

# STUART LEVINE ASSOCIATES LLC

## ***B.E.S.T.***<sup>™</sup> (**Building Exceptional Service & Teamwork**) *Process*

*Team Building, Alignment and Communication between Management, Labor, Physicians and Nursing Staff, Enhanced Customer Service*

We help healthcare clients develop processes to create patient-centric organizations with strong teams that work together as a productive, unified force to deliver quality patient outcomes and satisfaction, patient friendly services, improved inter-departmental communications, safety and risk reduction, and better financial results. We use six fundamentals of success as a foundation of our process to enable nursing and non-nursing departments to improve teamwork and enhance customer service which results in higher ratings of patient satisfaction. The six fundamentals are:

- Make Sure You Add Value
- Communicate Up and Down, Inside and Out
- Know How to Deliver Results
- Conduct Yourself and Your Business with Integrity
- Invest in Relationships
- Gain Perspective

### **Business Challenge**

Hospitals are being challenged with high Emergency Department patient walkout rates, slow Emergency Department turnaround times, decreased nurse attitudes and patient /family communication, and reduced teamwork between staff and management, all resulting in financial losses and lower ratings on patient measure of satisfaction.

### **How We Help Our Clients**

#### *Assessment:*

SL&A conducts at least 25 individual meetings with complete staff cross-section and all shifts.

#### *Planning:*

SL&A facilitates meeting with unit team members to share assessment results and to develop project and assign leaders. Each unit discusses its goals/challenges, establishes project objectives and timetables that is shared with Steering Committee to gain executive commitment. SL&A assists in the development of an implementation charter which identifies team member roles, specific objectives and identified metrics, meeting schedule timetables and communication. A structure is set for team to meet on regular basis to encourage progress. A high level scope document is created.

#### *Implementing and Aligning*

Small groups have two meetings to develop a Project Plan. SL&A provides initial guidance on implementation of projects. On going communication meetings are held with small groups presenting their Unit Project Plan to Senior Executives and Steering Committee

#### *Developing Leadership*

SL&A runs Six Fundamentals condensed training class for small group participants and select Steering Committee members. SL&A works with Project Leaders and team to remove barrier and achieve results. SL&A trains key Project leaders and team members in meeting facilitation and in coaching skills. Kick off meetings are held as well as Recognition meetings.

## Client Testimonials/Results

Examples of successes include:

Reduction in ED walkout rate; improvement in ED communication, increased overall ratings of care, increase in nursing attitudes and nurse friendliness, reduction in patient falls in cardiology units, reduction in patient wait time, improvement in patient/staff interaction, improved cleanliness, increased pain management, improved quality of food, improved call bell response time, revised visiting hours to reduce overcrowding and reduce volatility, patient tracking system to reduce family anxiety, decreased staff frustration, enhanced teamwork between nursing, security and patient access service staff, development of new behavior standards to enhance professionalism, monthly monitoring of patient complaints with ED staff, opened triage room for privacy, increase in staff optimism about their potential to improve customer service and teamwork.

“This is the most positive I’ve seen staff in all my 30 years as a nurse” - NYC Emergency Department RN  
We’ve sustained these results because this is our plan which we own” - NYC Hospital RN

“In most organizations, vision and goals are top-down only. The B.E.S.T™ Process aligns organizational vision from the bottom up, by engaging the individuals who are performing the work on a daily basis to secure their input through process improvement. The results have been exciting and energizing for the individuals who have been involved, and we’ve taught ourselves the importance of benchmarking our performance and using that knowledge to produce measurable results.” VP, HR at major Brooklyn Hospital