

Combining Customer Surveys with Continuous Improvement to Create More Added Value for Our Lab's End Users

Ryan Derus, MLS (ASCP)
September 12, 2014

Why we are here...

Purpose: Health care facilities are being challenged to do more with less these days and deciding where to apply resources can be a hard decision.

By utilizing customer survey data and continuous improvement practices, BloodCenter of Wisconsin's (BCW) Diagnostic Laboratories (DL) determined where to apply resources to increase the value of our services for our customers.

This presentation shares the voice of our customers, the actions we took based on survey feedback, and the results of incorporating customer feedback through continuous improvement.

Objectives

- Committing to customer survey data opens a gateway to the beginning of one's value chain → the customer
- How a consistent survey structure can lead to year over year benefits → prioritizing projects to see improvement in operational metrics
- Able to collect, analyze, and report out survey data trends over time and link these trends to operational improvements
- Narrow down where to apply operational efforts so services improve for customers

What you will learn...

- The value of seeking, acquiring, and documenting customer feedback
- Method for standardizing customer surveys with the end goal of collecting good, actionable data → focused data analysis
- Maximize the customer feedback by letting it guide continuous improvement efforts
- What our future holds and next steps

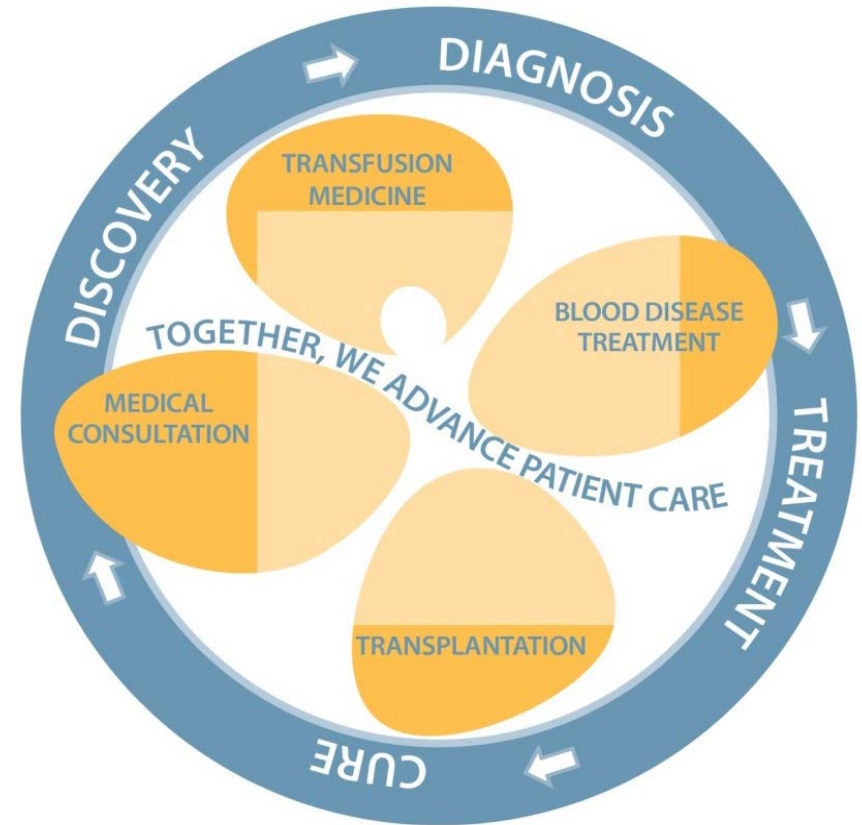
Who we are...

BloodCenter of Wisconsin

Values:

- **Excellence** – To strive to be the best
- **Integrity** – To bring honesty and responsibility to all we do
- **Learning** – Dedication to acquire and share new knowledge and skills
- **Respect** – To affirm each person's dignity and worth
- **Innovation** – To create new knowledge and solutions
- **Service** – To anticipate and exceed customer expectations

Continuum of Care



Where we started...

Why did Diagnostic Laboratories initiate a customer survey?

- In 2008, we began preparing for CAP accreditation, “gold” standard of clinical lab accreditations
 - Standard GEN.20316

As well...

- Organizational goal of exceptional growth in the DL
 - Identify customer’s needs and deliver solutions



Getting at actionable data...

- It all starts with asking good questions
- Verbiage and structure
- Ensure sample represents customer base
- Analysis for actionable feedback
 - Net Promoter Score®



- A benefit of our organization – Chris (MRA)
- Other resources also available

What is Net Promoter Score®?

If someone from a health care organization with similar reference laboratory needs asked you for a recommendation, how likely is it that you would recommend BloodCenter of Wisconsin to this colleague?

☐ Very unlikely

☐ Somewhat unlikely

☐ Somewhat likely

☐ Very likely

- Used in various industries, we use it as a strategic measurement
- Focuses on the relationship and transforms customers into advocates → Not about the transaction
- How to calculate Net Promoter:

$$\% \text{ Promoter} - \% \text{ Detractor} = \text{Net Promoter Score}$$

First Survey's Structure

- Questions: 23 rating, 1 close ended, and 2 open-ended
- Content Categories:
 - Overall satisfaction, quality of services, ease of doing business
 - Customers needs discovery
 - NPS
 - Use our testing next month
 - Client Services Representative follow up
- Sent out using online fax broadcast service
 - Follow 10 days after initial survey
 - Mix of customers

To: Betsy Vokac, Diagnostic Laboratories
Fax: 1.414.937.6125

From:

QR# ID:



AFTER COMPLETING THIS SHORT QUESTIONNAIRE, PLEASE FAX TO 1.414.937.6125

Your reference laboratory needs are our priority.

How well are we doing in meeting your expectations?
Please skip any aspect that you are unable to rate.

☐ → ☒

Not met at all Meets Exceeds

Test catalog				
Website	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Print	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Test menu	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Requisition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shipping procedures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reporting results				
Readable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Useful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accurate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Turn-around time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interpretation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff				
Responsive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Knowledgeable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accessible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reliable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Issue resolution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Billing/invoicing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pricing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ease of doing business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What capabilities should BloodCenter of Wisconsin have to help you do your job better/easier or address any special/unique situations you experience?

If someone from a health care organization with similar reference laboratory needs asked you for a recommendation, how likely is it that you would recommend BloodCenter of Wisconsin to this colleague?

☐ Very unlikely ☐ Somewhat likely
☐ Somewhat unlikely ☐ Very likely

Why? _____

How likely are you to use BloodCenter of Wisconsin for clinical testing next month?

☐ Very unlikely ☐ Somewhat likely
☐ Somewhat unlikely ☐ Very likely

For \$50 Amazon.com gift card raffle entry purposes only:

Name: _____

Title: _____

Phone/email: _____

Would you like a client service representative to contact you regarding your responses to this survey?

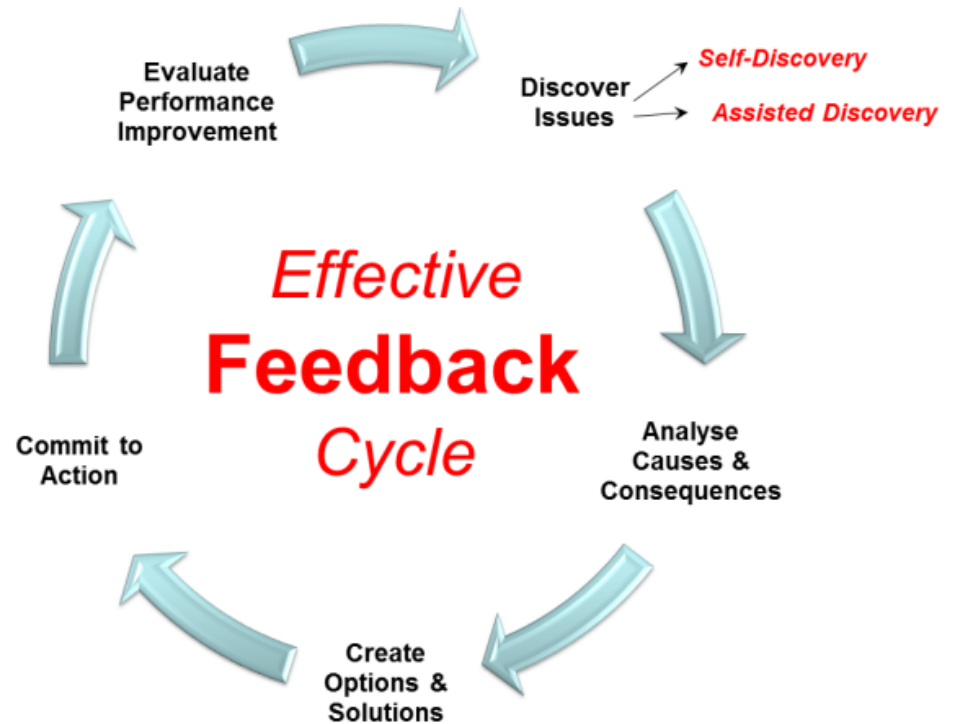
☐ Yes ☐ No

Thank you for your attention to this evaluation. Please fax the completed questionnaire to 1.414.937.6125



Round one – What did we learn...

- Sent out around 738 surveys
- Response rate 31%
- Feedback:
 - Shipping
 - Billing
 - Turnaround Time (TAT)
 - Web Site
 - Reporting
 - Interface
 - Access to Staff
 - Test Improvements
 - Ordering



What did we do...

	2008
Expectation	%
Overall satisfaction	40
Exceeds	3
Unmet	
Overall quality	43
Exceeds	2
Unmet	
Ease of doing business with	36
Exceeds	4
Unmet	
Net Promoter Score (NPS)	88
Recommend	%
"Very likely"	89
Unlikely	1

Analysis of results:

- NPS→88

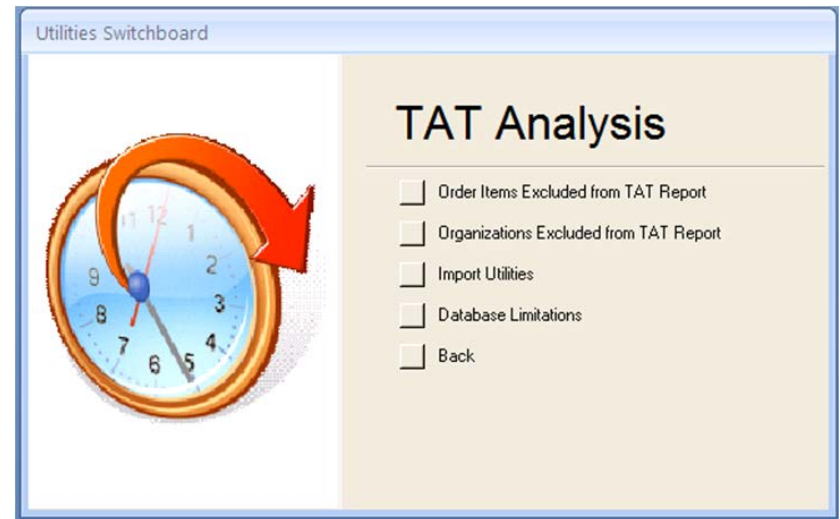
Focused on:

- TAT
- Access to staff
- Ordering

Where we started...

TAT

- Focus on TAT started at the end of 2008 → % Made Published TAT (PTAT) important
- Pulled data from our Laboratory Information System (LIS)
 - Started to perform analysis and reporting



Access to Staff

- Hired staff in Client Services department to handle customer calls

Ordering

- Implemented online test and result viewer

What changed in 2009?

- Increased the number of rating questions --> 23 to 25
 - Online service feedback/awareness
 - Performance trending
 - Removed utilization of clinical testing in month
- Changed follow up to 9 days after initial survey fax
 - Response rate: 31%

To: Betsy Volkov, Diagnostic Laboratories
Fax: 414.937.6125

From:

Fax:



AFTER COMPLETING THIS SHORT QUESTIONNAIRE, PLEASE FAX TO 414.937.6125

How well are we doing in meeting your expectations?
Please skip any aspect that you are unable to rate.

☐ → ☒
Not met at all
Nearly meets
Meets
Exceeds

Test catalog				
Website	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Print	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Test menu	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Requisition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Online ordering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shipping procedures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reporting results				
Readable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Useful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accurate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Turn-around time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interpretation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Online reporting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff				
Responsive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Knowledgeable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accessible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reliable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Issue resolution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Billing/invoicing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pricing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ease of doing business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Before taking this survey, were you aware that BloodCenter offers online ordering?

☐ Yes ☐ No / not sure

What capabilities should BloodCenter of Wisconsin have to help you do your job better/easier or address any special/unique situations you experience?

If someone from a health care organization with similar reference laboratory needs asked you for a recommendation, how likely is it that you would recommend BloodCenter of Wisconsin to this colleague?

☐ Very unlikely ☐ Somewhat likely
☐ Somewhat unlikely ☐ Very likely

Why?

How would you describe the quality of customer service and support you have received from BloodCenter of Wisconsin in the past year?

☐ Improving ☐ Staying about the same
☐ Declining ☐ Not sure

For \$50 Amazon.com gift card raffle entry purposes:

Name:

Title:

Phone/email:

Thank you for your attention to this evaluation. Please fax the completed questionnaire to 414.937.6125



Customer Pulse

To: Betsy Vokac, Diagnostic Laboratories
Fax: 414.937.6126

From:

Fax:

AFTER COMPLETING THIS SHORT QUESTIONNAIRE, PLEASE FAX TO 414.937.6126

How well are we doing in meeting your expectations?
Please skip any aspect that you are unable to rate.

○ ● Not met Nearly at all meets Meets Exceeds

	Not met at all	Nearly meets	Meets	Exceeds
Test catalog				
Website				
Print				
Test menu				
Requisition				
Online ordering				
Shipping procedures				
Reporting results				
Readable				
Useful				
Accurate				
Turn-around time				
Interpretation				
Online reporting				
Staff				
Responsive				
Knowledgeable				
Accessible				
Reliable				
Communication				
Issue resolution				
Billing/invoicing				
Pricing				
Ease of doing business				
Overall quality				
Overall satisfaction				

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○ Yes ○ No / not sure

What capabilities should BloodCenter of Wisconsin have to help you do your job better/easier or address any special/unique situations you experience?

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○ Somewhat unlikely ○ Very likely

Why? _____

How would you describe the quality of customer service and support you have received from BloodCenter of Wisconsin in the past year?

○ Improving ○ Staying about the same
○ Declining ○ Not sure

For \$50 Amazon.com gift card raffle entry purposes:

Name: _____

Title: _____

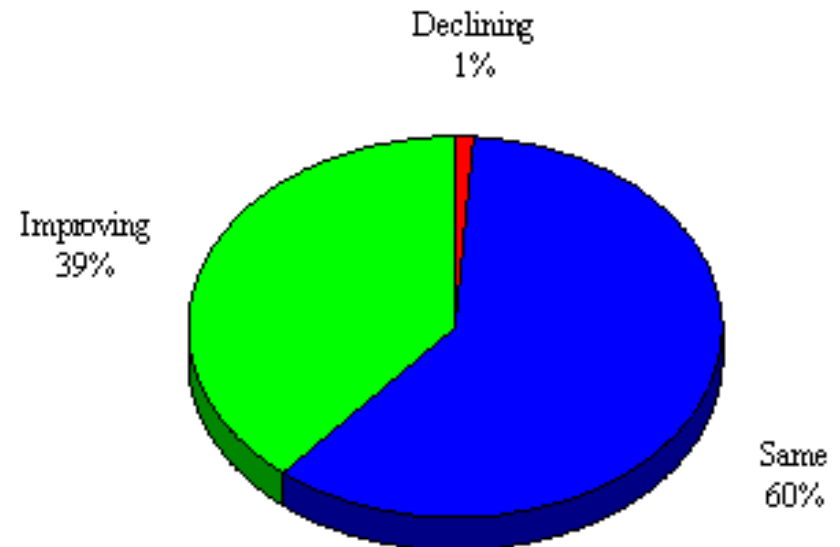
Phone/email: _____

Thank you for your attention to this evaluation. Please fax the completed questionnaire to 414.937.6126

How would you describe the quality of customer service and support you have received from BloodCenter of Wisconsin in the past year?

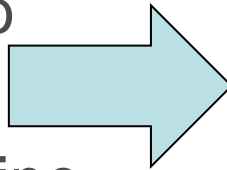
- Improving ○ Staying about the same
○ Declining ○ Not sure

Chart 1: customer service trend



Key Messages

- Opportunities to interface
- Online test catalog and ordering
- Consistent message to improve PTAT
- Decrease TAT for routine testing
- Improving shipping and logistics



Actions

- Introduced Strategy Deployment
- Add two more Call Center staff members
- Prepared for direct customer LIS interfaces
- Implemented reason codes into PTAT process
 - Potential causes

What changed in 2010?

- Increased the number of rating questions --> 25 to 27
 - Removed online awareness section
 - Broke out performance trending
- Followed up at 14 and 21 days after initial survey
- Sent 759 surveys out
 - Response rate: **28%**

Heard consistent VOC

To: Michael Jansek, Diagnostic Laboratories
Fax: 414.937.6125

From:

Fax:



AFTER COMPLETING THIS SHORT QUESTIONNAIRE, PLEASE FAX TO 414.937.6125

How well are we doing in meeting your expectations?
Please skip any aspect that you are unable to rate.

☐ Not met at all
 ☐ Nearly met
 ☐ Meets
 ☐ Exceeds

Test catalog	Not met at all	Nearly met	Meets	Exceeds
Website	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Print	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Test menu	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Requisition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Order processing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shipping process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reporting results	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Readable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Useful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accurate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Turn-around time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interpretation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Online reporting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responsive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Knowledgeable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accessible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reliable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Issue resolution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Billing/invoicing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pricing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ease of doing business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If someone from a health care organization with similar reference laboratory needs asked you for a recommendation, how likely is it that you would recommend BloodCenter of Wisconsin to this colleague?

☐ Very unlikely
 ☐ Somewhat unlikely
 ☐ Somewhat likely
 ☐ Very likely

Why? _____

During the past 12 months, how has our performance changed?

☐ Declining
 ☐ About the same
 ☐ Improving

Customer service & support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Turn-around time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Billing/invoicing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What is your preferred method of communication regarding our test menu & services?

☐ Telephone
 ☐ Email
 ☐ Mail
 ☐ Sales visit
 ☐ Website
 ☐ Other: _____

For \$25 Amazon.com gift card raffle entry purposes:

Name: _____

Title: _____

Phone/email: _____

Thank you for your attention to this evaluation. Please fax the completed questionnaire to 414.937.6125



Actions in 2010

Strategy Deployment (SD)

- Align strategic initiatives through Annual Improvement Priorities
- Developed Key Performance Indicators (KPIs)

TAT

- Increased awareness to PTAT at Staff level
 - Celebrate success → Candy Bowl Trophy for best PTAT
- Lean/Six Sigma Projects
 - Eliminate waste in testing process
 - Improve TAT performance

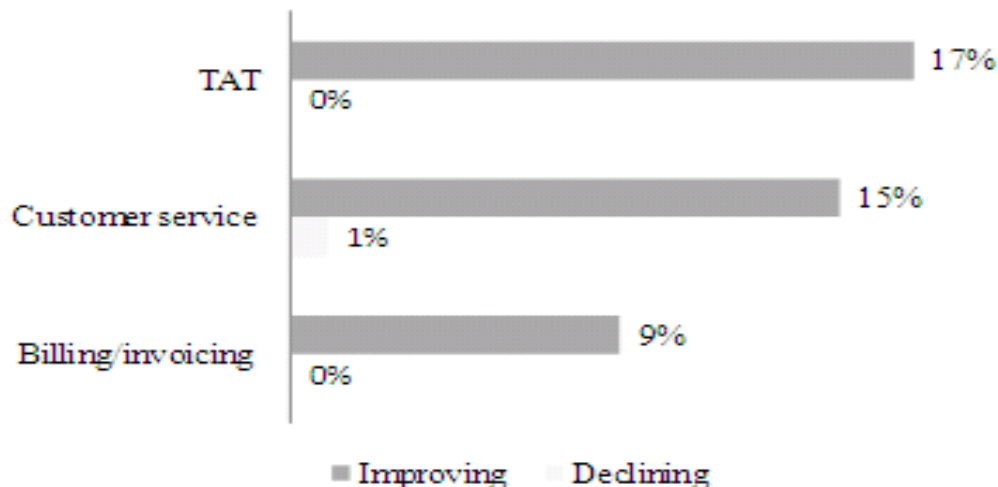
Ordering

- First direct customer LIS interface in May



What changed in 2011?

- Number of questions stayed the same
- Changed follow up to 8 and 16 days after initial survey fax
- Sent 839 surveys
 - Response rate: 24%



To: Butch Butler, Diagnostic Laboratories
Fax: 414.937.6125

From:

Fax:



AFTER COMPLETING THIS SHORT QUESTIONNAIRE, PLEASE FAX TO 414.937.6125

How well are we doing in meeting your expectations?
Please skip any aspect that you are unable to rate.

○ → ● Not met at all Nearly meets Meets Exceeds

Test catalog				
Website	○	○	○	○
Print	○	○	○	○
Test menu	○	○	○	○
Requisition	○	○	○	○
Online ordering	○	○	○	○
Shipping procedures	○	○	○	○
Reporting results				
Readable	○	○	○	○
Useful	○	○	○	○
Accurate	○	○	○	○
Turn-around time	○	○	○	○
Interpretation	○	○	○	○
Online reporting	○	○	○	○
Staff				
Responsive	○	○	○	○
Knowledgeable	○	○	○	○
Accessible	○	○	○	○
Reliable	○	○	○	○
Communication	○	○	○	○
Issue resolution	○	○	○	○
Billing/invoicing	○	○	○	○
Pricing	○	○	○	○
Ease of doing business	○	○	○	○
Overall quality	○	○	○	○
Overall satisfaction	○	○	○	○

What capabilities should BloodCenter of Wisconsin have to help you with unmet needs or address any special/unique situations you experience?

If someone from a health care organization with similar reference laboratory needs asked you for a recommendation, how likely is it that you would recommend BloodCenter of Wisconsin to this colleague?

○ Very unlikely ○ Somewhat likely
○ Somewhat unlikely ○ Very likely

Why?

During the past 12 months, how has our performance changed?

Declining About the same Improving

Customer service & support	○	○	○
Turn-around time	○	○	○
Billing/invoicing	○	○	○

For \$25 Amazon.com gift card raffle entry purposes:

Name: _____

Title: _____

Email/phone: _____

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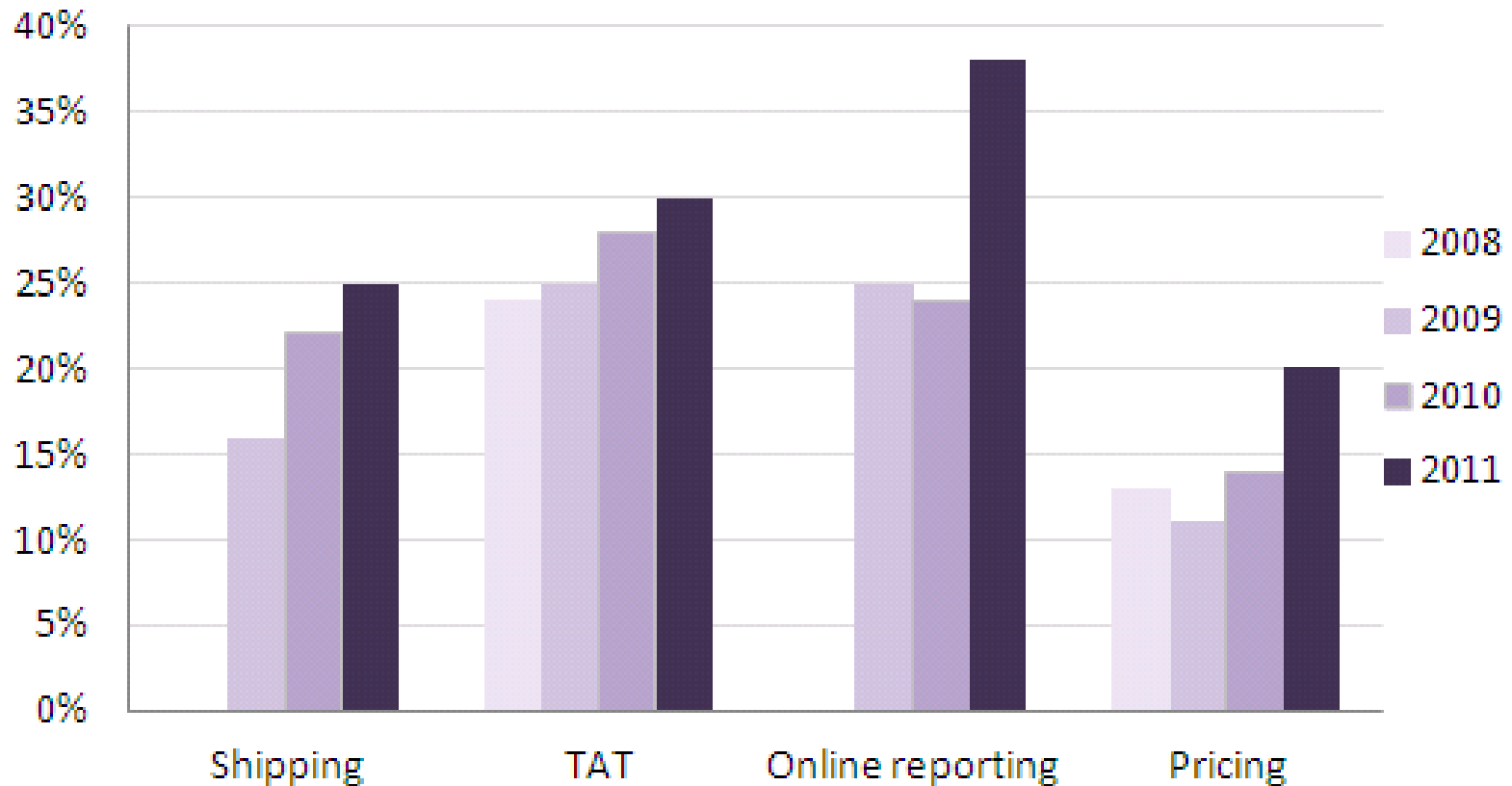


Trending Results

		2008	2009	2010	2011
Sample size		229	216	219	221
Response rate		31%	31%	28%	24%
	Expectation	%	%	%	%
Overall satisfaction	Exceeds	40	37	43	43
	Unmet	3	1	2	2
Overall quality	Exceeds	43	38	43	45
	Unmet	2	1	1	1
Ease of doing business with	Exceeds	36	33	37	38
	Unmet	4	2	2	2
Net Promoter Score (NPS)		88	86	87	86
<u>Recommend</u>		%	%	%	%
"Very likely"		89	86	87	88
Unlikely		1	0	0	2

Voice of the Customer

"Exceeds expectations"



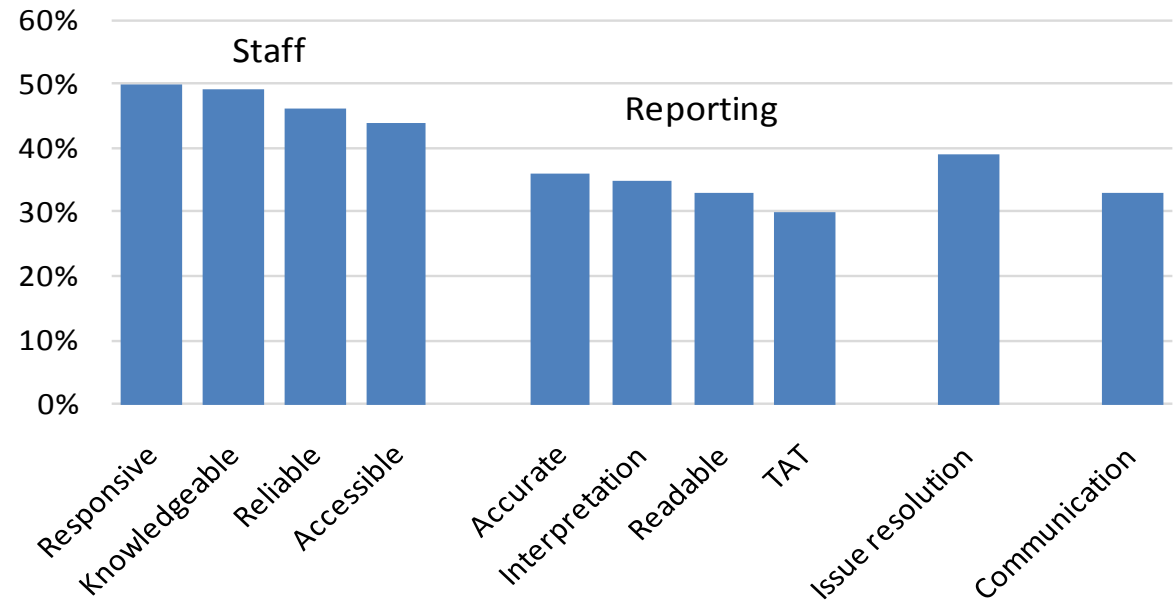
Heck yes success! Celebration in 2012

Actual customer comments!!!!

- Knowledgeable & professional experts actively assisting the customers
- Easy to collect, send, and understand results
- Quick turn-around times & reliable test results
- Timely service & accessible support
- Consistent & dependable service



"Exceeds expectations"



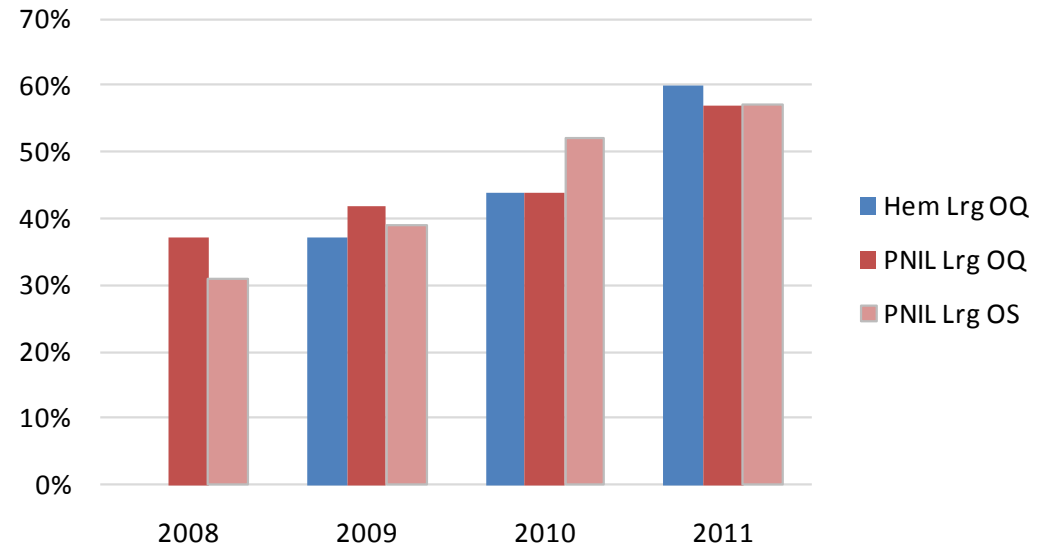
Let them eat cake!



- Larger test volume in HEM and PNIL, customers consistently reporting higher quality
- Larger HLA customers “very likely” to recommend increased from 83% in 2010 to 97% in 2011



"Exceeds expectations"



What changed in 2012

- Started to look at how we survey
 - Important to get feedback all year long
- Proposed improvements
 - Methods for real time feedback
 - Provide link on web site
 - Solicit with test orders → Follow up message
 - Allow time between surveys
- Considerations
 - Don't over-survey or bother customers
- No survey in 2012 or 2013



The map to improvement



TAT Transparency and Dialogue: 2012-2013

- One Monthly report for all DL
 - Broken out by laboratory
 - Data analysis
 - P-Charts
 - Pivot tables
 - Root cause analysis
- Generate weekly TAT table

DL	
N	2334
TAT	3.7
% Made	96.6%
% Exceed	3.4%
# Made	2254
# Exceed	80

HEM	
N	690
TAT	4.0
% Made	95.8%
% Exceed	4.2%
# Made	661
# Exceed	29

Overall	
N	717
TAT	5.2
% Made	95.0%
% Exceed	5.0%
# Made	681
# Exceed	36

HLA-SBT	
N	312
TAT	5.4
% Made	92.3%
% Exceed	7.7%
# Made	288
# Exceed	24

IRL	
N	42
TAT	2.3
% Made	78.6%
% Exceed	21.4%
# Made	33
# Exceed	9

MDL	
N	130
TAT	4.2
% Made	99.2%
% Exceed	0.8%
# Made	129
# Exceed	1

ONC	
N	89
TAT	5.1
% Made	100.0%
% Exceed	0.0%
# Made	89
# Exceed	0

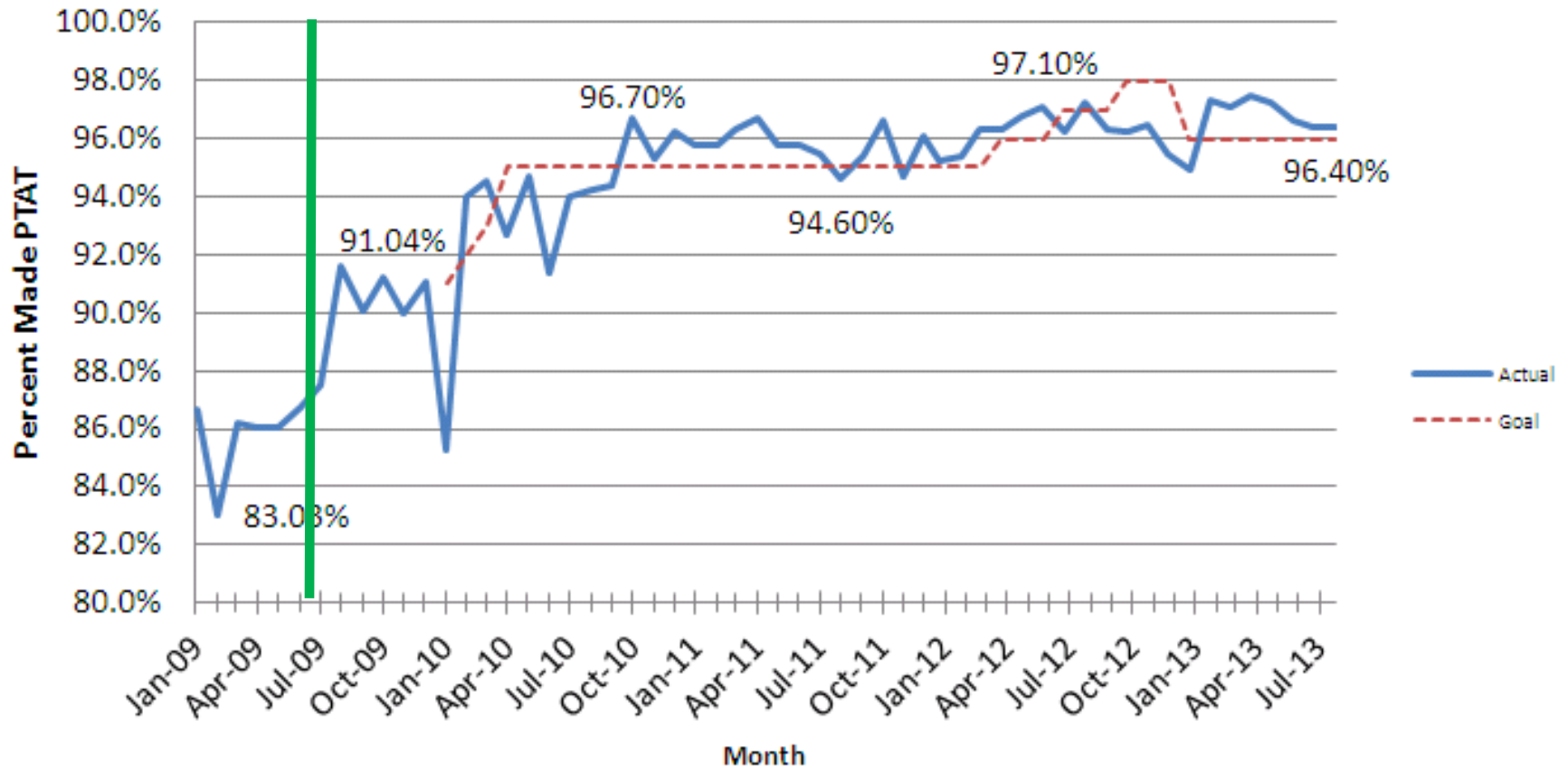
PNIL	
N	666
TAT	1.7
% Made	99.2%
% Exceed	0.8%
# Made	661
# Exceed	5

CCR	
N	42
Avg TAT	5.4
%Made	100.0%
%Exceed	0.0%
#Made	42
# Exceed	0

CCR data is already included in the individual and overall lab totals. This box breaks out the CCR data to give a snapshot of its impact on the overall DL total.

The Progression...

January 2009 - August 2013 DL % Made PTAT Line Chart



The Call Center: A two way conversation

- Calls went right to the testing laboratory
- Staff to focus on quality results and TAT improvements
- Wanted to limit interruptions to Call center Staff
- Create a new space → Assigned PM





2014 survey

- Needed to get a pulse on our services from the customer
- No changes to the structure or questions
- Sent 736 surveys out
 - Response rate: **22%**

To: Butch Butler, Diagnostic Laboratories
Fax: 1.414.937.6125

From:

Fax:



AFTER COMPLETING THIS SHORT QUESTIONNAIRE, PLEASE FAX TO 1.414.937.6125

How well are we doing in meeting your expectations?
Please skip any aspect that you are unable to rate.

○ → ● Not met Nearly meets Exceeds

	Not met	Nearly meets	Exceeds
Test catalog			
Website	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Print	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Test menu	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Requisition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Online ordering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shipping procedures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reporting results			
Readable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Useful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accurate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Turn-around time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interpretation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Online reporting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff			
Responsive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Knowledgeable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accessible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reliable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Issue resolution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Billing/invoicing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pricing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ease of doing business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What capabilities should BloodCenter of Wisconsin have to help you with unmet needs or address any special/unique situations you experience?

If someone from a health care organization with similar reference laboratory needs asked you for a recommendation, how likely is it that you would recommend BloodCenter of Wisconsin to this colleague?

☐ Very unlikely ☐ Somewhat likely
☐ Somewhat unlikely ☐ Very likely

Why?

When you think of best-in-class reference laboratories, what specific services or solutions impress you?

During the past 12 months, how has our performance changed?

Declining Same Improving

Customer service & support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Turn-around time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Billing/invoicing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

For \$25 Amazon.com gift card raffle entry purposes:

Name:

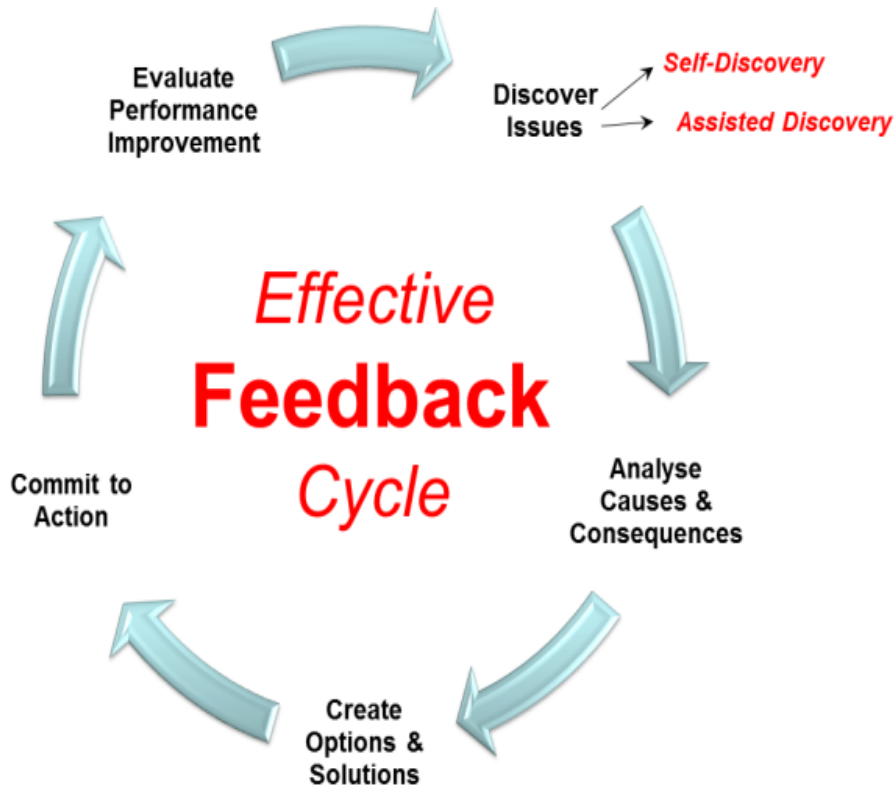
Title:

Email/phone:

Thank you for your attention to this evaluation. Please fax the completed questionnaire to 1.414.937.6125



Getting to our vision



SD 2014 – Drilling a little deeper

What changed at SD?

- Standard work for root cause analysis
- Drilled down into Service KPIs
- Key Quality Indicators – measure of customer service

Service	Number of Patients Served
	Customer Exceptions - Due to OEE
	CUS Exceptions - Due to Incorrect Billing
	% Made PTAT
Quality	Corrected Reports
	Mislabeled Specimens

2014 – Flipping pyramid

- Transparency → TAT Performance
- Visual management in the labs
 - No Indicator → Yellow → Red
- Monitored PTAT through huddle boards
- Standard work with PTAT reports
 - Weekly and monthly
 - Reason codes
 - Process Improvement table → Actionable



TAT Process Improvements Currently Implemented/Monitor Phase				
Opportunity for Improvement	Process Improvement In-Process	Who is working on it	Reason Code Impacted	Status
Better real-time updates and communication on Weekly TAT snapshot	Quick weekly updates for performance under 95%	DLQ	NA	Implemented week of 05/16/14

Did we answer the call in 2014?

- Majority of calls route through Call Center
- Staff maintains focus on testing
- Less wait times for clients during work day
- Utilize Customer Relationship Management (CRM) Software
- Implemented “Problem Queue” to keep sample moving

Customer Care 3-5 year plan	
Now in 2010 <ul style="list-style-type: none">• ✓ Call Center Plan (Ilke)<ul style="list-style-type: none">• ✓ Phase I = Design• ✓ Phase II = Infrastructure	2011-Customer Support <ul style="list-style-type: none">• ✓ Call Center Design Execution (Ilke)• ✓ Standardize materials (print and web)<ul style="list-style-type: none">• Requisition first• Catalog• Website (interactive = +)• Result reporting
2012 <ul style="list-style-type: none">• ✓ Call Center Infrastructure• ✓ Software Implementation• ✓ Cohesive information flow within DL (modeled after Women's Health)	2013 and beyond <ul style="list-style-type: none">• Implement billing improvements• develop a model to improve logistics

BLOODCENTER
of WISCONSIN™



Analysis of Trend

		2008	2009	2010	2011	2014
	Expectation	%	%	%	%	%
Overall satisfaction	Exceeds	40	37	43	43	55
	Unmet	3	1	2	2	1
Overall quality	Exceeds	43	38	43	45	53
	Unmet	2	1	1	1	1
Ease of doing business with	Exceeds	36	33	37	38	46
	Unmet	4	2	2	2	2

Cutting edge in Hemostasis & molecular

Why? We are new clients, but very impressed so far

expertise / consultation w/ techs

I would die w/o
your Ref.
Lab!
ext 100
10

Customer service from your platelet lab is EXCELLENT

Fantastic turn around times

You rock

Always Excellent!

THEY DO A GOOD JOB!! 😊

TAT; billing; Customer Service is Outstanding!

Genotyping results on line. The reference lab does an outstanding job for us. Very timely, very accurate; very nice to work with. During the past 12 months, how has our performance changed?

Friendliness, and being reliable

Lab of choice for platelet disorders

Rita Glum - HLA Lab / was very helpful / knowledgeable with getting our HLA test codes down loaded. During the past 12 months, how has our performance changed?

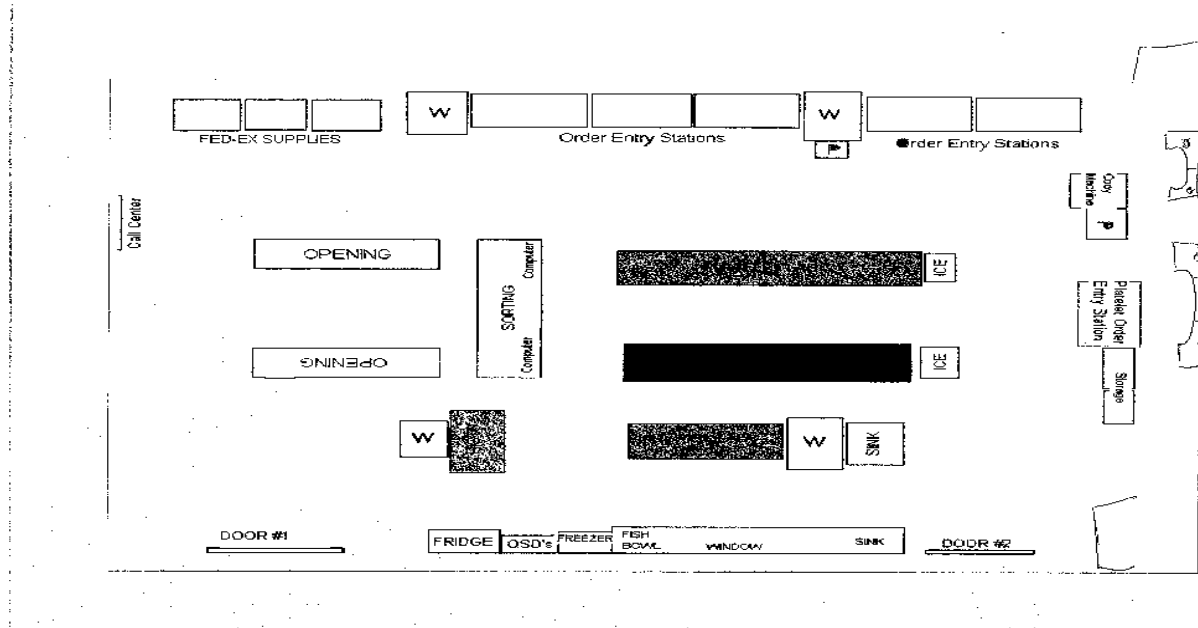
Excellent client service

employee enthusiasm and engagement

Dr. Friedman very helpful
ass reference laboratories, helpful

What actions are we taking now?

- Implementing real-time surveys
 - Ability to make real-time adjustments
- Sample Management room layout change
 - Process samples more efficiently
 - Includes improved sample tracking
- Data analytics software – look at “Live” financial and testing data → better serve markets



Closing thoughts

	2008	2009	2010	2011	2014
Net Promoter Score (NPS)	88	86	87	86	90
Sample size	229	216	219	221	162
Response rate	31%	31%	28%	24%	22%

- NPS – Why it worked for us...
 - Identify gaps in service offerings
 - Adjust operations through process improvement
 - Effort across all of DL to meet customer needs
- Very important your sample represents your customer base

Summary

- Consistent customer survey structure
- Use actionable data to adjust operations
 - Align daily work with your strategy
- Continue on your journey...*It's a marathon, not a sprint*
- Don't stop learning from your customer

Thank you very much!

www.BCW.edu

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Any Questions?