

Open-Ended Comments on Survey Cards:

Parking a mess	More hot dog stands	Put in bigger seats	My company will buy a skybox—build it!
Add a skybox	Seats are all metal	Friendly ushers	Programs overpriced
Get better cheerleaders	Need skyboxes	Need better seats	Want softer seats
Double the parking attendants	Seats stink	Expand parking lots	Beat those Longhorns!
Everything is okay	Go SWU!	Hate the bleacher seats	I'll pay for a skybox
Too crowded	Lines are awful	Hot dogs cold	Seats too small
Seats too narrow	Seats are uncomfortable	\$3 for a coffee? No way!	Band was terrific
Great food	I will pay more for better view	Get some skyboxes	Love Phil Flamm
Phil F. for President!	Get a new stadium	Love the new uniforms	Everything is great
I smelled drugs being smoked	Student dress code needed	Took an hour to park	Build new stadium
Stadium is ancient	I want cushioned seats	Coach is terrific	Move games to Dallas
Seats are like rocks	Not enough police	More water fountains	No complaints
Not enough cops for traffic	Students too rowdy	Better seats	Dirty bathroom
Game starts too late	Parking terrible	Seats not comfy	
Hire more traffic cops	Toilets weren't clean	Bigger parking lot	
Need new band	Not enough handicap spots in lot	I'm too old for bench seats	
Great!	Well done, SWU	Cold coffee served at game	

Discussion Questions

- Using at least two different quality tools, analyze the data and present your conclusions.
- How could the survey have been more useful?
- What is the next step?

*This integrated case study runs throughout the text. Other issues facing Southwestern's football stadium include: (A) Managing the renovation project (Chapter 3); (B) Forecasting game attendance (Chapter 4); (D) Break-even analysis of food services (Supplement 7 Web site); (E) Locating the new stadium (Chapter 8 Web site); (F) Inventory planning of football programs (Chapter 12 Web site); and (G) Scheduling of campus security officers/staff for game days (Chapter 13 Web site).

★ The Culture of Quality at Arnold Palmer Hospital

Video Case

Founded in 1989, Arnold Palmer Hospital is one of the largest hospitals for women and children in the U.S., with 431 beds in two facilities totaling 676,000 square feet. Located in downtown Orlando, Florida, and named after its famed golf benefactor, the hospital, with more than 2,000 employees, serves an 18-county area in central Florida and is the only Level 1 trauma center for children in that region. Arnold Palmer Hospital provides a broad range of medical services including neonatal and pediatric intensive care, pediatric oncology and cardiology, care for high-risk pregnancies, and maternal intensive care.

The Issue of Assessing Quality Health Care

Quality health care is a goal all hospitals profess, but Arnold Palmer Hospital has actually developed comprehensive and scientific means of asking customers to judge the quality of care they receive. Participating in a national benchmark comparison against other hospitals, Arnold Palmer Hospital consistently scores in the top 10% in overall patient satisfaction. Executive Director Kathy Swanson states, "Hospitals in this area will be distinguished largely on the basis of their customer satisfaction. We must have accurate information about how our patients and their families judge the quality of our care, so I follow the questionnaire results daily. The in-depth survey helps me and others on my team to gain quick knowledge from patient feedback." Arnold Palmer Hospital employees are empowered to provide gifts in value up to \$200 to patients who find reason to complain about any hospital service such as food, courtesy, responsiveness, or cleanliness.

Swanson doesn't focus just on the customer surveys, which are mailed to patients one week after discharge, but also on a variety of internal measures. These measures usually start at the grassroots level, where the staff sees a problem and develops ways to track

performance. The hospital's longstanding philosophy supports the concept that each patient is important and respected as a person. That patient has the right to comprehensive, compassionate family-centered health care provided by a knowledgeable physician-directed team.

Some of the measures Swanson carefully monitors for continuous improvement are morbidity, infection rates, readmission rates, costs per case, and length of stays. The tools she uses daily include Pareto charts, flowcharts, and process charts, in addition to benchmarking against hospitals both nationally and in the southeast region.

The result of all of these efforts has been a quality culture as manifested in Arnold Palmer's high ranking in patient satisfaction and one of the highest survival rates of critically ill babies.

Discussion Questions*

- Why is it important for Arnold Palmer Hospital to get a patient's assessment of health care quality? Does the patient have the expertise to judge the health care she receives?
- How would you build a culture of quality in an organization such as Arnold Palmer Hospital?
- What techniques does Arnold Palmer Hospital practice in its drive for quality and continuous improvement?
- Develop a fish-bone diagram illustrating the quality variables for a patient who just gave birth at Arnold Palmer Hospital (or any other hospital).

*You may wish to view the video that accompanies this case before answering these questions.

Source: From Executive Director Kathy Swanson of Arnold Palmer Hospital.