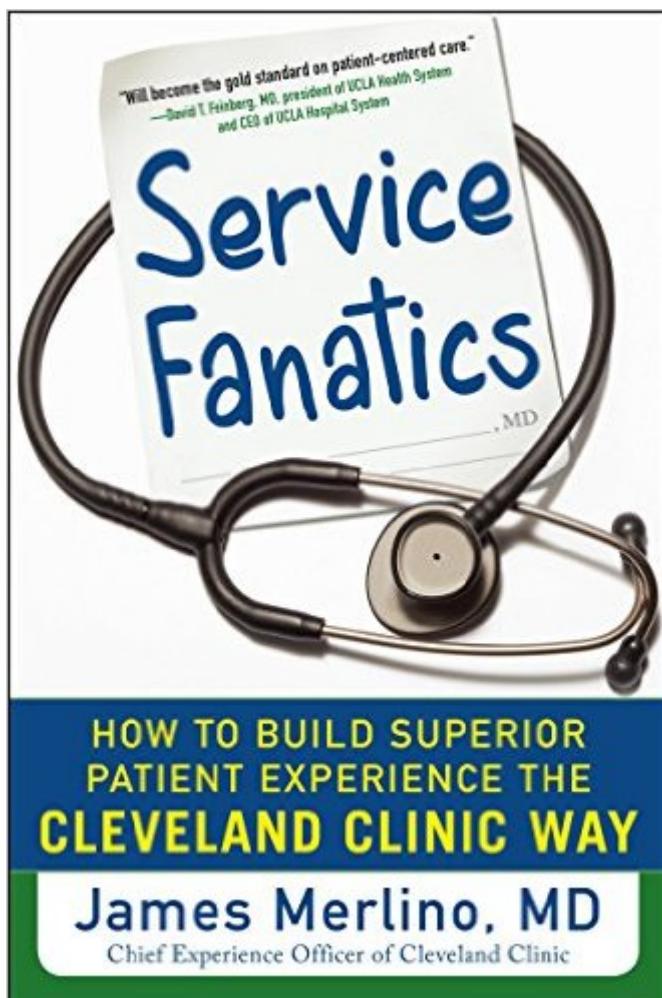


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Service Fanatics: How To Build Superior Patient Experience The Cleveland Clinic Way



Synopsis

THE PROVEN MODEL FOR DRIVING POSITIVE ORGANIZATIONAL CHANGE

Cleveland Clinic has long been recognized for driving some of the best clinical outcomes in the nation, but it was not always a leader in patient experience. There was a time when this revered organization ranked among the lowest in the country in this area. Within ten years, however, it had climbed to among the highest and has emerged as the thought leader in the space. How did Cleveland Clinic turn itself around so effectively and so quickly? More important, how can you do the same with your organization? In gripping, visceral, on-the-ground fashion, *Service Fanatics* reveals the strategies and tactics the Clinic applied to become one of today's leading patient-experience healthcare organizations--methods that seamlessly translate to any business seeking to improve its customer experience. This strategic guide covers:

- How the Clinic's leaders redefined the concept of patient experience and developed a strategy to improve it
- Critical lessons learned regarding organization, recruitment, training, and measuring service excellence
- Ways in which the Clinic aligned its entire workforce around its Patients First strategy
- How leaders improved the critical element of physician communication
- Rather than view patients simply as sick people who need treatment, Cleveland Clinic sees them also as important stakeholders in the organization's success. Patients are customers--who desire, pay for, and deserve the best possible care and experience during what is often a challenging time in their lives.

Featuring customer service case studies, as well as invaluable insight from C-level executives at top corporations in various industries, *Service Fanatics* provides actionable lessons for any manager and business leader beyond healthcare. Whether you run a healthcare institution, nonprofit, or for-profit business, *Service Fanatics* will help you create the kind of customer experience that promises to transform your organization into an industry powerhouse.

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Customer Reviews

As someone intimately involved with person-centered care initiatives and as a native of south Philadelphia where we pull no punches, I was very impressed with Dr. Merlino's candor and transparency. Drawing on his own personal stories and the great work he has led at the Cleveland Clinic, he gives you the warts and all version of today's tumultuous and contemptuous healthcare world. Whether it is flat out contesting the hospital as hotel comparison or taking people to task over patient experience initiatives as thinly veiled marketing tactics, he tells it like it is and provides a much-needed wake-up call to an industry in flux. Easily digestable end of chapter summaries provide the blueprint for how healthcare can transform itself while keeping the people we care for front and center.

Note: Delos M. ("Toby") Cosgrove, M.D., is the CEO of the Cleveland Clinic. If possible, this book should be read in combination with Cosgrove's book, *The Cleveland Clinic Way: Lessons in Excellence from One of the World's Leading Health Care Organizations*, also published by McGraw-Hill. Both books examine with consummate skill the day-to-day operations of one of the world's most renowned medical communities. James Merlino, M.D., is Chief Experience Officer and the term "experience" refers to everyone involved throughout the given enterprise. At all levels and in all areas, the healthcare providers and those who are responsible for support services are patients-driven. They do everything humanly possible to ensure that patients and their loved ones receive superior experience. As Dr. Merlino explains, his book focuses on how to think about patient experience, "how to define it, and the factors we feel are critical to enhance it. Improving patient-centeredness also impacts how we deliver safety and quality. These are important not just for patients, but for caregivers as well." These are among the dozens of passages of greatest interest and value to me, listed also to suggest the scope of Merlino's coverage:
o Cleveland Clinic: Challenges of organizational culture (Pages 1-7, 33-34, 66-67, 98-103, 112-113, and 220-221)
o Cleveland Clinic: Challenges of patient experience (Pages 1-7, 103-108, 177-178)
o Patient First approach (13-28)
o Chief Experience Officer (29-37)
o Transparency: 35-36, 106-108, and 181-186
o Patient experience (45-63)
o Cleveland Clinic: Defining patient experience (54-63)
o Cleveland Clinic: Organizational culture (65-80)
o Delos M. ("Toby") Cosgrove (66-67 and 712-80)
o Cleveland Clinic:

Experience Project (81-96)o Cultural alignment (92-94) and 222-227)o Physicians (97-118)o Patient surveys (122-125 and 178-181)o Hospital Consumer Assessment of Healthcare Providers and Systems (150-154)o Service Excellence (157-175)o Doctors and communication skills (181-186)o Practical communication skills: Development (186-192)o Patient involvement (197-210)o "Getting It Done Has Defined Our Success (211-227)In his own book about the Cleveland Clinic, Dr. Cosgrove has much of value to say about eight trends that will define the future of medicine. In fact, they will probably define the future, period. He explains WHY or HOW1. Group practices will provide better -- and cheaper -- healthcare2. Collaborative medicine is more effective3. Big Data will be harnessed to improve the quality of healthcare as well as lower costs4. Cooperative practices can be the wellspring of innovation5. Empathy is crucial to better patient outcomes6. Wellness of both mind and body depends on healthcare, not sickcare7. How healthcare is best provided in different settings for greater comfort and value8. How tailor-made healthcare treats a person rather than a diseaseOf course, Dr. Merlino is well aware of these and other trends, and of the challenges they are certain to pose to sustaining, indeed enriching and improving superior health care experience. Consider these remarks when he concludes the last chapter: "Our collective goal is simple: deliver the best possible experience to our patients -- or as [Pat Ryan, CEO of Press Ganey] points out, reduce patient suffering. It's the right thing to do, it's how we want to be taken care of, and it's how we want5 our families to be treated. Success will not come quickly or easily, but will be achieved with leadership, strategy, focus, and determination. We must strive to do right -- all the time. We would accept nothing less for ourselves or our families; therefore, we should offer nothing less to the people we serve."

A fantastic inside view of the challenges and opportunities of building a customer experience capability. While some of this is specific to healthcare providers, most of it can apply to any industry. Highly recommended.

Dr. Merlino offers great insights into one of the world's leading health care organization's trials and triumphs in transforming its culture to one that is truly patient-centric. His candor in acknowledging and discussing the threats of intimidation and bullying that are all too prevalent in most health care provider organizations makes this book a must-read for all leaders who are serious about improving both staff and patient engagement.

Hospitals call them patients we call them customers. In the end it is about delighting them

regardless of name and changing company culture to focus all systems, processes, methods, and practices and making sure every encounter is an exceptional one. Jim just 'gets it' and takes off his white jacket and rolls up his sleeves to fix a broken culture and teaches a senior executive team how to set aside the 'big doctor ego' and focus on the humanity of the patient. He ultimately teaches how to connect on a personal level with the customer. Very powerful stuff for any business leader.

Good read. It changes the physician-organisation-centred approach to a patient-experience-centred one. The emphasis in prioritising safety and quality over bare satisfaction cannot be overemphasised and may be the most important point raised by Dr James Merlin.

Loaded with powerful stories, real life examples and practical tools designed to help anyone with the desire to positively impact the patient experience.

This book is best suited for a basic training program for those who have no practical experience with change management and behavior management, which I have practiced for 5+ years. The book is a compilation and count of patient centricity journey (anecdotes and lessons learned) that Cleveland Clinic underwent, with unnecessary and non-value-added repetition throughout the book. The book does not warrant the volume it does. The entire book should be concentrated to 10% of its volume. All the authors (John P. Kotter, etc.), service industry leaders (Ritz, Disney, etc.), and other change management gurus that the book quoted have been written to death by hundreds of other books. A word of advice to the author: Beware of audience centricity. When you drone on and on for hours without real substance, you lose audience. I stuck to the end of the audio program but have to say that out of the four books I read in 2014, this one is rated 1 out of 5 stars and the lowest in ranking. This book does not constitute material for a book, so make sure you publish the book under a different category.

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