

STRONG, VIBRANT, ~~IN~~STABLE

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be the point of the day. However, all of the following are

importance of being at the table armed with not only passion
for what is being presented, but also being able to deliver.

Do you have the data, information and leadership skills to represent yourself and your department at the table? Simple answers and explanations will not serve us going forward. We need to be able to deliver on our promises to our customers.

We need to be worthy of the respect we desire. Do you know who has this information or how to create your own?

Impact of HCAHPS scores

Because a portion of reimbursements are tied to satisfaction, we cannot forget about the impact of HCAHPS scores on our institutions. With dwindling resources and increasing expectations, we need to think innovatively when looking at staff productivity and ask ourselves whether we are getting the return from our labor dollars. Have we developed a hiring protocol for the department that addresses not only experience but behaviors? Are we conducting behavior-based interviewing and hiring for customer-focused skill sets to ensure we have the service-minded personalities on the front line? Do we teach strategic skill-building? Can staff make ethical choices? Are we hiring the first person through the door hoping we can on-board them with a fast wave of technical training? Are we hiring coachable, teachable staff that will assimilate into the culture of service? Are we coaching and nurturing the next wave of supervisors and managers so we can lead, not just work?

As leaders, we need to develop criteria and expectations for our hiring and orientation programs to ensure we are getting the best and brightest. Great attitudes and high performance will be the key to our success with customer service.

Increasing territories and responsibilities

In addition to finance and customer service issues, we also need to be focused on the increasing territories

and responsibilities being added to our plates. Most of us are dealing with more than one facility, and many of us are being asked to take on other departments. According to the trending experts, health care is and will continue to be delivered away from the acute-care hospital setting. What types of issues does
