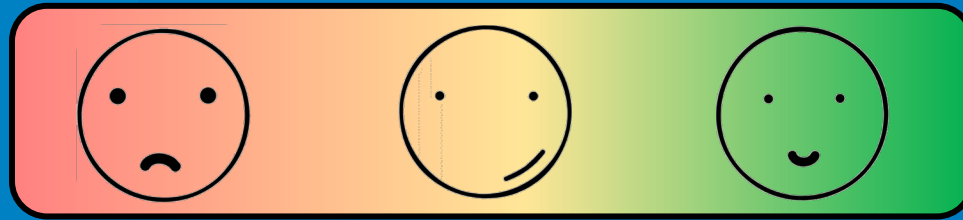


What do your customers think about you?



On any given day, HSNSW



Serves more than 65000 meals to patients

Supplies 110 tonnes of clean linen to hospitals



Manages the pays of 146,000 NSW Health employees



Processes nearly 12,000 supplier invoices valued at \$72m for NSW public hospitals



Manages the supply of 135,000 lines of medical and surgical supplies for NSW public hospitals

Provides 260 equipment items and services to people with disability



Manages more than 986 non-emergency patient transport phone calls

Our new Strategic Plan

HealthShare NSW Strategy 2017-2020



CORE Our work is built on a foundation of trust and respect. We live the NSW Health CORE values:
Collaboration Openness Respect Empowerment

We are people helping people deliver excellent healthcare



HealthShare NSW Strategy 2017-2020
 We aim to be a valued and trusted partner delivering competitive services to NSW Health. Our Strategy describes what we need to do to achieve this aim.

OUR PEOPLE are safe and well

We will always be thinking, working and being safety in our workplace. We will measure success using our Lost Time Injury Frequency Rate (LTFR). A lost time injury is when a person is injured at work and misses one or more shifts. We aim to decrease our LTFR to 6 by 2020.

Year	LTFR
2016 Target	6
2017 Actual	10
2018 Actual	8
2019 Actual	7
2020 Target	6

OUR PEOPLE are valued

We will build and maintain a constructive culture in our workplace. We will measure success through our Organisational Culture Inventory (OCI). We aim to increase all four constructive cultures above the 50th percentile by June 2020.

The OCI outlines four culture styles (that make up a constructive culture):

- Achievement:** We work to challenge our goals, establish direction, meet goals, and achieve our goals with confidence.
- Self-Actualising:** We enjoy our work, develop ourselves and take on new and challenging activities.
- Normative/Conforming:** We are disciplined and coached, rigorous and we engage in constructive conversations.
- Altruistic:** We work well together and are supportive and highly team-oriented.

Culture Style	Score
Achievement	55
Self-Actualising	50
Normative/Conforming	45
Altruistic	40

OUR CUSTOMERS are engaged

We will exceed our customers' expectations on value and quality. We will measure success using the Customer Value Survey, which tracks customer satisfaction and engagement. We aim to increase our customer engagement and satisfaction by 25% by June 2020.

Year	Score
2016 Baseline	60
2017 Actual	70
2018 Actual	75
2019 Actual	80
2020 Target	85

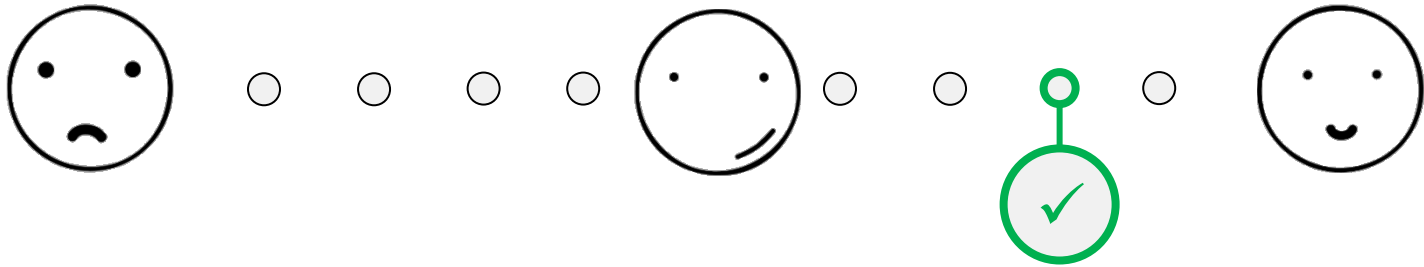
OUR SERVICES are competitive

We will provide quality services for best value. We will develop and annually review strategies to help our business lines be more competitive. These strategies will identify measures of success for each business line.

HealthShare NSW Services

- Service Centre Workload
- Enablers
- Food and Patient Support Services
- Ambulance Make Ready
- Shared Financial Services
- Patient Transport Services
- Urges
- Employee Transitional Services
- Procurement
- Customer Experience
- Workforce
- Business, Commercial and Corporate Services
- Business Performance

Closed Loop Feedback

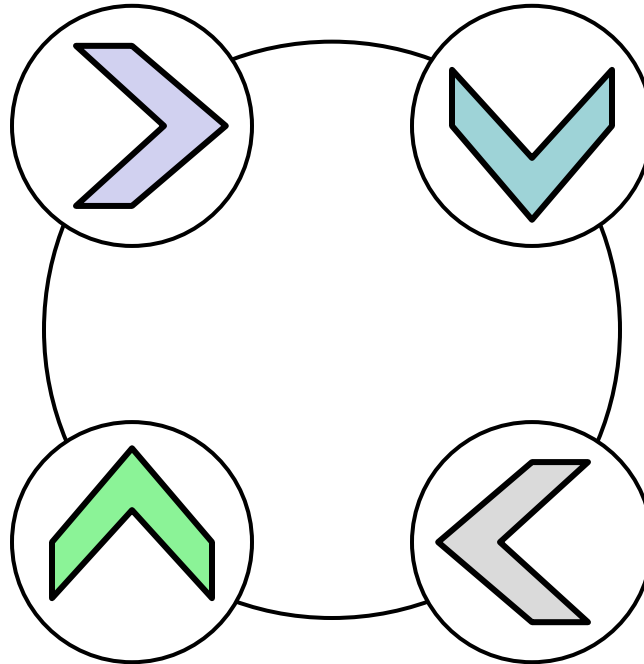


The practice of soliciting feedback from customers based on interactions at key touch-points (**Moments That Matter**), then using this data to continuously improve the customer experience.

Closed Loop Feedback

1. Customer's Experience

- Focus on **Moments That Matter** and important customers



2. Collect Feedback

- Survey Customers **post-interaction**
- Short, simple survey
- Ask – “Can we call you back?”

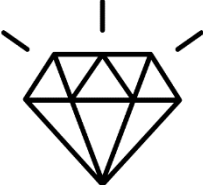
3. Fix, Learn & Listen

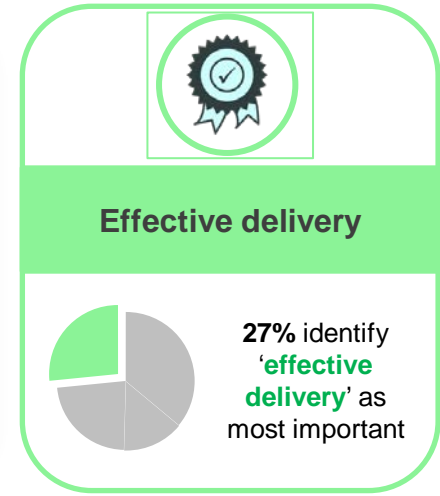
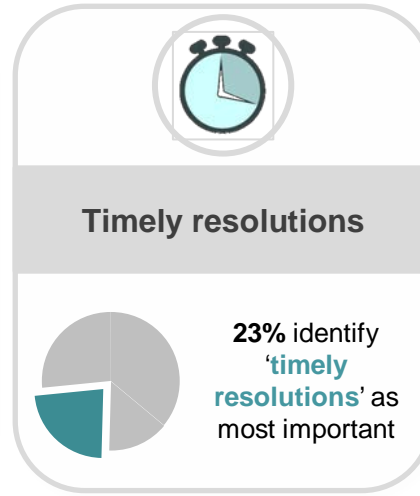
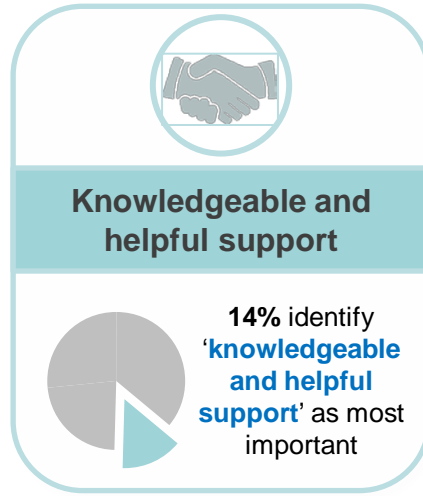
- Call back customer and address feedback – **close the loop!**

4. Share!

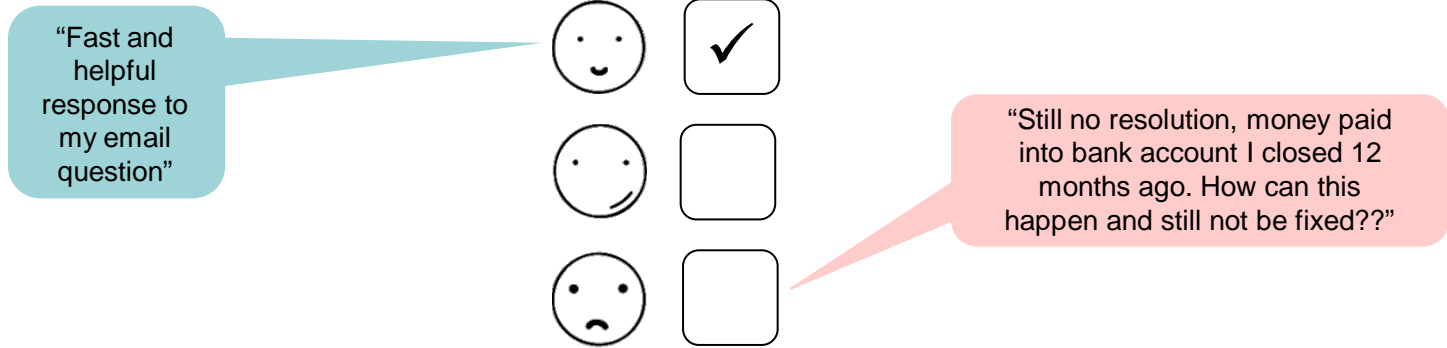
- **Share results** with ELT
- **Share results** with Team Leaders and frontline agents
- **Make changes!**

1. Customer's Experience

Moments  That Matter







2. Collect Feedback









For employees, CLF affords a unique chance to see the service cycle through the eyes of the customer, sparking greater employee engagement and inspiring service excellence.

For customers, CLF affords a unique chance to be heard!!

3. Fix, listen & learn

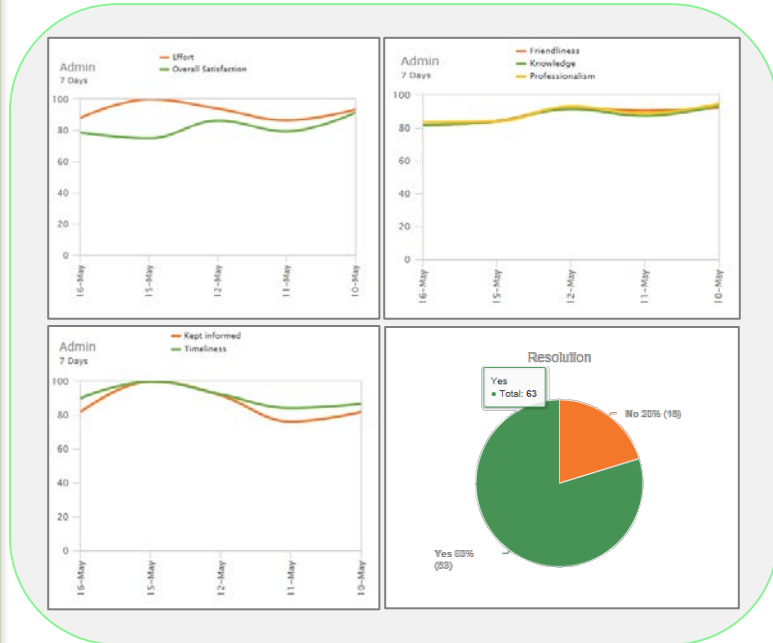
Preparation – Before Calling Customer			
			
<p>Understand the relationship Who is the customer? What position do they hold? How many times has customer called? These details will shape/ inform the conversation.</p>	<p>What are possible reasons for Dissatisfaction? Check notes and listen to call recording to find sources of customer frustrations.</p>	<p>Gather Information Gather appropriate background information. Anticipate potential customer questions and concerns – have information ready.</p>	<p>Possible Recovery Options Using appropriate judgement, based on detail of feedback - prepare potential recovery options. What resolutions can be enacted? Are any further permissions required?</p>

During – Whilst Talking to Customer		
		
<p>1. Acknowledge the Feedback It is important that whatever the customer has said is acknowledged, no matter how minor it appears.</p>	<p>2. Empathise Look at the problem from the customers perspective and give them some space to vent. Let them know you care.</p>	<p>3. Apologise Express an apology but don't over- apologise. Don't try and blame anyone or any department.</p>
		
<p>4. Own it! Own the resolution (this is different from owning the problem). Take the appropriate steps to fix the issue.</p>	<p>5. Be a Superstar! If you can go above and beyond, do it! Think about forward resolving and taking action to prevent issue from recurring again in the future.</p>	<p>6. Keep your word Simply, if you say you are going to do something then do it.</p>

Important Considerations			
<p>Don't Fail Twice Feedback is a gift and the customer has provided a unique opportunity to connect with them to resolve an issue – this opportunity wont come again.</p>	<p>Fixing Customers Vs. Fixing Problems In many cases (not all), there are two aspects to a 'failure' that require addressing. The first being the customers emotional reaction to the issue and the second being the cause of the problem.</p>	<p>Employee Vs. Process Recovery When resolving an issue it is important, from a business perspective, that employee issues (coaching opportunities) are separated from failed systems and processes.</p>	<p>Link to Business Outcomes When considering a resolution it is crucial that these are linked to the greater business outcomes of the business. This will ensure continuity in response and actions.</p>

4. Share

CLF Results..



Via..

- Office Screens
- Team Meetings
- Agent 1:1
- Service Recovery
- CX Champions
- Social Media
- CX Network
- Intranet/Internet

With..

- CEO & ELT
- Team Leaders
- Agents & Teams

Insights and Implementation

Data insights reveal which transaction types, processes, teams, agents, customers etc. require the most opportunity for improvement.

Text Analytics, whilst being difficult to initiate, reveal how the attitude of an agent can really impact the satisfaction score.

Challenges incl.

- Configuration of our own data
- ICT Setup and Modification
- Survey design and 'less is more approach'
- Introduction of a 'new' system to Team Leaders
- Service Recovery Process

