

May / June 2007

We are excited to announce the release of Chris's newest book,

**SERVICE CULTURE**  
An Employee Handbook

*This valuable resource tool helps staff members understand how they play a crucial role in creating and sustaining the type of change needed to move organizations from Good to GREAT!*

To Be Released in  
July 2007



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## **Culture is the Glue that Binds Us Together** by Chris Thrash

As I travel across our great nation and visit various regions and states, it still amazes me how much we have in common in our American culture in spite of different dialects, customs, and beliefs. However, people in various locations share common interests and values based on a way of life that has been established over long periods of time. Culture is the glue that binds people and systems together. When we speak of building a successful service culture, it is the context that shapes the expectations of your customers and the performance of your staff. Culture is “the way of life for an organization.” An organization’s culture is made up of attitudes, beliefs, experiences and values. Creating a culture of service excellence requires staff members’ understanding and participation in meeting the needs of others — patients, family members, physicians and co-workers.



**In a Culture of Service Excellence, staff members have the following characteristics:**

**Hospital Staff Members...**

- Are committed to the mission and values of the organization
- Understand they are role models for change
- Recognize their individual value in creating and sustaining change
- Encourage excellence in every situation
- Inspire and enable others to act
- Expect the best from all those around them
- Pay attention to the details
- Strive to maximize patient, employee and physician satisfaction at targeted levels

### **Aggressive Hospitality**

I was recently secret shopping a hospital and noted a staff member who called a young mother and her child out of the waiting room. The anxious mother was trying to juggle her baby, cell phone, diaper bag and purse as quickly as possible to follow the nurse back to an exam room. It reminded me of the importance of teaching staff members Aggressive Hospitality — Paying attention to the situations around them

to free people of worry, free people of stress, and take care of patients’ unexpressed needs. That young mother shouldn’t have had to juggle all these items or have to ask for help. It should have been an automatic response from the nurse to help the patient. It is vital to remind staff of the importance of always having their “antennae” up, looking for opportunities to serve. When a hospital consistently meets the unexpressed needs of guests, they feel like they have received a level of service that truly expresses care and concern.



*Inspire. Engage. Ignite.*

**OUR MISSION**

**“To create vision, purpose and passion for service culture excellence within organizations”**

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**CLIENT SPOTLIGHT**



**OhioHealth** is a family of not-for-profit, faith based hospitals and healthcare

organizations serving patients in central Ohio since 1891. In April, OhioHealth invited Chris Thrash to speak at their annual patient satisfaction conference. Chris Thrash and Associates would like to congratulate OhioHealth for their accomplishments in tremendous patient and employee satisfaction. OhioHealth was a 2006 Press, Ganey Success Story Award Winner. OhioHealth is the only healthcare system to improve patient satisfaction each of the past five years, an unprecedented accomplishment. Nearly every OhioHealth hospital has reached the top quartile for patient satisfaction, and one-half achieved the top 10 percent of their peer group nationally. In January 2007, OhioHealth was also named one of the country’s “100 Best Companies to Work For” by FORTUNE magazine. OhioHealth, ranked #52 on the list, was one of only two large healthcare systems in the nation to receive the honor. FORTUNE scores companies in four areas: Credibility, Respect, Fairness and Pride/Camaraderie. Congratulations, OhioHealth, on your tremendous success in patient and employee satisfaction!

**PRAISE, COACH, STEER FOR GREAT PERFORMANCE**

**PRAISE High Performers & Re-recruit Them Often**

- Provide feedback often
- Reinforce strong behaviors
- Accelerate growth opportunities
- Inspire creative energy
- Show appreciation
- Encourage mentorship of others

**COACH Middle Performers to Higher Performance**

- Clarify their role and responsibility
- Offer constructive & consistent feedback on performance
- Affirm positive changes; celebrate successes
- Challenge them with new opportunities
- Hold them accountable

**STEER Low Performers Up or Out of the Organization**

- State how they are currently performing
- Touch on specific examples
- Express your dissatisfaction with performance
- Explain what is expected from them; develop action plans
- Relay the consequences if performance does not change

SOURCE: At the Heart of Effective Leadership  
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**Whether you want to launch a new service initiative or bring revitalizing energy to your organization’s current service culture, we can help you *Take It to the Next Level!***

- We assess your need and help you develop the plan that will be most successful
- We provide cutting edge, customized Leadership, Management and Frontline Staff Training in how to build and sustain a Service Culture of Excellence

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