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Sent: Thursday, November 05, 2009 6:24 PM

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Subject: UI Health Care Update -- Disney and Service Excellence

Regents,

The UIHC communication below has been distributed via e-mail to all UIHC faculty and staff.

Please let us know if you have any questions. Thank you.

Sheila

From: Health Care Broadcast

Sent: Thursday, November 05, 2009 5:25 PM

Subject: UI Health Care Update -- Disney and Service Excellence

This message is sent on behalf of Jean Robillard, MD, Vice President for Medical Affairs; Gordon Williams, Chief of Operations, UI Health Care; and Ken Kates, Associate VP, UI Health Care, and CEO, UI Hospitals and Clinics.

Disney and Service Excellence

Tomorrow, you will see in the news a story that Hospital Administration is going to Disney. Two state representatives are characterizing this planned learning experience as “unnecessary,” not relevant to the care of lowans, and not respectful of the overall economic situation.

Let us lay out the facts.

Why Disney? Why now? – UI Hospitals and Clinics identified service excellence as a strategic goal in the strategic plan. UI Hospitals and Clinics patient satisfaction compared to other academic medical centers like us is below expectations. We are resolved to change this. Our patients deserve the very best care and service that anyone can deliver. In today’s environment, outstanding service is absolutely critical for a successful hospital.

Hospital leadership put together a formal structure to develop and implement a plan for service excellence, and has selected a team to lead this effort. After researching available options for assistance with this very important initiative, Hospital administration determined that the Disney Institute had the best model and process. Sending the team to the Disney Institute will enable them to observe service excellence tactics and

understand how to evaluate and change processes to make them more patient-friendly. Additionally, the team will visit Celebration Health, a 112-bed hospital on the Disney property to see firsthand how their process works in a hospital setting. The team will then lead UI Hospital and Clinics through a very specific, customized process to implement service improvements.

How do we know this works?

The Disney Institute has a long track record of success in improving customer/patient service in hospitals and academic medical centers across the country. For example, several other leading academic medical centers, like us, had unsatisfactory patient satisfaction. After the Disney Institute program was implemented, organizations have seen major increases in patient satisfaction and significant reductions in staff turnover. Most important, these improvements have lasted. For more information about the impact of Disney training on the delivery of health care, see these and other case studies:

Arkansas Children's Hospital:

http://www.disneyinstitute.com/About_Us/PDFs/DI_CaseStudy_ArkansasChildrenHospital.pdf

University of Chicago Hospitals:

http://www.disneyinstitute.com/About_Us/PDFs/DI_CaseStudy_UniversityChicagoHospitals.pdf

National Rehabilitation Hospital:

http://www.disneyinstitute.com/About_Us/PDFs/DI_CaseStudy_NationalRehabHospital.pdf

Should UI Hospitals and Clinics do this now?

This has been an extremely difficult budget year. Every effort is being made to reduce expenses and increase revenues. In some cases, this requires a short-term investment to realize a long-term gain. The training that the UI Hospital and Clinics team will receive at Disney is one of those investments. As a result of this training, UI Hospitals and Clinics looks to substantially improve the patient experience, improve staff morale, and increase market share.

Regarding the timing of this effort, there is several months' worth of work to do before the trip to Disney will have its maximum value. Therefore, no contract has been signed and the timing of the proposed on-site trip has not been finalized. We fully understand the financial challenges facing the UI and are continuing to do our part to reduce expenses. UI Hospitals and Clinics has reduced its expenses by about \$27 million so far

this year, which includes voluntary pay reductions from faculty, staff, and leadership, as well as other expense reductions.

Isn't this too expensive?

No, \$130,000 is a very small investment to make in improving service to the literally hundreds of thousands of lowans who receive their care here. If we were to hire a group of consultants and bring them on site, rather than using an intensive "train the trainer" approach, we could easily spend several million dollars and not achieve the results we are seeking.

Isn't this making tuition go up?

No. UI Hospitals and Clinics does not receive any money from the State's general education fund. There is no impact on UI student tuition.

Why do this?

lowans deserve the best. We want to do what is right for our patients and staff. That's why we are willing to make this small investment in service excellence, knowing that it will return big dividends to our patients.

Please send any comments or questions to vpma@uiowa.edu.