Hardwiring Service Excellence into Organizational Culture

PVM Team
May 20, 2014
Objective 1.2

Establish system-wide customer service and hospitality standards by June 2010. Implement system-wide customer service and hospitality training across the organization by December 2010.
Approach

Engagement of leadership
- ACT Team
- Executive Team

Task Force representing many perspectives
- Bonding
- Learning from past experiences
- Learning from the present
- Learning from others
Learning from Others

The Disney Way
Harnessing the Management Secrets of Disney in Your Company
Bill Capodagli and Lynn Jackson
Foreword by John Christensen, coauthor of the bestselling book HSM

Hardwiring Excellence
Purpose
Worthwhile Work
Making a Difference
Quint Studer

The Nordstrom Way to Customer Service Excellence
A handbook for implementing great service in your organization
Robert Spector and Patrick McCarthy
Includes training activities and resources

Presbyterian Villages
OF MICHIGAN
SERVING SENIORS & COMMUNITIES
Defining Expectations

Listening
Actively paying attention and seeking to understand.

Relationships
Our way of forming a meaningful and genuine connection with our residents, each other, and the community.

Accountability
The willingness to accept responsibility and delivering upon expectations.

Respect
Treating all with dignity and worth.
Naming the Initiative

what I do matters
“Hardwiring” for Sustainability

- Leadership
- Communication and Reinforcement
- Hardwiring into HR Processes
- Rewards and Recognition
- Measuring Results: The “Q” Crew
- Standards and Training
Communication & Branding
LOGO CONCEPTS

Round #1:

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What I do Matters!
What I do Matters!
What I do Matters!
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Final Logo:

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what I do matters
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Round #2:

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What I do Matters
what I do Matters
what I do Matters
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Round #3:

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What I do Matters
what I do Matters
what I do Matters
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26200 Lahser Road, Suite 300 | Southfield, Michigan 48033-7157 | 248.281.2020 | TTY#: 800.649.3777 | www.pvm.org
Branding

Service Excellence
Listening
Actively paying attention and seeking to understand.

Relationships
Our way of forming a meaningful and genuine connection with our residents, each other, and the community.

Accountability
The willingness to accept responsibility and delivering upon expectations.

Respect
Treating all with dignity and worth.

Electronic Newsletter

SMALL POSTERS

LARGE POSTER

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Additional Branding
Human Resources
Hardwiring into HR Processes

Core values into Job Descriptions

Hiring to Service Excellence Standards

Overview into New Hire Orientation

Core values into Performance Evaluations
Awards & Recognition
Congratulations!

You are being recognized because
“What you did mattered!”:

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Thank you for what you did!

Employee Name: ____________________________
Person Recognizing Employee: ____________________________ Date: __________

** Please turn this card into a Village Manager for a chance to win a prize **
ACCOUNTABILITY • LISTENING • RELATIONSHIPS • RESPECT
Team Member Integration
Awards are given to individual employees throughout the year and once a year at the Shining Star event where we recognize one outstanding PVM employee.
Quality & Measurement

“Q Crew”
“Q crew”

• Complaint and Measurement Committee, and Service Recovery

• Measuring Results

• How we re-evaluated
Purpose of quality

- Manage complaints and provide service recovery timely
- Establish policy and process
- Provide training
“Q Crew – Where We Are Now

- System-wide effort to improve resident satisfaction surveys
- Annual relationship building initiative
- Improve current resident satisfaction results
- Engagement Task Force Formation
Training
Cean Eppelheimer from PHI helped launch PVM’s Service Excellence culture initiative.

First Service Excellence workshops were conducted in March 2012 for PVM leaders.

One day workshop learning about the Service Excellence pillars of Respect, Relationship Building, Listening, and Accountability.
All Day training for entire staff
PVM Academy Training Focus 2014

- Leadership Development
- Nurse / CENA Coaching
- Sustaining Service Excellence
Leadership Development

The Village of Redford Management Team
Lunch & Learn Sessions
Coaching sessions are focused on turning negative behaviors into positive behaviors that demonstrate the Service Excellence Values.
• To date 680 employees trained in Service Excellence

• Service Excellence values are included in Diversity & Inclusion Training

• Development of Service Excellence online training modules
Sustaining Service Excellence

Coaching Moments Video

The Village of East Harbor Dining Services Staff Hospitality Training
Timeline of Project

2010
- Form Work Group
- Research similar programs
- Define Service and Hospitality
- Draft a logo and tagline
- Seek approval from Executive Team
- Establish work plan and recruit leaders
- Define resources

2011
- Define the standards of Customer Service Excellence
- Create Curriculum
- Decide Service Excellence pillars for PVM
- Create expectations of staff
- Reward & Recognition Program
- Finalize logo and tagline

2012
- Leadership Training
- Train the Trainers
- Official rollout company-wide (~750 employees)
- Newsletter articles celebrating class completions

2013
- Diversity & Inclusion Training
- Service Excellence training for vendors and clients of PVM
- Incorporation of Rewards & Recognition with established company-wide event

2014 & Beyond
- Coaching Moments
- Video Testimonials
Service Excellence in Action