

CONTENTED EMPLOYEES MEAN SATISFIED CUSTOMERS FOR BAPTIST HEALTH CARE

MBTI® INSTRUMENT KEY TO SUCCESSFUL

In the mid 1990s Baptist Health Care was the largest non-governmental employer in the Florida panhandle, with five hospitals, a nursing home, a mental health agency, and 5,500 employees. It was providing excellent care, but there were problems: low staff morale affected customer satisfaction and customer dissatisfaction was hurting market share. In 1995 the concepts that patients are customers and that hospitals need to worry about their satisfaction were relatively new. But Baptist got a wake-up call when its flagship Baptist Hospital in Pensacola ranked close to the bottom in national surveys of patient satisfaction.

Baptist attacked the problem with gusto. By 2000 its Customer Satisfaction Team had won the prestigious RIT/USA *Today* Quality Cup for health care. Since then Baptist has made *Fortune* magazine's list of the 100 Best Companies to Work For, *Training* magazine's Training Top 100 list, and *CIO* magazine's Web Business 50 Award list. And it is first in the nation in customer satisfaction. So many health care organizations from around the country asked to visit and benchmark Baptist that it established the separate Baptist Health Care Leadership Institute, which conducts a two-day seminar each month.

For Baptist Health Care, the keys to the turnaround have been employee satisfaction, employee input, and employee training. The most important initiative was its first-ever leadership development program for both new and existing managers. The *Myers-Briggs Type Indicator (MBTI)* instrument has played a central role in that program since the inaugural session in 1997. "[The Myers-Briggs® [assessment] taught our managers to avoid spatial blindness—the belief that 'everyone is just like me,'" says Brian Jones, Director of People Development. "The Myers-Briggs session is everybody's favorite class."

Baptist Health Care has clearly taken the MBTI tool and type theory to heart. "Work style preference is now explicitly mentioned in our corporate diversity statement," reports Jones. "And our people have shown real

creativity in the application of Myers-Briggs insights to enhance teamwork, management, and job performance. Human resources has taken type preference into account in determining whether specific individuals are more comfortable on the front desk, with continuous customer contact, or behind the scenes. We have switched people among shifts—Extraverts toward the day shift and Introverts toward the night shift—and made everyone more satisfied in the process. Type is now so widely understood and employed that staff in the accounting department post their type descriptions on their doors. We are in the process of administering the instrument to all non-management employees."

Baptist continues to reinforce and build on the Myers-Briggs training. At a recent quarterly Management Session Olaf Isachsen was the featured speaker, telling the 450 managers that, while it is important that people like you, it is more important that they like themselves when they are around you. He was speaking to the converted.

By now over 6,000 top health care leaders from 48 states have attended a Baptist Health Care Leadership Institute seminar. Jones, who is responsible for external as well as internal training, explains the use and importance of the MBTI tool in those seminars. Since the endorsement comes from the fifteenth best place to work, with the highest level of patient satisfaction in the country, the seminar participants just may listen.

—For more information about the Baptist Health Care Leadership Institute, call 850.469.7084. To purchase Isachsen's books *Joining the Entrepreneurial Elite* and *Working Together*, visit Davies-Black® Publishing, an imprint of CPP, Inc., at www.cpp.com.

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