

How a Customer Service Approach Can Reduce Employee Turnover

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Session Learning Objectives

- » Describe the relationship between customer service and employee satisfaction/retention.
- » Identify the elements of a Customer Service Program that is both resident and employee centered.
- » List three standards of behavior that will define employee expectations and support the values of the organization.

Senior Living / Long-term Care (LTC) Workforce

- » Administration
- » Nursing Services
 - » RN & LPN
 - » Unlicensed Direct Care Workers
 - Nursing Assistants
 - Care/Medication Aides
 - Personal Care Attendants
- » Therapeutic Services
 - » PT, OT, ST
 - » Activities Staff
 - » Social Workers
- » Dietary Services
- » Housekeeping Services

Unlicensed Direct Care Workers

- » Provide 70 – 80% of direct care to LTC residents
- » Eyes and ears of the organization
- » Have the most contact with residents  directly influence:
 - » Quality of care and services
 - » Quality of life

Workforce Characteristics

- » 24/7 operations require shift work to include nights, weekends, and holidays
- » May be required to work “extra” shifts – longer than 8 hours
- » Heavy workloads
- » High physical and emotional demands
- » Low compensation and prestige

Workforce Shortage

- » Turnover Rates – 50% to over 100%
- » The Bureau of Labor Statistics – Projected Job Growth 2014 – 2024:
 - » Nursing Assistants – 18%
 - » LPN/RN – 16%
- » Increase in Aging Population – 65 years and older
 - » 39.4 million counted in 2009
 - » 54.2 million projected in 2020

Cost of Turnover

Negative affects of losing employees:

- » Decreased quality of care and services
- » Decreased resident satisfaction
- » Loss of census
- » Increased staffing costs
- » Increased recruitment costs
- » Increased on-boarding costs
- » Increased absenteeism
- » Increased injuries/accidents to both residents and employees

Strategy to Reduce Turnover

- » Develop a Customer Service Program
- » Resident and employee focused!
- » The best way to keep your employees happy is to treat them as you would your residents and their families

Customer Service Program

The benefits:

- » Enhance communication
- » Develop and strengthens relationships
- » Empowers staff, residents and families
- » Promotes a sense of community
- » Happy employees lead to happy residents
- » Employee satisfaction directly affects employee retention
 - » Happy employees stay!

Workplace Culture of Service Excellence

- » More than a “good feeling” initiative
- » Leadership support
- » Employees must understand how they contribute to the success of the organization
- » Spirit of Commitment

Elements of a Customer Service Program

- » Standards of Behavior
- » Employee Recognition
- » Satisfaction Surveys
 - » Leadership Rounding



Standards of Behavior

- » Provides the foundation for establishing a culture of service excellence
- » At the core of ALL interactions
- » Expectations for **all** employees, for **all** interactions, **all** the time
- » Consistency is the key to success

Communication

- » Attitude is everything
 - » Create a positive, lasting impression
 - » Smile, make eye contact and maintain an open and welcoming body posture
- » Give your full attention
 - » Stop whatever you are doing so your customer (employee) knows they are important
- » Use a friendly tone of voice and courtesy words such as ***hello, good morning, please, thank-you, and you're welcome.***
- » Listen with care, avoid interrupting and confirm what you have heard.

Communication

- » Use language that is easily understood, avoid technical or medical jargon.
- » Provide written material when possible and encourage customer feedback to check for understanding.
- » Foster an attitude of gratitude; say “**thank you**”. Thank customers for their patronage, help or assistance. Let them know you appreciate them.
- » Use key words and phrases – scripting.
 - » *“Is there anything else I can do for you?”*

Service Excellence / Customer Relations

- » Welcome and greet customers (employees) immediately.
- » Follow the 10/5 rule: acknowledge the customer 10 feet away by making eye contact, smiling and saying “*hello*” at 5 feet away.
- » Help customers find their destination by assisting or escorting them as necessary.
- » Anticipate the needs of others and look for ways to exceed expectations; go the extra mile.
- » Treat every customer (employee) as if he or she is the important person in our work place.

Service Excellence / Customer Relations

- » Go above and beyond ordinary care/services; provide extra comfort, support or reassurance. It is the little things that count!
- » Give customers your full attention.
- » Use key phrases –scripting.
 - » *“How may I help you?”* or *“Is there anything else I can do for you?”*
- » Offer to help **before** being asked. If you see a customer who appears to be in need, offer your assistance.
- » Be prepared to respond to frequently asked questions – provide information before someone asks.

Service Excellence / Customer Relations

- » Set expectations with customers and keep the customer informed.
- » Demonstrate sensitivity to any inconvenience.
- » Anticipate and correct issues before they become complaints.

“People don't care how much you know until they know how much you care.” — Theodore Roosevelt

Confidentiality and Privacy



- » Protect confidentiality:
 - » Follow HIPAA guidelines
 - » Share information on a need to know basis
- » Protect privacy:
 - » Knock and announce yourself before entering a room
 - » Speak about personal matters in a quiet voice and in a private area; close doors or pull curtains
 - » Never discuss a customer's personal issues in public areas. Only discuss a customer's personal issues with someone who can influence the situation

Professionalism

- » Publicly speak well of others
- » Present a positive attitude
- » Avoid engaging in negative behaviors
- » Be polite to everyone – rudeness is never acceptable
- » Respect the culture and diversity of every person we serve and work with
- » Promote a positive image of your organization in the workplace and in the community



Professionalism

- » Dress appropriate to your role and follow the dress code policy
- » Respect the culture and diversity of every person we serve and work with
- » Do not discuss internal or personal issues in front of residents, their families or the public
- » Praise in public; counsel in private
- » Seek out learning opportunities for self-development
- » Absolutely no cell phone or social media use while on the premises
- » Report any behaviors that are not in line with the ethics and values of the organization

Teamwork

- » Welcome new team members
- » Be prepared for work and meetings
- » Offer support, guidance, encouragement, and gratitude to fellow team members
- » Recognize and celebrate team members' achievements and successes
- » Communicate openly, share knowledge and expertise
- » Complete job duties and assignments on time



Teamwork

- » Never say, *“It’s not my job”* or *“That’s not my resident”*
- » Ask for assistance when unable to handle a task
- » Offer to help a team member when you recognize they may need assistance
- » Refrain from gossiping and complaining
- » Address conflicts with appropriate staff in a private, respectful and timely manner



Standards of Behavior Acknowledgement

Standards of Behavior Acknowledgement

The Standards of Behavior provide the foundation for our culture of service excellence and help to define the expectations of all employees. By signing below, I acknowledge that I have:

- Read and understand the Standards of Behavior.
- I understand I will be held accountable to abide by these standards and incorporate them into my daily work.

Employee Name

Employee Signature

Date

Tips for Success

Caught in the Act

I witnessed an example of excellent customer service. Here are the details!

The Employee: _____

The Act: _____

The Standard of Behavior: _____

Signature: _____ Date: _____



STANDARD OF THE MONTH TEAMWORK

- ❖ OFFER SUPPORT, GUIDANCE, ENCOURAGEMENT AND GRATITUDE TO FELLOW CO-WORKERS.
- ❖ RECOGNIZE AND CELEBRATE EMPLOYEES' ACHIEVEMENTS AND SUCCESSES.
- ❖ WELCOME NEW EMPLOYEES.
- ❖ COMMUNICATE OPENLY, SHARE KNOWLEDGE AND EXPERTISE.
- ❖ COMPLETE JOB DUTIES AND ASSIGNMENTS ON TIME.
- ❖ BE PREPARED FOR WORK AND FOR MEETINGS.
- ❖ NEVER SAY, "IT'S NOT MY JOB".
- ❖ ASK FOR ASSISTANCE WHEN UNABLE TO HANDLE A TASK.
- ❖ OFFER TO HELP A CO-WORKER WHEN YOU RECOGNIZE THEY MAY NEED ASSISTANCE.
- ❖ REFRAIN FROM GOSSIPING AND COMPLAINING.
- ❖ ADDRESS CONFLICTS WITH APPROPRIATE STAFF IN A PRIVATE, RESPECTFUL AND TIMELY MANNER.

Standards of Behavior

Teamwork	Communication	Professionalism	Communication	Customer Relations
\$100	\$100	\$100	\$100	\$100
\$200	\$200	\$200	\$200	\$200
\$300	\$300	\$300	\$300	\$300
\$400	\$400	\$400	\$400	\$400
\$500	\$500	\$500	\$500	\$500

Employee Recognition

- » Universal motivator
- » Keeps employees engaged
- » Reinforces desired behaviors
- » Builds relationships
- » Promotes teamwork
- » Increases employee loyalty



Recognize and Reward

WOW!

Today you "WOWED" me when...

The Employee: _____

The Act: _____

The Standard of Behavior: _____

Signature: _____ Date: _____



Satisfaction Surveys

- » Shows you care, validates success, and identifies opportunity for improvements



Leadership Rounding

- » Allows management to:
 - » Connect with the employees
 - » Builds relationships
 - » Learn what is working well
 - » Identify opportunities for improvement
 - » Recognize employees for following the standards of behavior and for providing exceptional customer service

EMPLOYEE ROUNDING LOG
What is going well?
What have we accomplished?
Who has been helpful to you? Is there anyone I should reward and recognize? <ul style="list-style-type: none">• Staff• Other Departments
What still needs our attention?
What could work better?
Do you have the tools to do your job?
What are we doing that we could do less of?
Are we responsive to your needs?
What communication do you need to feel connected?
Is there anything I can help you with right now?
Follow up Items:

Communication

- » Keep employees informed
- » Solicit employee feedback
 - » Show employees their voice matters!
- » Increase Communication:
 - » Employee Meetings
 - » Communication Boards
 - » Newsletters
 - » Storytelling



Conclusion

- » Employees play an important role in driving organizational performance.
- » Happy employees lead to:
 - » Decreased turnover and expense
 - » Decreased recruitment and retention costs
 - » Decreased employee burnout, stress and absenteeism
 - » Decreased employee and resident complaints and lawsuits
 - » Improved working conditions – improved resident and employee safety
 - » Better performance and improved quality of care and services
 - » Increased employee engagement
 - » Increased resident and employee satisfaction!

Questions?