

Patient Satisfaction Campaign Plan

for



Moses Cone Hospital

Submitted by

LaWanda Forte, Cierra Harris, Christopher Wade

April 26, 2011

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Executive Summary and Philosophy Statement

A patient satisfaction campaign plan has been developed for the Moses Cone Hospital. The plan includes a situation analysis, recommendations, a schedule, a budget and an evaluation plan.

The following four-phase, nine-step process was used to develop this campaign plan:

- **Phase One: Formative Research**
 - Step 1: Analyzing the Situation
 - Step 2: Analyzing the Organization
 - Step 3: Analyzing the Publics
- **Phase Two: Strategy**
 - Step 4: Establishing Goals and Objectives
 - Step 5: Formulating Action and Response Strategy
 - Step 6: Developing the Message Strategy
- **Phase Three: Tactics**
 - Step 7: Selecting Communication Tactics
 - Step 8: Implementing the Strategic Plan
- **Phase Four: Evaluative Research**
 - Step 9: Evaluating the Strategic Plan

This process is comprehensive, strategic and results-oriented. While some so-called professional communicators approach campaign plans using piece-meal approaches, reputable professional communicators develop, implement and evaluate this process, which helps to ensure success and effectiveness. Organizations that, in their haste to “get it done,” skip steps in the process typically regret doing so. When those unfortunate situations occur, time and money are wasted, and the organizations then have to scramble to regain their footing with comprehensive, strategic and results-oriented. By then, it is too late and momentum is lost.

Moses Cone Hospital’s values are critical to the company’s success, and we are honored to present a comprehensive, strategic and results-oriented communications campaign plan to its leadership. The public relations department will implement the plan, work with the leadership to modify it as needed and evaluate the effectiveness of the plan.

Situation Analysis

The Situation

Moses Cone Hospital is facing the lack of patient satisfaction. The situation jeopardizes the goal of ranking in the top 10 percent nationally, and patient satisfaction is a major part of accomplishing this goal.

The Organization

Background

Moses Cone Hospital is one of 11 facilities in the Moses Cone Health System. Established in 1911 as the first hospital within the health system, Moses Cone Hospital has been a staple part of the community. The company's mission is to have exceptional people, providing exceptional care. However, in the previous fiscal year patient satisfaction surveys reveal that patients are not satisfied with wait times in the emergency room, turnaround time to be admitted from emergency room to inpatient beds and customer service from clinical staff.

Internal Environment

- **Performance** – The performance of Moses Cone Hospital is good but can be improved. The facility provides healthcare and the company is ranking nationally at 39 percent. To obtain its goal of ranking in the top 10 percent the company will need to make strategic changes to reflect its mission.
- **Niche** – The facility is an all-inclusive facility that provides emergency care, level II trauma care, critical disease care, 24-hour observation, geriatric, heart care, pediatric, intensive care, and etc.
- **Structure** – The mission at Moses Cone Hospital is to serve the communities by preventing illness, restoring health and providing comfort, through exceptional people delivering exceptional care. The health system has a public relations

department that the facility will be able to utilize to be a representative in all of the leadership meetings, and participate in the decision-making process.

- **Internal Impediments** – Moses Cone leadership realizes that it is detrimental in making this strategic plan a success. The employees would need to be educated and trained on the importance of relationship-based care in order to improve the patients' opinions.

Public Perception

- **Visibility** – The services provided are very visible in the community through facilities, advertisements and community-based programs. The organization is very well known locally; however, the goal is to increase its knowledge nationally.
- **Reputation** – The reputation is the company is one of the best in the triad area but fail in patient satisfaction. Again, significant improvement is needed in this area.

External Environment

- **Supporters** – Those who support Moses Cone are the ones who use the facility and also the employees.
- **Competitors** – This facility provides the only trauma center for the Greensboro area and the other nearest trauma center is Wake Forest Baptist Medical Center in Winston-Salem, N.C.; therefore, no major competition exists.
- **Opponents** – Former patients and employees may be opponents because of the problems with the previous service.
- **External Impediments** – Some of the external environmental, customers, regulators, financial and political factors that might limit the effectiveness of the campaign are:
 - The continual growth of patients without healthcare insurance or primary care doctors.
 - Federal government guidelines.
 - Cutbacks of government base funding and payments from insurance companies.
 - Healthcare laws and reforms.

The Publics

Following is the list of key publics – the constituent groups upon whom an organization depends – for this campaign:

- Patients
- Facility employees

Publics	Situation	Organization	Communication Behavior	Demographics	Personality Preferences
Patients	• Lack of patient satisfaction with customer service received in the facility.	• The patients are willing to visit the facility but are dissatisfied with the wait and quality of service. The patients are extremely influential and can affect the amount of revenue coming into the hospital.	• Face-to-face interaction with patients.	• The average age of patients range from newborn and up. • The patients are located in the city of Greensboro, N.C. and surrounding cities. • There is no average socioeconomic status, cultural, ethnic and religious traits. • The educational levels and lifestyle traits vary.	• The patients are more likely to be persuaded by a combination of facts and emotion. • The appeals to the patients will vary between experience and success.
Hospital	• Lack of	• The hospital staff is	• The communication	• The average age of	• The employees are

Publics	Situation	Organization	Communication Behavior	Demographics	Personality Preferences
employees	employees providing exceptional care.	open to changes initiated by leadership to improve patient satisfaction through additional training.	behavior with the employees will be through staff meetings and e-mails from executive leadership.	employees range from 18 and up. • The employees live in Greensboro, N.C. and the surrounding cities. • There is no average socioeconomic status, cultural, ethnic and religious traits. • The educational levels and lifestyle traits vary.	more likely to be persuaded by appeals to the future such as motivation, inspiration and vision.

Benefit Statement

Moses Cone Hospital can offer its publics the core of its mission: exceptional people providing exceptional care.

Recommendations

Goals

- To improve the facility's reputation with the patients.
- To promote relationship-based care between staff and patients.

Position

Moses Cone Hospital wants to be known for its exceptional people, delivering exceptional care in a timely fashion.

Objectives for Publics

- **Awareness objectives** – focus on communications.
- **Acceptance objectives** – focus on patient satisfaction.
- **Action objectives** – focus on behaviors.
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Publics	Awareness Objectives	Acceptance Objectives	Action Objectives
Patients	N/A	• To have an effect on the acceptance of Moses Cone Hospital; specifically to increase patient satisfaction toward their care received at the facility from 39 percent to 75 percent by the end of the next fiscal year, Sept. 30, 2012.	N/A

Publics	Awareness Objectives	Acceptance Objectives	Action Objectives
Employees	To have an effect on the awareness of employees; specifically to improve communications between staff and patients by the end of May 2011 and administrative staff by the end of August 2011.	N/A	To have an effect on the action of Moses Cone Hospital employees; specifically to increase the support of all employees to 100 percent by the end of this fiscal year, Sept. 30, 2011.

Strategies

Publics	Strategies Related to the Publics
Patients	- To obtain feedback from our patients regarding the facility's performance. - To use company's medical professionals to provide information regarding preventative medical care for the community. - To keep the community and patients informed regarding the increase sicknesses the facility receives during the flu season.
Employees	To obtain an effective working relationship with the employees that will improve the patient feedback and facility's performance.

Message Sources

The appropriate spokespersons for Moses Cone Hospital must possess the three C's of effective communication – credibility, charisma and control. Therefore, the proposed spokespersons are:

- Tim Rice – who would represent the message to employees and the public (also known as the chief executive officer)
- Terry Aikin – who would present the message to employees (also known as the chief operating officer)

Message Appeals

Moses Cone Hospital will present both rational and emotional message appeals.

Rational Appeal

Moses Cone Hospital will present the following rational propositions within its key messages:

- A *value proposition* based on its goal to increase the percentage of patient satisfaction and its goal to obtain top 10 percent national ranking.
- A *policy proposition* based on the requirement of relationship-based training for all employees.

The key message will include analogies, audience interest, comparisons, examples, statistics, testimonies and visual presentations.

Emotional Appeal

Moses Cone Hospital will present the following emotional appeals within its key messages:

- Love appeals deal with compassion, sensitivity, sympathy and empathy.
- Altruism appeals deal with generosity, charity, kindness and unselfishness.
- Improvement appeals deal with progress, social acceptance by focusing on peer support with the employees.

Verbal and Nonverbal Communication

Following is an outline of the verbal and nonverbal communication strategies for Moses Cone Hospital.

Verbal Communications

The verbal communications will:

- Present more than one point of view
- State the argument that the organization is not currently functioning like it needs to
- Present the opposing argument that the patients are not receiving exceptional care
- Restate that argument that only exceptional employees can provide exceptional care
- Present a conclusion
- Reiterate its main idea
- Be clear, simple and understandable
- Use power words that are influential with the publics
- Use program names that communicate important information

Nonverbal Communications

The nonverbal communications will reflect the aforementioned elements of verbal communications. In addition, the nonverbal communications will include:

- Logos (will be included in all printed materials and online learning tools)

Key Message

Employees – Moses Cone Hospital is able to provide exceptional employees that provide exceptional care.

Communication Tactics

There are four types of communication tactics; Moses Cone Hospital will be using the following:

- *Interpersonal communication* provides face-to-face opportunities for personal involvement and interaction.
- *Organizational media* are published, produced and controlled by the organization. Specifically, the organization controls the message content, timing, packaging, distribution and audience access.

Public	Type of Tactic	Tactic
Employees	Interpersonal communication	• Relationship-based Care workshops for employees • Work-group meetings • Quality sessions between the public relations department, organizational development department and leadership • Motivational speech by Terry Aikin, COO
Employees	Organizational communication	• Blog • E-newsletters • Printed newsletters • Website

Schedule

Following is the schedule of proposed tactics. The months denote when the tactics should be distributed.

Tactic	September 2011	October 2011	November 2011	December 2011	January 2012	February 2012	March 2012	April 2012
Relationship-based Care workshops for employees	X	X	X	X	X			
Work-group meetings	X		X		X		X	
Quality sessions between the public relations department, organizational development department and leadership	X			X	X			X
Motivational speech by Terry Aikin, COO	X				X			X

Budget

Following is the budget for the proposed tactics. These tactics can be modified – and even eliminated – to adhere to Moses Cone Hospital budgetary guidelines.

Tactic	Estimated Costs by Vendors	Estimated Internal Cost
Relationship-based Care workshops for employees	\$10,000	\$10,000
Work-group meetings	No Direct Cost	N/A
Grand Totals	\$10,000	\$10,000

Evaluation Plan

The public relations department will evaluate the patient satisfaction campaign plan according to the following plan:

Publics	Awareness Objectives	Measurement of Awareness Objectives	Acceptance Objectives	Measurement of Acceptance Objectives	Action Objectives	Measurement of Action Objectives
Patients	N/A	N/A	To have an effect on the acceptance of Moses Cone Hospital; specifically to increase patient satisfaction toward their care received at our facility from 39 percent to 75 percent by the end of the next fiscal year, Sept. 30, 2012.	Compare pre-campaign patient surveys to post-campaign surveys	N/A	N/A
Employees	To have an effect on the awareness of employees; specifically to	Compare pre-training survey results to post-training survey	N/A	N/A	To have an effect on the action of Moses Cone Hospital employees;	Compare pre-campaign survey results to post-campaign survey

Publics	Awareness Objectives	Measurement of Awareness Objectives	Acceptance Objectives	Measurement of Acceptance Objectives	Action Objectives	Measurement of Action Objectives
	improve communications between staff and patients –by clinical staff by the end of May 2011 and administrative staff by the end of August 2011.	results.			specifically to increase the support of all employees by 100 percent to the end of this fiscal year, Sept. 30, 2011.	results.

The plan will be evaluated on a three-month basis, and these reports will be submitted to the Moses Cone Hospital executive leadership. In addition, a written final evaluation will be developed and presented to the Moses Cone Hospital executive leadership.