Contents

About the Author v
Foreword vii
Preface ix
Introduction xiii

Part 1 Defining Hospital Culture using Basic Values 1

Chapter 1 Hospital Culture without Core Values 3
Empty Definitions and Complicated Practices 4
Typical Characteristics of Traditional Hospital Cultures 5
Inspiration from Mayo Clinic 7
Hospital (Enterprise) Culture — The Carrier of Core Values 7
Hospital (Enterprise) Culture — The Inheritor of Core Values 9
The Protective Effect of Culture on the Health 10
 of the Hospital (Enterprise)
Discouraging Doctors from Pursuing Self-interested Goals 11

Chapter 2 Defining Hospital Culture 13
Definition of Hospital Culture 13
Differences between Two Cultures 15

Chapter 3 Basic Ideas for Research and Implementation 21
of Participatory Hospital Culture
Full Participation 21

xxi
Studies on Hospital Management Transformation

Starting from Patient Service Details 22
Prioritising the Experience of Patients and Their Family Members 23
Experience Depending on Practicality 25
Always Approaching and Always Lagging Behind 26
Developing Persistent Habits in Standard Practices 27

Chapter 4 Establishing a Hospital Culture Evaluation Model 29
Hospital Culture Evaluation Model 29
Patient Experience Process — The Value Chain Delivering Warmth 30
Enterprise-type Hospital Culture 31
Charitable Hospital Culture 33
Indifferent Hospital Culture 33
Pirate-type Hospital Culture 34
Discrete Hospital Culture 34
Design and Evaluation of the Service Level Indicator System 34
Design and Evaluation of Profit-seeking Degree Indicators 35
Evaluation of the Hospital Culture Type after Investigation 40
Evaluation Results 40
Improvement Direction in Hospital Culture Construction 40

Part 2 The Experience of Patients and Their Family Members 45

Chapter 5 Catering to People’s Visual Sense 47
Reducing Visible Inconveniences 47
Where Improvement is Needed According to the Patients 52
Services Needing to Be Improved for Patients 60
Management Issues Noticed by Patients 66
Etiquette — The First Impression of Patients and Their Family Members 76

Chapter 6 Using Warm and Pleasant Words 83
Creating a Quiet Environment for Patients 84
Satisfaction from Clear and Pleasant Words 86
## Contents

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patients’ Auditory Feelings Needing to Be Managed</td>
<td>92</td>
</tr>
<tr>
<td>Standards Existing in Hearing Etiquettes</td>
<td>94</td>
</tr>
<tr>
<td><strong>Chapter 7 Providing Fresh Air for Patients</strong></td>
<td>101</td>
</tr>
<tr>
<td><strong>Chapter 8 Pleasant Smells and Palatable Food</strong></td>
<td>105</td>
</tr>
<tr>
<td><strong>Chapter 9 Warmth and Comfort</strong></td>
<td>109</td>
</tr>
<tr>
<td>Convenient Facilities Required to Get Satisfactory Temperature</td>
<td>109</td>
</tr>
<tr>
<td>Never Ignore Impacts of Environment on Touch</td>
<td>111</td>
</tr>
<tr>
<td>Let Patients Feel Warm During Contact</td>
<td>113</td>
</tr>
<tr>
<td>Patients’ Touch Needing to Be Managed</td>
<td>117</td>
</tr>
<tr>
<td><strong>Chapter 10 Leaving a Good Impression on Patients</strong></td>
<td>121</td>
</tr>
<tr>
<td>Resident Awareness and Timeliness — Approach to Convenience</td>
<td>123</td>
</tr>
<tr>
<td>Impact on Patients’ Mood Even from Slight Changes in the Environment</td>
<td>126</td>
</tr>
<tr>
<td>The Essence: Willing and Active Service</td>
<td>129</td>
</tr>
<tr>
<td>Patient Satisfaction Comes from Efforts in Many Aspects</td>
<td>147</td>
</tr>
<tr>
<td><strong>Part 3 Hospital Culture Construction</strong></td>
<td>151</td>
</tr>
<tr>
<td><strong>Chapter 11 Diagnosis of Hospital Culture</strong></td>
<td>153</td>
</tr>
<tr>
<td>An Objective, Accurate and Quick Investigation Plan</td>
<td>153</td>
</tr>
<tr>
<td>Objectivity — The Soul of Hospital Culture Survey</td>
<td>156</td>
</tr>
<tr>
<td>Evaluating Hospital Culture Type Objectively</td>
<td>158</td>
</tr>
<tr>
<td>Show the Gaps to Prepare for Systematic Improvement Measures</td>
<td>159</td>
</tr>
<tr>
<td>Plotting the Radar Map to Show the Current Status of Hospital Culture</td>
<td>169</td>
</tr>
<tr>
<td>Plotting the Schematic Diagram of Hospital Culture Type</td>
<td>169</td>
</tr>
</tbody>
</table>
Chapter 12 Formulating Measures of Improvement for Hospital Culture Construction 173
Measures — The Carrier of Responsibilities 173
Improvement Measures for Convenience 174
Improvement Measures for Service 178
Improvement Measures for Management 181
Improvement Measures in Environment Link 182
Improvement Measures for Etiquette 184

Chapter 13 Implementing Hospital Culture Construction 187
Empowering Management Functions to Hospital Culture 187
Organizational Form of Hospital Culture Construction 191
Responsibility List Based on the Implementation of Improvement Measures 193

Chapter 14 Various Hospital Culture Construction Activities 199
Hospital Culture Construction — Implementation 199
   Is Better than Mere Paper Talk 199
Conducting Concerts in the Hospital 200
Region/Community-Rooted Public Relations 204

Chapter 15 Executive Force in Hospital Culture Construction 209
Launch of New Hospital Culture Construction Requiring Confidence 209
Emphasis of President and Executive Force of Leaders of the Cultural Management Department 211
Prerequisites for Being a Good Leader — Capabilities to Raise and Solve Problems 212
Resolution — The Start of All Practices 214
Higher Emotional Quotient Required by Leaders at All Levels 216
System Destroyer — Leaders Instead of Employees 217
Chapter 16 Cases of Management and Assessment of Hospital Culture Construction 219
Organization, Division of Labor and Duties of Hospital Culture Improvement 219
Establishment of "Hospital Culture Construction" Quality Control Circle 221
Workflow of Hospital Culture Construction 221

Annex: Quality Control Circle Management Scheme of Cengong County People's Hospital 229

Index 263