

Enhancing Behavioural Capabilities through Impacting Service Behavior

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Case Reports

Background

Fortis Hospital at Mulund is a 400-bedded multi-specialty quaternary care hospital, delivering world-class healthcare services for over two decades. The hospital recognized a critical gap in its training program. While regular training sessions were conducted to enhance employee skills and knowledge, a systematic evaluation process was lacking. This absence of evaluation hindered the ability to determine the effectiveness of the training in improving actual on-the-job performance and ensuring that organizational standards were being consistently met. Without concrete evidence of skill application, it was difficult to identify areas for improvement and ensure that training investments were yielding the desired results. To address this challenge, the hospital implemented the Impacting Service Behaviour (ISB) training model in April 2023.

Distinctiveness of the practice

ISB is a structured approach designed to optimize service delivery by frontline workers. It aims to –

- Bridge the gap between training and actual practice by focusing on observable behaviours for assessing skills and knowledge acquired during training.
- Enhance the patient experience by focusing on employee behaviours directly contributing to enhanced patient experience.
- Drive continuous improvement through regular feedback and data analysis provided to identify areas for improvement, refine existing processes, and ensure that employee performance consistently aligns with organizational standards.

The uniqueness of this practice lies in its multi-faceted approach, including continuous feedback, on-the-job coaching, structured evaluations, real-time observations, active involvement of hospital leadership, and data-driven interventions to improve the service behaviour of hospital employees. Key distinctive features of the ISB model include:

- **Real-time learning** application to ensure that training is reinforced through on-the-job coaching and structured feedback sessions.
- **Continuous monitoring & feedback:** Employees were assessed through predefined evaluation criteria, and observations were recorded to track performance improvements over time. Frontline workers received timely, constructive feedback based on real-time observations, helping them refine their approach to patient care.
- **Use of data-driven insights:** A well-maintained ISB excel tracker enabled supervisors to monitor staff progress, identify recurring challenges & pain points, best practices, and develop & implement evidence-based targeted interventions.
- **A collaborative approach** where active participation from department heads, learning & development teams, and direct supervisors to ensure behavioural improvements were sustained.
- **Hybrid training model** where classroom-based learning, digital training modules, role-plays to simulate patient interactions, video demonstrations of best practices in service behaviour, and scenario-based learning were integrated to enhance staff engagement and knowledge retention.

- **Kirkpatrick model for training evaluation** was adopted. The effectiveness of the training is assessed at four levels:
 - **Reaction:** Employee feedback on the training program.
 - **Learning:** Knowledge and skills acquired during the training.
 - **Behaviour:** Application of learning in real-world hospital scenarios.
 - **Results:** Improvements in patient experience and service outcomes.
- **Structured evaluation of learning:** Learning was enhanced through *Moment of Truth (One-on-One Learning)*, where employees received direct, real-time feedback based on their patient interactions through the ISB excel tracker, and *Hall of Excellence (Group-Based Learning)*, where teams engage in collective discussions, experience-sharing, and solution development; and *Collaborative Feedback*, where feedback from department heads and supervisors were taken to strengthen accountability. This approach focuses on empowering employees to internalize and apply the principles of responsiveness, empathy, and reliability in their daily work.
- **Value culture integration:** The ISB model has fostered a hospital-wide culture of accountability, empathy, and excellence, ensuring service behavior improvements are sustained in the long term.
- **Leadership involvement** played a crucial role in mentoring frontline staff, ensuring that service excellence is ingrained at all levels of the organization.
- By July 2024, this number jumped to 240, reflecting a substantial increase in positive feedback.
- **Reduction in patient complaints.** The number of patient complaints related to service has steadily decreased, suggesting that the implementation of the ISB model has led to better communication and enhanced service delivery.
- **Employee performance** has been significantly boosted, as tracked through the ISB Tracker. This has led to a consistent improvement in how employees interact with patients, ensuring that frontline workers consistently adhere to high service standards.
- **Increased staff engagement and development** through real-time learning, feedback, and structured coaching resulted in taking ownership of their professional growth, leading to a more engaged workforce.
- **Enhanced operational efficiency** by streamlining service delivery, reduced waiting times, and improved response times for patient queries, contributing to a more efficient and patient-friendly hospital environment.
- **Enhanced accountability** through a structured approach to monitoring and assessment ensures that employees remain accountable for maintaining high service standards, thereby fostering a culture of responsibility and continuous improvement.
- **Enhanced patient experience** through structured feedback and behavioral coaching, staff members have become more responsive, empathetic, and communicative, leading to higher patient satisfaction levels. The Net Promoter Score (NPS) was tracked. NPS is a critical measure of patient loyalty and satisfaction and has shown considerable growth. The higher NPS scores suggest that patients not only trust the services more but are also more likely to recommend the institution to others, reflecting an overall improvement in service quality and patient experience.

Measuring effects

The ISB model has delivered measurable results, demonstrating its effectiveness in improving service standards. Some of the key implications include:

- **Increase in patient appreciations:** The number of patient appreciations has surged significantly, highlighting a positive shift in patient satisfaction.
- In April 2023, there were 42 patient appreciation.

Overall NPS	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
	63%	69%	77%	75%	73%	72%	78%	81%	80%

Fig. 1 Overall Net Promoter Score

- One of the most notable outcomes of the ISB model has been the increase in patient appreciations directed toward the staff. This is a clear indication that staff members are

more engaged, empathetic, and skilled in delivering services, as reflected in the higher number of patient recognitions.

Appreciation nos	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
	147	168	265	252	240	256	326	251	331

Fig. 2 No. of Appreciations received for Staff (April- Dec. 2024)

- Lagging Parameters and Retraining:** While the ISB model has resulted in significant improvements, areas identified as lagging parameters have been addressed through retraining initiatives. This ensures that any gaps in service behaviour are promptly addressed, leading to continuous refinement in performance.
- Impact Stories:** The improved service quality has led to several impact stories, with patients and families sharing their positive experiences. These stories serve as powerful testimonials to the effectiveness of the ISB model, showcasing how the changes have made a real difference in the lives of those receiving care.

Challenges encountered

- Many staff members were not able to attend training due to shift timings. In order to ensure all staff participate in the training, adjustments were made to accommodate rotating shifts so that all staff members could participate in training without affecting hospital operations.
- To address the resistance of staff to new learning, hospital leadership emphasized the importance of quality care and endorsed training initiatives. Furthermore, feedback from supervisors, department heads were part of the training which ensured their willingness to participate in the training.

Lessons Learned

- Training should not be a one-time event, but an ongoing process of learning and development.
- Continuous observation and structured reinforcement are crucial to prevent staff from reverting to old, ineffective practices.
- Positive reinforcement, such as recognition and rewards, is essential to motivate staff and maintain high service quality.
- Real-time feedback enhances training effectiveness by allowing employees to adjust their behaviour promptly.
- Leadership involvement is critical for sustaining improvements, providing ongoing support, and holding employees accountable.
- Training programs ought to be flexible to accommodate the unique scheduling constraints of hospital staff.

By incorporating these lessons into the implementation, healthcare organizations can effectively improve patient experience, enhance staff morale, and create a sustainable culture of service excellence.

Sustainability of Practice

The ISB model has been embedded into Fortis Hospital's operational framework, ensuring its sustainability through multiple strategic measures:

- **Integration into organizational strategy:** The ISB model has been a key component of Fortis Hospital's Balanced Scorecard, aligning service behaviour improvement with hospital-wide performance goals.
- **Leadership commitment and their active involvement:** The hospital's leadership continues to drive service excellence initiatives through ongoing reinforcement, audits, and executive oversight.

Conclusion

The Impacting Service Behavior (ISB) model

demonstrated a sustainable behaviour change approach to enhance patient care, improve patient experience, staff morale, boost a hospital's reputation, and set new standards for service excellence in the healthcare. By empowering staff with real-time feedback, structured coaching, and leadership support, the hospital can create a culture of service excellence and continuous improvement. This model serves as a valuable framework for other healthcare organizations seeking to improve service quality, enhance patient satisfaction, and cultivate a positive and rewarding work environment for their staff.

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