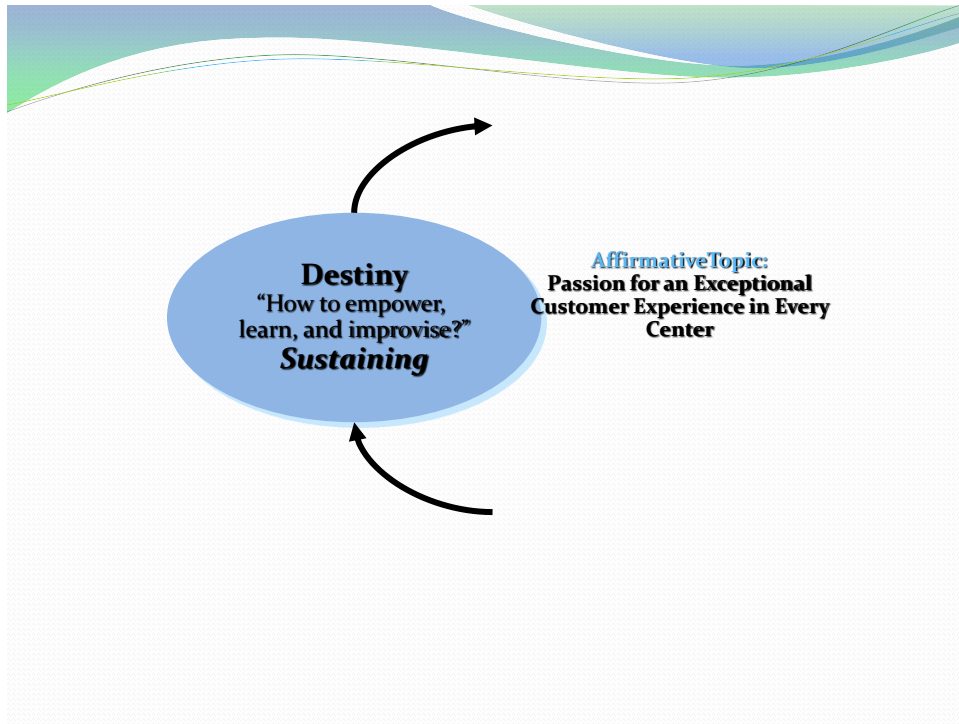
Alright, we didn't have time for a storyboard. So... we decided just to do a quick sketch to explain our idea.



### **Get to Know Your Neighbor**

Arthur, Trevor, Colleen P-M, Denise

www.gettingtoknowyourneighbor.org

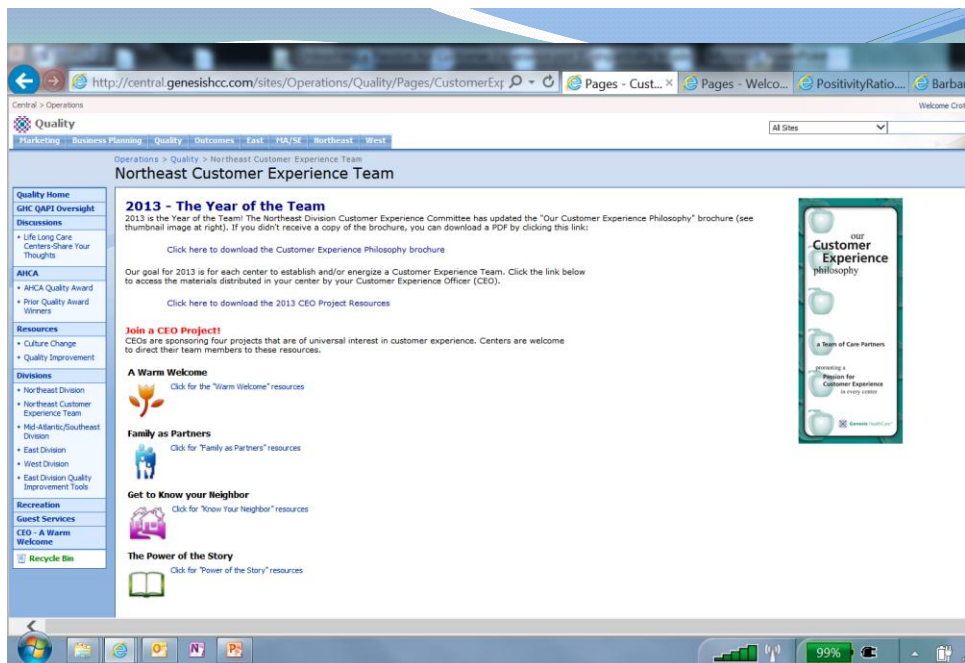


## Not a traditional action plan

- ▶ Engage passion
- ▶ Form Customer Experience Teams
- ▶ Introduce the competencies: affirmative, expansive, generative, collaborative

# Final Projects

- ▶ A Warm Welcome
  - ▶ Families as Partners
  - ▶ The Power of the Story
  - ▶ Get to Know Your Neighbor
- 
- ▶ We Are Caregivers – Promoted to 2014 “Year of” theme



Company | FgldCare Svcs | Clinical | Compliance | Finance | Forms | GPS | HR | Marketing | Outcomes | P&P | Systems | RehabCentral | Quality

Operations > Quality > 2013 CEO Projects - "Family as Partners"

## 2013 CEO Projects - "Family as Partners"

**Quality Home**

**GHC QAPI Oversight**

**Discussions**

- Life Long Care Centers Share Your Thoughts

**AHCA**

- AHCA Quality Award
- Prior Quality Award Winners

**Resources**

- Culture Change
- Quality Improvement

**Divisions**

- Northeast Division
- Northeast Customer Experience Team
- Mid-Atlantic/Southeast Division
- East Division
- West Division
- East Division Quality Improvement Tools

**Recreation**

**Guest Services**

**Recycle Bin**

**Purpose:** Are your families simply a customer, or are they members of your care team? This team invites you to explore new perspectives and approaches on partnering with families – including involving your staff with direct experience of being a family member of a nursing home resident. This team will help your staff think about what you do every day from the family's perspective.

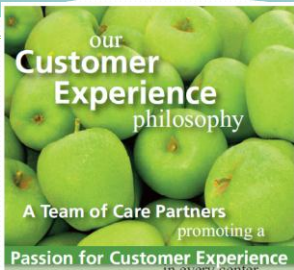
**What to Expect:** The Customer Experience Team will provide resources and best practices from other centers for making the family member a part of the care team. Be part of a learning community as you try out these practices. CEOs will help you track your progress (see call information below) and document your success so that we can learn from each other.

**Resources:**

1. Watch the Harris Hill Best Practice on Engaging Families—a 22-minute webinar that presents a series of approaches used at that Center to promote family engagement:  
[Click here to view the "Engaging Families" webinar](#)
2. Create a unique welcome for new patients and families who arrive after hours. If you can't make them welcome yourself, try this pictorial rendition of how staff care!  
[Click here to download the "After Hours Welcome Board" document](#)
3. Let families know you care with a meal!  
[Click here to download the "Welcome Meals" document and Invitation](#)
4. Wellness Calls  
[Click here to download the "Wellness Calls" document](#)
5. Leverage your staff's own experience as a family member on your Customer Experience Team. Watch this 8-minute webinar as Jim Fairman shares why he is involved in the Customer Experience Team and believes others should join.  
[Click here to view the "An Untapped Resource" webinar](#)


## 2014 The Year of the Caregiver

- December 2013, all Centers reported the chairs for their Customer Experience Teams
- Co-chairs will lead satisfaction survey processes
- Team will implement the "I am a Caregiver" campaign



**our Customer Experience philosophy**

A Team of Care Partners promoting a Passion for Customer Experience in every center



**Genesis HealthCare™**

We are a Team of Care Partners. Every staff member is a partner in care—showing we care and partnering for the care you need.

I am a caregiver because...

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**Living Our Core Values**

Care & Compassion	Focus & Discipline
Respect & Appreciation	Creativity & Innovation
Teamwork & Enjoyment	Honesty & Integrity



**our Customer Experience philosophy**

- Know each person as an individual with unique needs and desires.
- Support relationships that are valued and preserved.
- Take every opportunity to create and celebrate memorable experiences together.



**Genesis HealthCare™**

Our Core Belief is that patients and residents are the center of our work. Our employees are the vital link between Genesis HealthCare and our patients and residents.

■ ■ ■

*All of our employees, whether they work at the bedside, hold a position in management, or provide services such as housekeeping, laundry or dietary, are providing care to our patients and residents. It takes the whole family to provide quality care.*

*—CEO George Hager*

*From the Genesis Employee Handbook*

# Thank you!