



Client Case Study

2004-2007

OCHSNER HEALTH SYSTEM

NEW ORLEANS, LA



"Jake and Dr. Wong exceeded my expectations on this retreat seven-fold."
Warner Thomas, CEO



Surviving the Storm

Overview

How we worked together:

Designed a formalized service culture for MDs and staff

Localized the new culture by location

Redesigned new employee and physician orientation program

Specialized Training, i.e. "Treating Difficult Patients" workshop for nurses

Outcomes:

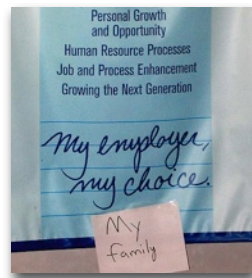
Employee Satisfaction scores increased

New Orleans City Business Magazine named Ochsner Health System the #1 place to work in New Orleans

Objective

Ochsner Health System, one of the largest, fully-integrated health care systems in the Gulf South, is composed of 7 hospitals, 33 clinics, and 3 fitness and rehabilitation centers, and employs more than 8,000 employees and 600 physicians.

Right before Hurricane Katrina, the ILS team met with Ochsner leaders and physicians who recognized they had a "culture of no". Over the past four years, ILS has successfully created an organization-wide service strategy and taken it through implementation, including system-wide training and integration into all HR processes.



Solution

ILS hosted several retreats for 2,500 physicians, residents and employees to help define the action plan for a patient-focused service culture. The "Culture of Yes" was developed in the midst of Hurricane Katrina by a group of physicians who had attended the ILS physician-leadership retreat.

As an outcome of these retreats, ILS partnered with several Ochsner departments to redesign the new physician orientation program, train leaders on the tools needed to create a global service culture, completely redesign the new employee orientation, conduct specialty training for all employees, conduct specialty training for Ochsner's fitness and rehabilitation centers, create multimedia for a "high level" service recovery program, and create and implement an on-the-spot recognition program and process.

Results

Hurricane Katrina caused 3 hospitals to close, bringing more patients to Ochsner, an untold number of healthcare workers to be displaced, and workloads to increase. Despite these obstacles, together we continued the service culture initiative, with positive results.

ILS enabled Ochsner to transform their culture of no into a "Culture of Yes" by implementing a patient-focused service culture from the top down and the bottom up. As a result, employee satisfaction scores increased two full percentage points.

New Orleans City Business Magazine reported Ochsner Health System as the #1 place to work in New Orleans. Ochsner was also named in the top 10 employers of choice in the State of Louisiana.

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