

## **Spotlight on...Mayo Clinic Health System La Crosse**

Two of the Five Key Principles from the NIATx Model are to understand and involve the customer, and get ideas from outside the organization or field.

To assist Wisconsin STAR-QI Provider Agencies with their fidelity in implementing the NIATx model, we routinely have other NIATx agencies who have successfully implemented the NIATx model, present during our monthly Focus Area Group calls and Annual Learning Session. In August of 2012, Rick Treleaven, LCSW, Director, BestCare Treatment Services in Redmond, Oregon presented a breakout session entitled: What Would Nordstrom's Do? A Culture of Customer Service Critical to Success with the NIATx Model. After that presentation, we had a number of Wisconsin STAR-QI providers choose "Nordstrom's Customer Service" as their Focus Group. The objective of this Focus Group was for agencies to implement appropriate principles that made Nordstrom Department Store #1 in customer service among retailers. STAR-QI providers could choose from the Nordstrom's Customer Service principles such as creating an inviting atmosphere, offering client's choices, teamwork, "hiring the smile", or they could choose other principles that the change team leader and team came up with. Their goal was to increase client satisfaction by 5 percentage points.

One of those agencies who realized success in implementing change projects that addressed customer service issues, was Mayo Clinic Health System Franciscan Healthcare in La Crosse. Mayo Clinic provides inpatient and outpatient Behavioral Health Services. Julie Conway, MS, LPC, is the Change Team Leader for the STAR-QI Process Improvement Change Team.

With the support of the monthly STAR-QI Nordstrom Customer Service Focus Area conference and coaching calls, Julie and her change team succeeded in increasing treatment admissions and attendance through creating an inviting environment, better handoffs from inpatient to outpatient services, offering group counseling focus options, and starting two more treatment groups.

Julie began the change project with a staff retreat to solicit feedback on staff interest in addressing AODA service issues and to build buy-in with staff.

The first suggestion that change team members offered was to improve the physical appearance of the group rooms. The agency accomplished this by painting the group rooms, putting up new pictures, and installing a new wall-mounted television set.

The second suggestion that was implemented was to increase treatment group options offering gender specific groups and expanding the times the groups were held, including an evening treatment group. Wait time for services decreased from 22 days to 14 days, and admissions increased from 325 clients to 349 clients.

The third suggestion that was implemented was to have a member of the staff meet with hospital referrals within three days of the client's discharge from the hospital. As a result, hospital referral no-shows decreased by 50%.

Julie was an effective Change Team Leader by engaging the team members in small, implementable changes, having a team member responsible for the change and also having a manner in which to measure the change. As a result, more clients are being seen for services sooner.