

Service Standards: The Roll Out Plan

Almost three months have passed since the official Service Standards kickoff celebration, and the Medical Center community has settled into the longer-term process of making the standards real for each individual staff member in the institution. It's a process that can't be rushed. And because the new Service Standards are at the core of our work and our identity, each will receive our full attention, one at a time.

In June and July, we'll focus on Communication — the lifeblood of the relationships that make our work possible. Caring is next in line, followed by Excellence and Safety, which will be launched in January 2003. Here's a rough blueprint of what we can expect:

- Dozens of activities are being planned to help create awareness of each of the nine Service Standards.

- Educational programs will stress best practices and give everyone the tools and concepts they need to bring the standards alive in their departments.

- A few departments within the Medical Center, including the Obstetrics (OB) Service-Line and others, will receive in-depth attention to help them explore ways to apply the standards to daily activities and evaluate their quality of service in light of customer needs. The OB Service-Line was chosen based on their focus on customer service and patient satisfaction. Best practices learned in these initial efforts can then help other areas embed the standards within daily activities.

The Service Standards campaign has already begun educating all new employees as part of the New Beginnings orientation program. More programs will be offered in coming months to support managers and

administrators in using the standards in their areas. The programs will explore basic behaviors and responsibilities that support each Service Standard and also encourage participants to embrace the standards not only as individual employees, but as team leaders within departments.

We can think of the Service Standards as a compass that will help us navigate the changing landscape of patient care, research, and medical education. They should also guide our dealings with each other. Through ongoing dialogue and feedback from our patients, colleagues, and the community at large, we will continually evaluate how we are doing and make adjustments accordingly.

Mona Sonnenshein, Vice President and Senior Administrator for Hospital Operations, says "Service Standards will help us attract the right people to our institution as well as retain the great people we already have."

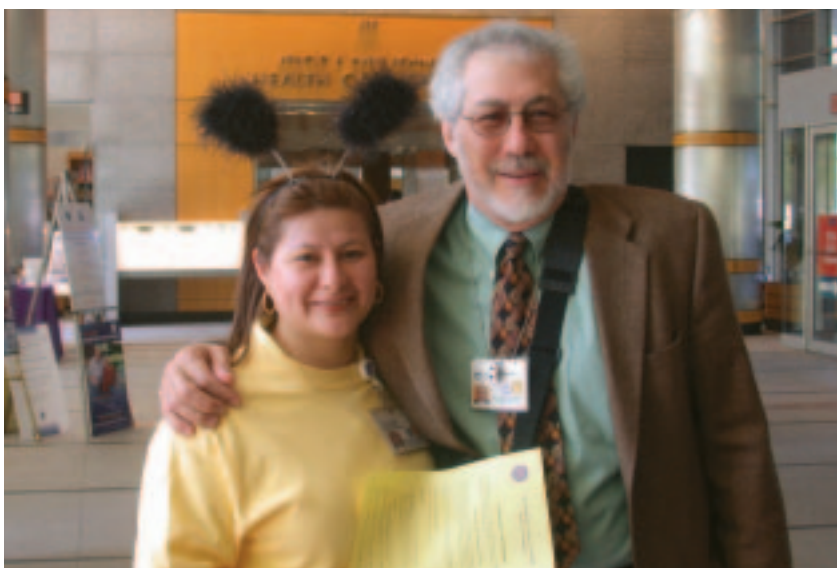
Joan M. Evans, Ph.D., Associate Dean for Strategic and Program Planning at the School of Medicine, is also enthusiastic about the campaign. "Service Standards give us a common language that will help us continually improve upon our tradition of excellence" she says. *

Communication — Connecting, Listening, and Responding

At NYU, no one is an island. From patient care to materials management and from house-keeping to research, each one of us is part of a complex network of relationships that make our work possible, day in and day out.

We greet each other warmly. We exchange information. We listen actively and respond with care. We collaborate as researchers and educators. We ask our patients how they're feeling and what they need. We keep our co-workers informed about our actions and plans. And we strive to maintain confidentiality as appropriate.

All of us have the potential to become expert communicators and relationship-builders. As we take the time to focus on communication —



Joel Oppenheim, Ph.D., Senior Associate Dean for Biomedical Sciences and Sackler Institute Director, and "Bee" Rita Lopez, at the Communication standard kickoff, June 3.

the first of NYU's nine new Service Standards — we begin to realize that potential.

TAKE THE COMMUNICATION CHALLENGE!
How communication-savvy are you?

You'll have a chance to show just how resourceful you are by taking the Communication Challenge. The challenge must be undertaken as a team, whether an entire department, a unit, a lab, or simply *(continued on next page)*

Excellence
Respect
Teamwork
Integrity
Caring
Communication
Safety
Physical
Environment
Learning &
Professional
Growth

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(continued from previous page) a group of colleagues. The winning teams will win a private lunch catered by Food Service at the campus-based location of their choice.

Bonus: Each individual who participates in the Communication Challenge will automatically be entered in the Communication Lottery and become eligible for an outstanding prize!

HERE ARE THE RULES OF THE GAME:

- Each group must have a minimum of 5 and a maximum of 20 members.
- The Challenge: Make up two brief situations that require you to communicate. For each situation, identify a response that illustrates positive communication and one that exemplifies negative communication. These can include exchanges between Medical Center staff and patients or visitors, or exchanges among staff. Be creative!

- The Communication Team must receive your two situations in writing no later than June 21. You may submit your entries by e-mail, fax, or inter-office mail:

E-MAIL: Service-Standards@med.nyu.edu

FAX: 404-3546

INTER-OFFICE MAIL:
Communication Challenge
One Park Avenue, 10th Floor

NEED HELP?

The Communication Do Bees and Don't Bees, who made their debut at the March kickoff event, will be happy to meet with your group and help you think through your communication situations. Because the Bees' time is limited, they will be available on a first-come, first-serve basis. You can reach them by e-mail at Service-Standards@med.nyu.edu, or fax your request to 404-3546. *

**COMMUNICATION STANDARD
ACTIVITY SCHEDULE**

- JUNE 21** Deadline for first round of Communication Challenge entries
- JUNE 24** Second Communication Challenge begins
- JULY 18** The Communication Bees "Buzz About" the evening shifts
- JULY 19** Deadline for second round of Communication Challenge entries
- JULY 25** Center-wide Communication picnic. Bring sandwiches. The Bees will supply beverages, dessert, and entertainment. (Rain date: July 26)

Service Standards Questionnaire: A Tool to Track Our Progress

More than 2,400 Service Standards questionnaires have been collected, and the verdict is in: NYU Medical Center is already putting the standards into practice much of the time. On a scale ranging from "never" to "always," most of us think we're meeting the standards "often." We've given ourselves a pat on the back, but we're also saying there's room for improvement.

Unlike a traditional political poll, the questionnaire wasn't designed to be a one-way vehicle on a one-way street. No outside group was involved with gathering information, much less making

decisions based on our input. We were both the pollsters and the subject of the poll. Just by answering a few easy questions, we've provided the information we need to improve and grow as an institution. Better yet, the questionnaire will be administered periodically in the future, which means we can keep track of how we're doing over time.

"The entire Medical Center community has been included in this effort," says Amy Horrocks, Associate Vice President for Hospital Operations. "Now we have a picture of our collective performance. Everyone helped complete this picture, just as everyone's efforts are needed to make the service standards campaign a success."

Please look for a detailed analysis of the questionnaire's results in the next issue of *Service Standards News*. *

Service Hero Adds a Little Magic to the Life of a Seriously Ill Child

Several years ago, Phillip Rodriguez, a member of the Medical Center's Security team, was at his usual post in Greenberg Hall, where patients' families often stay for the duration of a loved one's hospitalization. He met a four-year-old named Megan. The little girl, a cancer patient, was having trouble eating after receiving chemotherapy. Naturally, Megan's parents were concerned about their child. Rodriguez decided to gently intervene.

He offered to split a candy bar with Megan, which proved to be the catalyst that brought back her appetite. It was also the start of a friendship that spanned the next four years.

"Every time she returned to the Medical Center for her treatments, we'd talk about the latest cartoons, which I knew about from my own kids," he said. "Megan and I had a great rapport."

One day, he ran into the child's parents in the main lobby. They told him Megan had died. She was just 8 years old. "We hugged and shared our grief. I felt that I, too, had lost someone I learned to care for," he said.

Months later, Megan's parents returned for a visit with the Medical Center staff members who had made such a difference in their daughter's short life. Her mother began shuffling through her bag and pulled out one of Megan's favorite toys. "Phil," she said, "Megan's last words were: 'Give my Mickey Mouse to Phillip. He'll take care of him for me.'" *

Note: Phillip Rodriguez was glad to share this story as part of the announcement of the Service Standards campaign. He believes his experience with Megan and her family shows the impact we can have on people through small acts of kindness, communication and caring.

Do you know a Service Hero?

Each issue of *Service Standards News* will highlight a Service Hero — a member of the Medical Center community who makes a difference by caring a little more, trying a little harder, going the extra mile. Can you think of experiences

you've had that exemplify one or more of the Service Standards? Have you witnessed service excellence first-hand on the part of a co-worker? Please email your stories to:

Service-Standards@med.nyu.edu

or send them by interoffice mail to:
NYU Service Standards,

One Park Avenue, 10th Floor.
Examples of everyday service heroism will serve to inspire others, so don't be shy about sharing yours.

Visit our website:
www.med.nyu.edu/servicestandards