

**Benchmark Activity: 27.1**– The local health department shall have in place a process for assessing consumer and community satisfaction with its services.

**Durham County Board of Health  
Agenda Item Summary**

Meeting Date: August 10, 2017

Agenda Item Subject: Review of Customer Care Initiative

Attachment (s): PowerPoint Presentation

Staff or Board Member Reporting: James R. Harris Jr., Barbara Rumer

Purpose:        \_\_\_\_\_        Action  
                    X                  Information only  
                  \_\_\_\_\_        Information with possible action

**Objectives:** Review of the Department’s Perfect Service initiative to date:

In 2012 the County had sent a group of individuals to the Disney Institute to attend the Disney Approach to Quality Service. The group (comprised of team members from various County Departments) began to look at ways to roll out a program in Durham.

After the County group disbanded in 2014, a Customer Service Committee began meeting at DPH in 2015. Jim Harris (Dental) chaired committee – which included members from various Department programs. Comments and questions about the process included: “Why/how would we use Disney principles in a Public Health Department?”

Review of Disney model concluded that their principles could be applied in our work at the Department:

- a. Focuses on every aspect of service delivery, with goal to exceed guest’s expectations;
- b. Promotes quality staff and guest experiences;
- c. Develops, refines and adheres to quality business practices.

In 2015 the Department began meeting with Peter Anlyan, consultant and former GM of Durham Bulls. Eventually, the Department entered into contract with Peter to help us move the initiative forward.

At the start of 2016, the Department’s Leadership Team began reading/discussing *Inside the Magic Kingdom: Seven Keys to Disney’s Success*. In April, 2016, Peter Anlyan met with the Department’s Leadership Team members individually to discuss the current status of customer service and visions for improvement.

In May, 2016 the consultant met with supervisors to solicit input regarding issues and barriers. Focus groups were then held with all programs to gain feedback from line staff (no administrators present). Information from the sessions was shared with Public Health leadership.

In the summer of 2016, initial program was designed utilizing information from the following:

- Disney Institute Quality Service Program;
- Themes from *Inside the Magic Kingdom*;
- Input of Health Director, Leadership Team, and Focus Groups;
- County Managing for Results model.

The Health Director articulated a vision for customer care: *We want to be the best local Public Health Department in North Carolina as a well-prepared, high performing work force that delivers high-quality customer service that meets the needs of our community.*

During the Fall, 2016, in preparation of Department roll out, all staff received copy of *Inside the Magic Kingdom*. Perfect Service training workshops were held for Leadership Team, with Storyboarding session focused on augmenting principles of Perfect Service model. Workshops were then conducted for each program (inclusive of all staff, including Division Directors). The Health and Deputy Directors each participated in one of the program sessions. The workshops ran for four hours (included workbook) highlighting Perfect Service, communication strategies, utilizing conflict as an opportunity, and principles of teamwork.

With these preparations completed, during the winter of 2017, Perfect Service Committee was formed. In addition, the Health Director started sending out Monday morning Perfect Service messages to Public Health, with a focus on stories highlighting good customer care within the Department.

During the spring and summer the Department also hosted its first Booster Sessions between team members and Peter. The Booster Sessions are continuous learning opportunities, giving participants a chance to talk about their ideas, challenges, etc., and were designed to be held on a quarterly basis.

Early in this time period, the Executive Leadership Team made a commitment to being more visible to everyone at the Health Department.

In the spring 2017 Jim and Peter began meetings with contractors (such as security and cleaning companies, and UNC School of Pediatric Dentistry). At these sessions they shared the Department's Perfect Service model, as well as the message that contractors must abide by our standards for customer care. This was important because patients/customers do not always differentiate between Public Health staff and contractor.

In June 2017, the Perfect Service Committee administered a Communications and Collaboration Survey throughout the Department. The team received 133 completed surveys and reviewed 2,000 comments. If there were statements that required the attention of leadership, the team separated those out, and Jim, as the Perfect Service Team's Leadership Team liaison, brought them to the appropriate parties for resolution.

