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## The Critical C's

*Three keys to excellence in teamwork  
and patient care in health centers*

**Midwestern Stream Conference  
Denver, Colorado  
Sept 27, 2019**



# About NCFH



National Center for Farmworker Health, Inc. | Providing Solutions in Migrant Health

A national non-profit organization dedicated to improving the health status of farmworker families through the provision of innovative training, technical assistance, and information services.

Visit our website: [www.ncfh.org](http://www.ncfh.org)

# The Critical C's





# Today's Session

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## Objectives

Identify the Critical C's and how this program can be implemented in your Health Center.

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Explain specific strategies to improve overall workplace communications, create a culture of service and a respectful environment of care.

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Define how the Critical C's impacts a health center's patient and employee satisfaction results.

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# Why the 3 C's?

## Communication

- Build and reinforce an assertive communication style for professional face-to-face, phone and written communications

## Customer Service

- Everyone is responsible for creating the culture of service; achieving the organization's standards of care and maintaining a positive attitude.

## Cultural Competency

- Develop competencies such as willingness to learn, practicing non-judgement, honoring differences and asking the right questions to establish empathy in both patient care and team work.



# Communications

- Interpersonal
- Organizational





# Communications

## What are some challenges in communication experienced by your health center?

- Communication Channels w/in Health Center
- Interpersonal Communication Challenges
- Email/text communication challenges



# Pet Peeve Exercise



1. Get a partner.
2. Decide who's doing to do the rant.
3. Rant for 60 seconds.
4. Answer 3 questions about the partner who did the rant.



# Pet Peeve Exercise



1. What does your partner really care about?
2. What do they value?
3. What matters to them?

Report back:

You care about....

You value...

It matters to you that.....



# Communication is #1 Issue

- A shocking 60% of employees not satisfied with the overall effectiveness of communications within their organizations.
- Ineffective communications is frequently identified as one of the most important sources of organizational problems and is a key barrier to achieving a fully engaged workforce.



# Why is it so Critical?

- People in organizations typically spend over 75% of their time in an interpersonal situation.
- Communication is essential for ***effective functioning*** in every part of an organization, particularly in customer service.





What does your Health Center do to promote strong organizational communication channels and to teach good interpersonal communication skills?



# Communication Strategies for Improvement

- Open, honest and transparent culture
- Employee satisfaction surveys & focus groups,
- Communication audits
- Communication Guidelines
- Action planning
- Plenty of development and training



# Customer Service

The health of patients and the success of the health center are directly affected by the service decisions we make (our communications, the service we provide and culturally competent care) with each and every interaction we have with our internal and external customers.





# Workplace/Team Culture







# Components of Successful Teamwork- It Takes a Team

## Team level:

- Humility/open mindedness
- Solutions orientation
- Passion about service to customers
- Respect for agreed upon norms and communication guidelines
- Fostering fellowship amongst team members



# Customer Service Strategies for Improvement

- Patient Satisfaction and Employee Surveys
- Infrastructure: Customer Service Guidelines
- Staff Engagement in Problem Solving
- Staff Skills Building – The 3 C's
- Develop Champions/Advocates/Coaches
- Action Planning
- Training, Training, Training



# Evidence of a Positive Culture of Service

- Understand and support the organization's mission, vision and philosophy
- Know your services and products
- Focus on improving systems
- WOW Customer Stories
- Demonstrate professionalism at all times.
- Coach and support one another
- Communicate, Communicate, Communicate
  - Listen first, speak clearly
  - Lead by example
  - Celebrate success

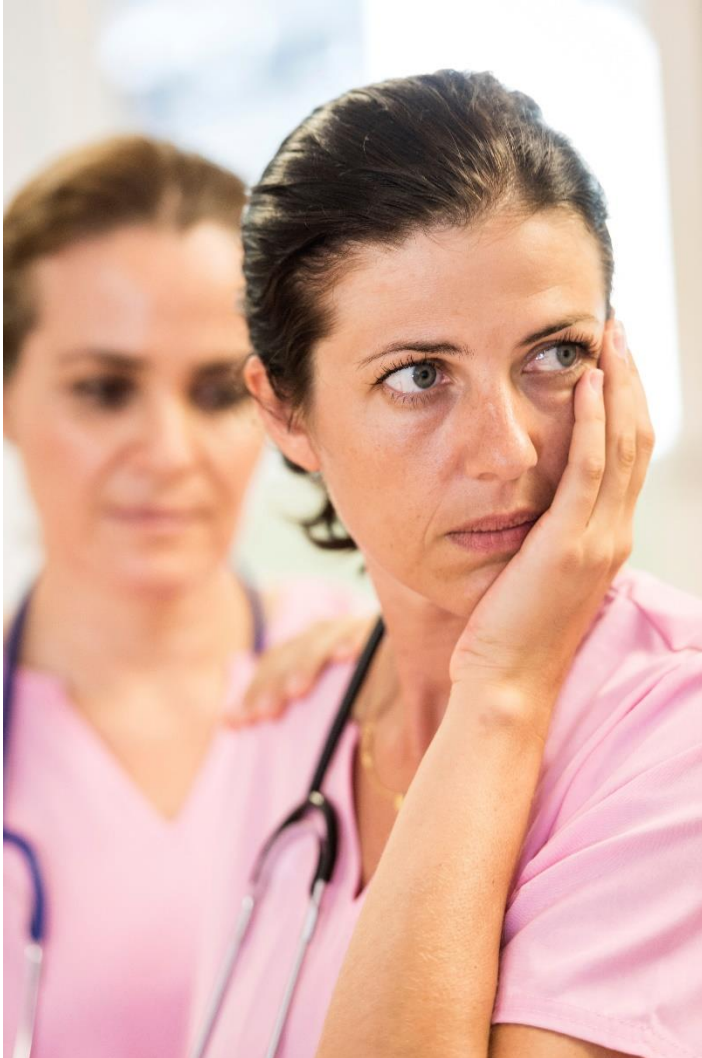
# To achieve success in health care delivery, we must...



**...create outstanding patient experiences.**



**To achieve success in health care delivery, we must...**



**...acknowledge and solve customer service challenges.**





**To achieve success in health care delivery, we must...**

**...master our moments of truth**





# Strategy: Organizational Customer Service Standards

## Group Exercise Organizational Customer Service Standards:

### Examples:

- External Customers. We will greet all customers when they arrive at the health center.
- Internal Customers. We will interact with each other in a courteous and professional manner.
- Phone: We'll always use the warm transfer technique when forwarding calls to a specialist or advocate.



# Cultural Competency in Health Centers

- Why is this type of training so important?





# Committing to Cultural Competency

- **Start with Cultural Humility** & Self Assessment
- Identify specific cultural practices to implement; **build knowledge** of the communities served by the health center
- **Practice** working skillfully with culturally diverse groups of people and families



# Cultural Humility

Cultural humility is a lifelong process of self-reflection and self-critique whereby the individual not only learns about another's culture, but one starts with an examination of her/his own beliefs and cultural identities

*Tervalon & Murray-Garcia, 1998*



# Cultural Competence

Cultural competence is the examination of a person's beliefs and key characteristics of his cultural background.

Cultural competency training is used to help providers and staff become adept in understanding the impact of culture on the patient's response to care.



# The Foundation of Cultural Competence

## Respect: A working definition

- Re = again
- Spect = to look or to see
- Re + Spect = To look again



# Empathy & Support

- Remember that each person has a story
- Seek out and understand the patient's rationale for his/her behaviors and illness
- Verbally acknowledge and legitimize the patient's feelings
- Ask about and understand the barriers to care and compliance
- Help the patient overcome barriers; involve family members if appropriate
- Reassure the patient you are and will be available to help

# Goal

**An environment where patients and staff feel welcomed and respected**

Everyone Welcome







# Accountability

- Creating an environment of accountability and respect requires everyone to work together.
- Don't be afraid to politely correct your colleagues if they make insensitive comments.
- “Those kinds of comments are hurtful to others and do not create a respectful work environment.”



# Indicators of Cultural Competence

- Recognizing the power and influence of culture
- Understanding how each of our backgrounds affects our responses to others
- Not assuming that all members of cultural groups share the same beliefs and practices
- Acknowledging how past experiences affect present interactions



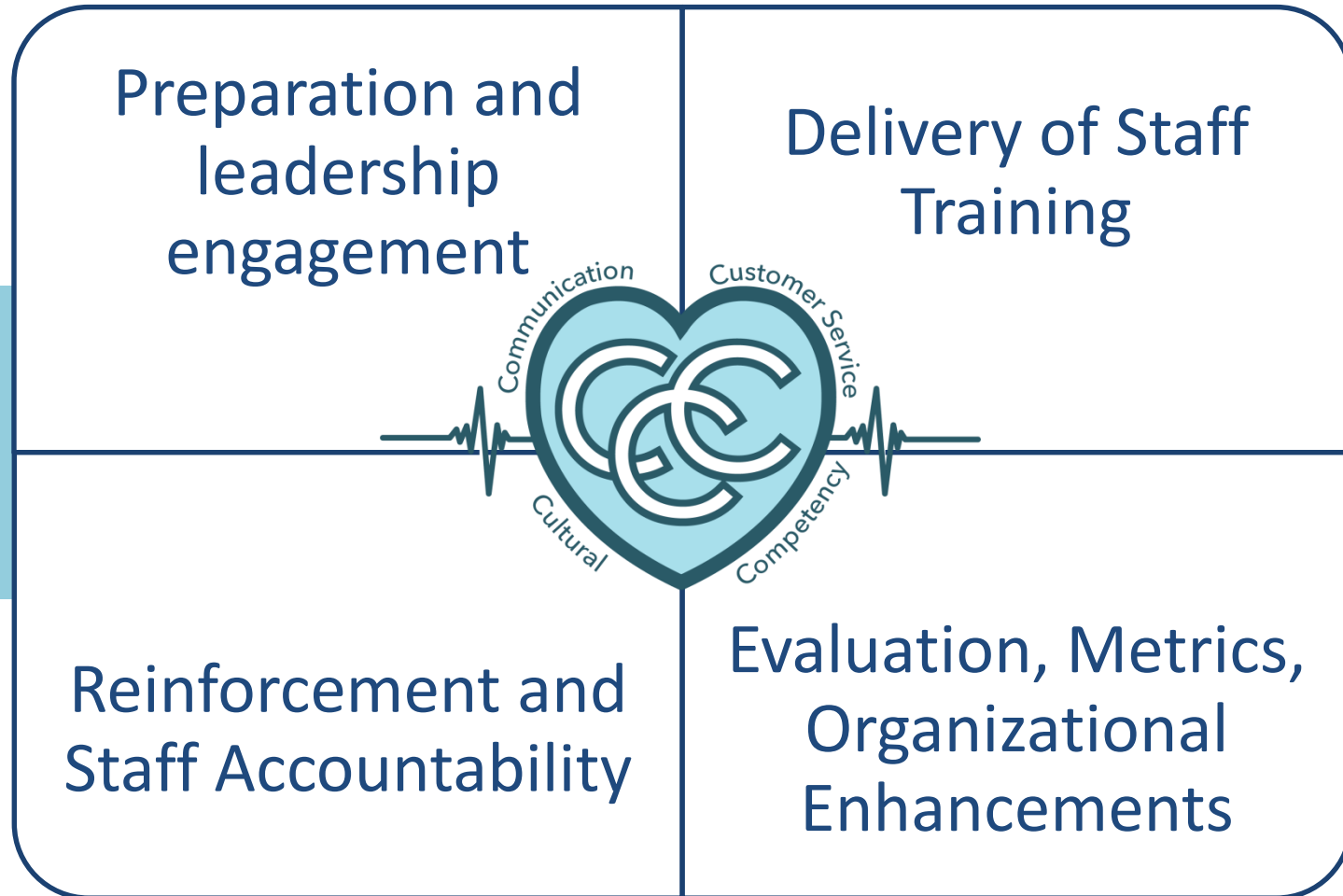
# Indicators of Cultural Competence

- Building on the strengths and resources of each culture in an organization
- Allocating resources for leadership and staff development in the area of cultural awareness, sensitivity, and understanding
- Actively eliminating prejudice in policies and practices
- Willing to share power among leaders of different cultural backgrounds
- Evaluating the organization's cultural competence on a regular basis

# Implementing the 3 C's



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# Critical C's Training Package

## eLearning Courses

The screenshot shows a dark-themed eLearning interface. On the left is a 'MENU' sidebar with options: 'Our Natural Tendencies', 'Being Prepared', 'Positive Environment = Positive Attitude', 'Important reminders', 'Putting into Practice', 'Putting into Practice', 'Course Review', 'Question 1 of 8', 'Question 2 of 8', 'Question 3 of 8', 'Question 4 of 8', 'Question 5 of 8', and 'Question 6 of 8'. The main content area is titled 'NCFH\_C2\_P2' and features a light blue background with a cartoon woman on the left and a 'Quiz for Course 2: Creating a Culture of Service' title on the right. A 'BEGIN' button is visible. Below the main content is a 'Course Quiz' label. On the right side of the interface is a 'RESOURCES' link. In the bottom right corner, there is a logo consisting of a heart shape with the letters 'CC' inside, overlaid on a white ECG line.

- Course 1 – Communicating for Success**
- Course 2 – Creating a Culture of Service**
- Course 3 – Cultural Competency**





# Course 1 - Communicating for Success



*Building & Reinforcing Effective Communication Skills*





# Course 1 – Communicating for Success



## **Section 1**

Foundations for Effective Communication

## **Section 2**

Listening for Communication Success

## **Section 3**

Professional Communication



# Creating a Culture of Service



*The needs of customers are defined by customers*



# Course 2 – Customer Service



## Objectives:

- Define customer service and the elements of creating the right culture
- Understand the critical skills needed to provide effective customer service
- Identify key customer service standards and strategies
- Describe the impact of attitude in creating culture.





# Cultural Competence



*R.E.S.P.E.C.T.*





# Course 3 – Cultural Competency



## Objectives

- Define Cultural Competence and what it looks like in practice.
- Explain why cultural competency is important in the work that you do.
- Understand key cultural characteristics that influence or impact how we interact with others.
- List the three steps to acquiring cultural competence.



# Putting it into Practice

- Individual exercises that each learner completes on their own or with a friend.
- Group Exercises that are completed at staff meetings.
- Fun incentives and gifts during the staff training period!

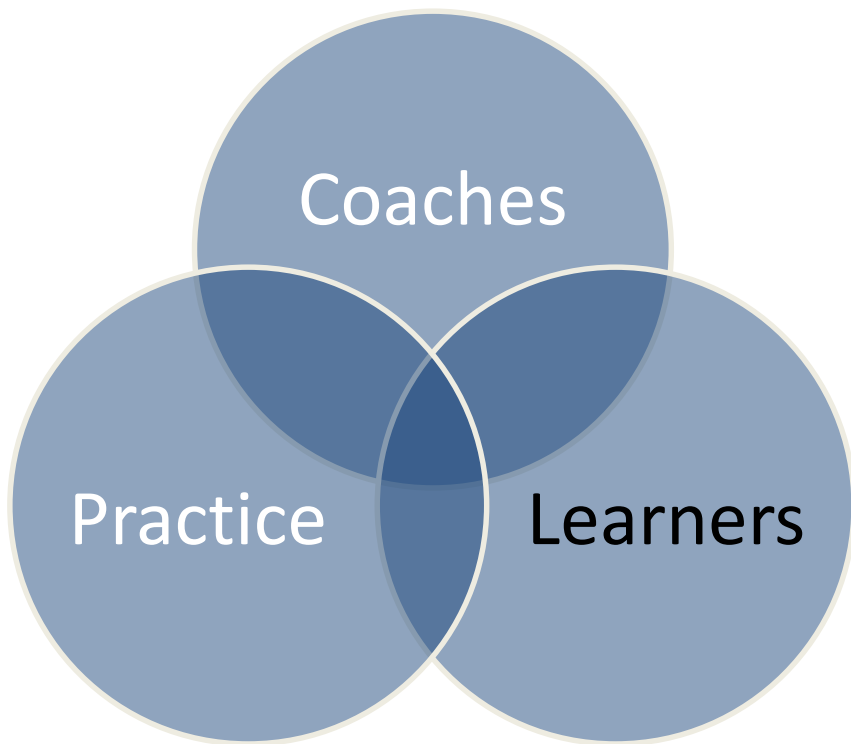


# Reinforcement & Accountability

- Develop/implement communications guidelines
- Develop organizational visuals
- Integrate the Critical C's into staff meetings, newsletters, and other forms of communication
- Align employee performance monitoring and recognition with Critical C's



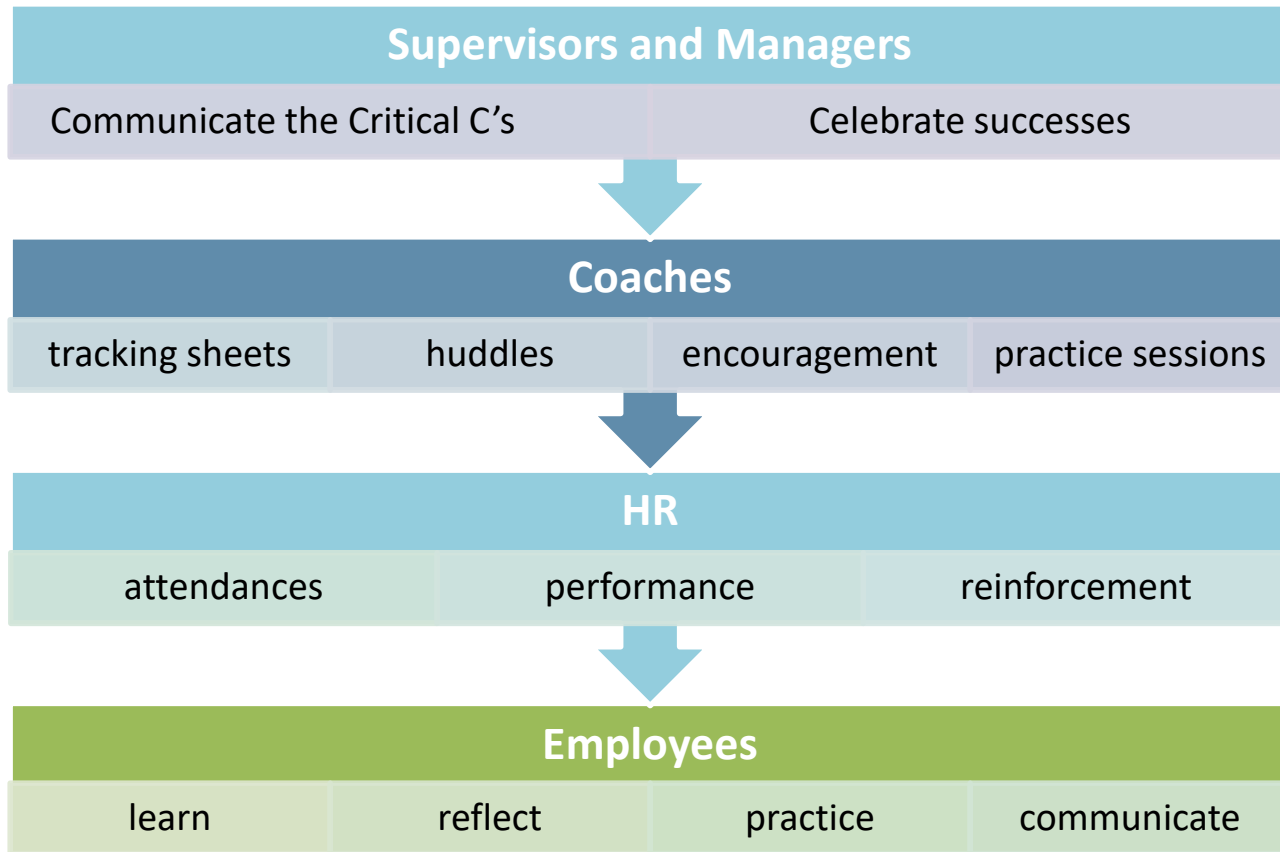
# Coaches



- Supporter
- Organizer
- Tracker
- Role Model
- Champion

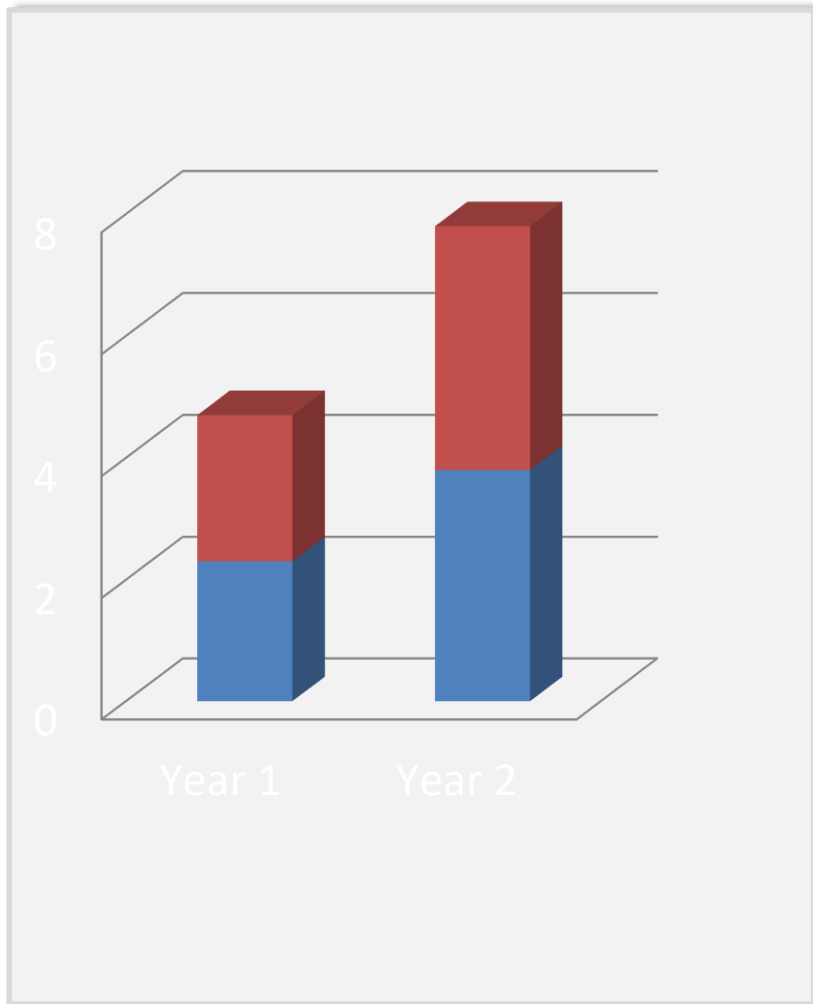


# Overview of Accountability





# Evaluation & Ongoing Measurement



- Establish baselines for patient satisfaction and employee satisfaction or appropriate strategic measurement
- Align surveys with the Critical C's
- Determine frequency of data collection and reporting



# When Change is Worth the Effort

*“...effective leadership of fundamental change requires the following: a commitment to transparency; involving stakeholders so they feel that their voices are heard; making listening a personal priority of the leader; going overboard in communicating; emphasizing that the sought-after change is achievable; and developing a motivating narrative.”*

*David Blumenthal, MD  
The Commonwealth Fund*

So, don't forget to use your Three C's and....





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# Thank You!

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