
https://youtu.be/gowi31zGyQA

# Pathology \& Immunology Staff Meeting 

February 20, 2023

WashingtonUniversity inSt.Louis
School of Medicine

## Agenda

- Welcome
- New Employees/Department Length of Service
- Customer Service - FPP
- HR Policy/Benefit Spotlight - Jenny
- Attendance Prize/Zoom Survey
- Staff Birthdays (January, February, March)
- DEI Updates/Reminders
- Upcoming Events


## P\&I Staff New Hires December 2022 - February 2023

## RESEARCH

Baltazar-Perez, Israel (Fremont Lab) Brown, Abby (Farnsworth Lab)
Dixit, Kritika (Ellebedy Lab)
Gibson, Daniel A (Kipnis Lab)
Henrissat, Suzanne (Gordon Lab)
Kimpel, Rebekah (Sheehan Lab)
Mehta, Rehan P (Dantas Lab)
Murphy, Jennifer (Transgenic Core)
Smirnov, Roman (Artyomov Lab)
Srnak, Jenny (Corbo Lab)
Vedder, Hannah (Corbo Lab)
Wheat, Lydia (Amarasinghe Lab)

## BUSINESS OPERATIONS

Cucchi, Christine (Research Operations)
Culleton, Jill (Research Accounts Payable)
Halliday, Alexandria (Research Pre-Award)
Hanna, Austyn (IT Support)
Keenan, Kelly (Research Administrative Support)
Kinnel, Darrell (IT Support)
Torry, Lana K-Danyelle (Education)
CLINICAL
Chauhan, Ranjit (Hemepath)
Fox, Matthew (Dermpath Lab)
James, Jennifer (Pathologist Assistants)
Rodriquez, Edward Ramon (Dermpath CSO)


## Staff Milestones - Years of Service in P\&II FY23 - 3rd Quarter

Five Years (1/1/18-3/31/18) Mary Anthes-Bartlow
Jenny Brown
Kathy Dodds
Hussain Hassan
Beth Mattingly
Santosh Panda
Fifteen Years (1/1/08-3/31/08)
Barb Fowler
Ten Years (1/1/13-3/31/13)
Val Varady


## Customer Service Presentation - FPP

WashingtonUniversity inSt.Louis
SCHOOL OF MEDICINE

## Everyday Excellence

## \&

 Taking the Heat: Tips for Difficult ConversationsPresented to: Pathology and Immunology Team 2/20/23

Monica Groth Farrar, Faculty Practice Plan Clinical Operations

## WashingtonUniversity inSt.Louis

School of Medicine

## Discussion Goals

- Understand our WUSM service culture and mission.
- Appreciate how we each affect our clients' experiences.
- Show we CARE.
- Learn HEAT techniques to de-escalate difficult conversations.
- Choose an attitude that enhances your work life and strengthens our team.


## Service Matters

- No matter our role, we all affect our patients' experience.
- Consider this advice from a senior physician, "Look around. Everyone here is smart and accomplished. What truly distinguishes you is being kind."
- Excellent communication is a skill that takes practice. Choose to improve.


QuotePisel, con

## Customer Service Premise

- Employees will be held accountable for behaviors supported by their supervisors.
- Customer service behaviors will be used in every interaction with both external and internal customers.
- Providing excellent service builds customer loyalty and job satisfaction.


## Pathology/Immunology Customers

- External customers are those seeking consultation services--these are pathologists or clinicians from all over the country.
- Internal customers are the WashU clinicians we serve and our pathologists.


## Our Service Principles



## Meeting the Needs of Our Customers

- Tasks are those things we need to accomplish or solve.
- Personal needs include the need to be treated with respect and dignity, the need to feel valued and unique, and the need to be listened to and seen.
- What are some examples of fulfilling a task w/o meeting the personal need?
- Remember, we may be used to our work flow and setting, but each encounter is new for whomever is contacting our department.


## Showing You CARE

- Communicate

- Attention to nonverbal communication
- Respect
- Empathize


## Communicate

- Client complaints often stem from how we communicate
- Importance of a warm welcome, with eye contact if in-person or video visit.
- Smile in your voice
- Value of names, theirs and ours
- Keep them informed, including a timeline
- Explain what your role and goal is
- Narrate your care
- Manage up


## Attention to Nonverbal Communication

- Nonverbal messages: tone of voice, facial expressions, position of our arms, standing or sitting, texting during a conversation
- How much of a difference does tone of voice make? Let's hear with the "Oh" Exercise
- Use of mirrors to "face check ourselves."


## Respect

- Respect can mean different things to different people.
- R-E-S-P-E-C-T find out what it means to me: Our job is to find out what our clients need to feel respected.
- Respect for Privacy is key.
- Courtesy and respect includes friendly tone, polite language, using correct names and pronouns, helpfulness.
- What does someone need to do or say to show you respect?


## Empathy



## Acknowledge with Empathy

- Say out loud:
- What they are feeling (for instance, frustrated)
- Why they are feeling that way (because of delay in results)
- We are unique. I am not going through the same thing as you, but I can put myself in your shoes and walk along with you.
- "Dr. Jones, I understand you're frustrated with this delay. We really value your time and partnership. I have reached out to Dr. Fellow, who should respond to you shortly. Is there anything more I can do to help?"


## What is a Service Failure?

- Service failure arises from a client's perception of the experience...NOT from what the organization believes it provided.
- Going on the defensive doesn't help. Being open and curious can deescalate complaints and regain trust.


## Perception Matters



## Perceived Service Issue Example

- A client submitted a consult and there was a delay in shipping. While we resulted the case within our usual turn-around-time there was a perceived delay due to shipping or courier issues.
- How might you respond to the delay?
- "Thank you for bringing this to my attention.
- I've investigated this delay and learned: [insert facts]
- Although this was outside our department's control, I understand it has been very frustrating for you, and it's unacceptable to us as well. I've discussed this with our vendor to prevent future issues.
- Do you have questions about your consult I can address for you now?
- Again, thank you for your patience. My extension is \#. Please reach out to me directly in the future if we can assist you with a consult."


## Professionals Can Take the HEAT

- Hear them out
- Empathize
- Apologize
- Take responsibility



## Hear: Two Ears, One Mouth

- Two ears, one mouth. Listen twice as much as talk.
- This is their story. Try not to take it personal. Do take it seriously.
- Telling their story allows some heat to cool. And allows you to gather facts and observe their feelings.
- Notice your feelings. Flight or fight response. Calm with breaths, relax your jaw, shoulders, facial expressions.
- Make eye contact and give your full attention.
- Don't interrupt. Let callers finish what they start to say.


## Let them know you are listening

- Give verbal feedback clues so a caller knows you're listening.
- Active listening: Use a variety of clues to avoid sounding bored or mechanical.
- If they are going on and on, summarize what they are saying to let them know you understand what they need.
- "Ms. Jones, I don't meant to interrupt. I've been listening carefully and want to be sure I understand your top concern. It sounds like you.....Did I get that right?"
- Clarifying shows you "get it" and shifts you from adversary to partner.
- Laundry list of complaints: "It sounds like you are dealing with a lot. What is the one thing you would like me to focus on today to help you with?"


## Objectivity

- Avoid assumptions or judgments. Be aware of bias.
- Get curious, not defensive.
- Why do you think they feel this way?
- Could we do anything better?
- Ask yourself, "what barriers may be influencing this behavior?"
- Assume grace; we have all had bad days and needed some extra kindness.


## Empathy

- Empathy can have an immediate, powerful effect on people.
- When they know you understand their feelings, they can stop "trying to make you understand" and begin to work with you to improve the situation.
- Empathy isn't necessarily agreeing with another's feeling, it's being able to imagine how they feel.
- What can you do to help with someone else's experience?
- Look or listen for the facts AND the feelings.


## Examples of fact and feelings responses

- "I can hear how frustrated you are that your results were delayed. My goal is to alert the pathologists now and get your case reviewed."
- "I can see you are advocating for your patient and only want the best for them...we want that, too. Here's how I think we can move forward..."


## Acknowledge, then fix

- We feel an urgency to solve problems or defend our actions when our client is upset, but often what they need first is to feel better.
- The first thing you can do is help your clients feel relieved.
- "I know this is important to you. We want to get your results as soon as possible. Can you give me your best contact information, and I will get you in touch with the pathologists on the case?
- Helps shift us from adversaries, to partners.


## Sample expressions

- I realize how complicated it is to ...
- That would be disappointing, especially when [paraphrase the client's perspective or efforts] ...
- This is unacceptable to us as well.
- If I were in your situation, I would be asking the same questions you are.


## Avoid phrases that turn up the HEAT

- "I don't know."
- "We can't do that." (This may be true, but don't lead with that.)
- "I know just how you feel!"
- "It's against our policy."
- "No" at the beginning of a sentence
- "You'll have to....."
- "I'll be right back" or "Just a second"
- "Calm down."


## Which is better?

- "I don't know."
- "We can't do that."
- "You will have to.."
- "Hold please."
- "Like I already told you,"
- "You need to be patient."
- "I'll find out."
- "What we can do is..."
- "We ask that you..."
- "Are you able to hold?"
- "Moving forward, let's..."
- "Thanks for your patience."


## Partner with your customers and managers

- "I'm so glad you brought that up"
- "It was a good idea to call."
- "You just saved everyone a lot of time."
- "You were right to ..."
- "Thanks for letting me know. I wasn't aware of this issue and want to fix it."


## Power Words

- GOAL. "Our goal is to provide accurate and timely diagnosis to ensure our patients receive seamless care. That is why we ask that all sections of our requisition are filled out."
- Partner. "We ask that....;" "Thank you for partnering with us..." Use "we" and "our" pronouns.
- Options. "We may not be able to do ___, but we can offer x or y . Which works best for you?" Use as much of the client's idea as possible.
- Acknowledge. When you do have to say "no" acknowledge it may not be what they wished to hear. "I realize this isn't the outcome you were hoping for. I want to assure you that your concerns were heard and we do take them seriously. Moving forward, we suggest..."
- Moving forward. When stuck at an impasse, use words like, "Moving forward, I recommend we..."
- If they keep at it, don't agree or disagree. Try neutral comments like "Perhaps so" or "I hear what you are saying," and then kindly, calmly repeat the bottom line to avoid rehashing the nitty gritty details.
- "I have time to listen to you. How can I help?"
- Lower your voice. Saying "calm down" can trigger some people. Saying, "I want to help. It's harder to do that with yelling (or cursing, etc.). Can you lower your voice so we can solve this together?"


## Tips for handling cursing

- Stay calm.
- The louder a client gets, the quieter, gentler we get.
- Remind yourself, this isn't personal. Recall a time you were upset and give the benefit of grace with this person.
- Acknowledge their feelings/facts.
- Request a reset. "I'm here to help. If you can lower your voice, I can focus better and get you rescheduled right away."
- If the client persists after polite warnings, explain you must end the call and someone will $f / u$ later. Update the provider or your manager.


## Policy Options

- Here are a few options to "That's our policy":
- Privacy. Our policies are designed to protect your privacy.
- Efficiency. Our guidelines help us serve all our patients more efficiently.
- Safety. Our policies are designed to keep our patients and staff safe.
- Fairness. We have these guidelines to ensure fairness for all our patients. We are asking everyone to partner with us and appreciate your understanding.


## Blameless Apology

- An apology is like super glue; it can fix almost anything.
- Blameless: you represent WUSM, not only your dept.
- It's not accepting blame or assigning fault
- Avoid: "The scheduler never should have said we could do that."
- Try: "I'm sorry there was a misunderstanding. I know this is important to you. Are you able to hold while I review this with my manager?"
- "I apologize this was your experience." "I'm sorry we didn't meet your expectations."
- Research shows thanking after a delay or small service failure is more effective at boosting the client's self-esteem than apologizing.
- "Thanks for your patience. We value your time" may be better than "I'm sorry you waited so long."


## Take Ownership

- Taking ownership is not taking the blame. It's really about accepting responsibility to make it better.
- A great way to take ownership is to acknowledge the facts/feelings and refocus on the solution.
- Being solution-oriented prevents from getting stuck on discussing blame and gives your client confidence you are trying to help.
- Offer suggestions/choices when possible.
- Refer to appropriate manager (or FPP when necessary)
- End with "Is there anything else that I can do for you?" or "Have I answered all your questions today?"
- Value of saying "thank you."


## Lagniappe

- Offer a little something to end on a positive note.
- Simple as your name and direct extension.
- It can also improve your sense of purpose and work satisfaction.


## Knowing the Difference, Makes All the Difference

What I Can Control

- My attitude
- My thoughts
- My actions

What I Cannot Control

- The weather
- Other people's behavior
- A pandemic


## Final Thoughts: Be a Hero

- Bring your best self to work.
- Be mindful.
- Accept that we are all imperfect human beings.
- Take the initiative.
- Communicate with kindness.
- Control your emotions.
- Take a deep breath and reset when stressed.
- Smile.
- Respond, don't react. Reflect.
- Praise and encourage others.


## Seeing through our patients's eyes



## Questions? Tips You Want to Share?



# Monica Groth Farrar Service Quality Coordinator (314) 362-1274 <br> mgrothfarrar@wustl.edu 

# HR Policies/Benefits Highlight 

## Navigating the HR Website

https://hr.wustl.edu/wusm/

Jenny Adams
Senior Manager, Department Administration

## HOW TO EASILY FIND THE WEBSITE

Use Google

https://hr.wustl.edu ) wusm
"med school hr wustl" = $\begin{aligned} & \text { Working at the School of Medicine | Human Resources } \\ & \begin{array}{l}\text { Home to one of the top medical schools in the country, Washington University in St. Louis is also } \\ \text { consistenty ranked among the best places to work in St. }\end{array}\end{aligned}$

## Add it to your ONE.WUSTL.EDU page

Log into one.wustl.edu
On your Favorites Page - choose "Edit My Favorites"
Choose "Add Bookmark"
Name the Bookmark ("Med School HR" is a good one)
Enter the Bookmark URL (https://hr.wustl.edu/wusm/)
Click "Add" - and the "Close"
Refresh your browser
Find the new tab at the bottom of the list
Select and use arrow to move up (or drag it up)
Choose "Done editing"

## DEMO



Working at the School of Medicine
Home to one of the top medical schools in the country, Washington University in St. Louis is also consistently ranked among the best places to work in St. Louis.

The university's Medical Campus is tucked into St. Louis's eclectic Central West End neighborhood and also adjacent to Forest Park, where miles of multi-use trails wind around many of the most treasured attractions in St. Louis. The 164 -acre campus also includes state-of-the-art medical facilities, a MetroLink

## WUSM Announcements

2022 Tax Documents
February 15,2023

## QUESTIONS?

## Please reach out to:



## Jenny Adams <br> jadams@wustl.edu

Ann Winn
annwinn@wustl.edu

## Attendance Prize/Zoom Survey

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## JANUARY BIRTHDAYS

Alexander, Vanessa Dale<br>Anderson, Jeanne L.F.<br>Bernhardt, Haley<br>Brink, Amy<br>Corliss, Meagan Maureen<br>Echalar, Barbora<br>Freeman, Desiree<br>George, Aishwarya R<br>Greco, Amanda Jo<br>Greenbaum-DiRuscio, Jennifer Marie<br>Heath, Leah<br>Houston, Zachary D<br>Husic, Belma<br>James, Jennifer<br>Janson, Will

Kossl, Jan
Montileone, Rosa
Morris, Keli
Nicola, Christine
Niedringhaus, Mary
Ning, Jie
O'Dell, Mary
O'Donnell, David Allen
Sergushichev, Alexey
Serugo, Justin Biganiro
Stewart, Melvin L.
Swan, Chris
Wheat, Lydia
Wise, Anelia
Wohltmann, Mary Elizabeth


## FEBRUARY BIRTHDAYS

Aguirre-Duran, Daniel
Baird, Danny
Brown, Jenny
Buckner, Jaquay
File, Jessica
Frein, Jennifer Mary
Gauze, Maria G
Griffin, Elizabeth Ann
Hamel, Margaret M
Heck, Lisa M
Junidi, Alex
Keeven, Meaghan Anne Murphy
Kobayashi, Dale K
Kong, Yiyi

Lantelme, Erica Maria
Litzsinger, Cheryl
Mansoori, Fadhel
McCarthy, Ronald T
McGee, Deb
Morrow, Sherrie
Revels, Ramona
Sandring, Victoria
Snider, Jackie
Stamos, Athena
Sweeney, Elizabeth
Varady, Val
Wang, Bin
Wang, Leran


## MARCH BIRTHDAYS

Brierton, Dionne
Dai, Yanan
Fuess, Erika C
Hernandez, Patricia Vanessa
Karcher, Scott
Karlsson, Maria
Keenan, Kelly
Kleekamp, Katelyn E.
Lei, Tingting
Liu, Tiantian

Mihindukulasuriya, Kathie Ann
Muenks, Carol Elizabeth
Murphy, Jennifer
Page, Beth
Paredes, Anne M.
Rawal, Sid
Rodriquez, Edward Ramon
Schwierjohn, Jennifer Elizabeth
Stackle, Sarah
Wang, Zhenxiao


## DEI Updates/Reminders

WashingtonUniversity inSt.Louis
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## DEI Updates and Reminders

- Diversity Book Club Discussion
- Disability Visibility: First Person Stories from the 21st Century
- March 21, 2023|4:00-5:00 PM via Zoom
- Black History Month

- In their Own Words: Stories of Desegregation at Washington University Medical Center
- 84th Historia Medica Lecture: "When disparities remain: the enduring legacy of segregated medicine." Thursday, Feb. 23, 4-5:30 p.m.
Connor Auditorium, Farrell Learning \& Teaching Center. View details and register.
- Diversity is the Future of Work: A conversation with Emily Chang Thursday, Feb. 28, 12-1:00 PM
Zoom session. View details and register.

- Reflection and Healing Circle to discuss "In Their Own Words"

Tuesday, Feb. 28, 3:30-4:30 p.m.
Zoom session. View details and register.

## DEI Updates and Reminders

## Ideas to Honor Black History Month

- Watching a Documentary about the Black Experience
- Summer of Soul (Hulu), Let the World See (Hulu), The 1619 Project (Hulu), 13th (Netflix)
- Pick a handful of Black leaders through history and learn more about them
- Take a virtual museum tour
- Learn about Black music history
- Support Black-Owned Businesses
- Alibi Cookies, Northwest Coffee Roasting Co, Oliver's Coffee + Flower Bar, Bait, Bar Italia, Burger 809, Cathy's Kitchen, Gulf Shores Restaurant and Grill, Steve's Hot Dogs, Prime 55 Restaurant and Lounge
- Attend a black History Month Event or Parade
- Enjoy a TV Show made by Black Creators
- Abbott Elementary (Hulu), Queens (Hulu), Lovecraft Country (HBO), Grown-ish (Hulu), Woke (Hulu)


## Upcoming Events

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## Upcoming Events



## On the Horizon:

- Quarterly Virtual Lunch and Learns
- Topics:
- EAP Resources
- Mindfulness Exercises
- DEI
- University College


## Thank you!

