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CUSTOMER SERVICE AND COMMUNICATION SKILLS TRAINING

DECEMBER 14, 2008

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CUSTOMER SERVICE AND COMMUNICATION SKILLS TRAINING

USAID JORDAN ECONOMIC DEVELOPMENT PROGRAM

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BEARINGPOINT, INC.

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DELIVERABLE: 5B.6.5.B.7.21 EMPLOYEES IN 2 PRIVATE
HOSPITALS TRAINED ON CUSTOMER SERVICE AND
COMMUNICATION SKILLS

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EXECUTIVE SUMMARY

The medical services sector in Jordan is considered among the best in the region. This is largely due to the highly qualified caliber it employs and retains, and the government's continuous emphasis on best practices. Though technically advanced, this sector still has a lot of potential to grow and become more attractive to patients locally and regionally. By improving the quality of customer service that this sector provides, this industry can flourish and bring about economic advancement to the country. This is a widely received idea in this sector, as the country tries to place itself as a pioneer in medical tourism in the region. One of the crucial factors that can alleviate this sector's reputation regionally and even worldwide is the improvement of customer service provided to patients and clients in general.

The USAID Jordan Economic Development Program (SABEQ) contracted two local consultants to help define and assess the need for improving communication skills and customer service at Jordanian hospitals. Two well-reputed private hospitals were selected to be part of a pilot project: the Jordan Hospital and the Specialized Hospital.

After several field visits and meetings with the managers and staff of these hospitals, the Consultants confirmed the need for providing communication and customer service training for medical and non-medical staff at each of the hospitals. Training needs were identified and training material was prepared accordingly.

The main objective of the training is to improve the communication and customer service skills of the medical and non-medical staff so as to increase the satisfaction of the patients, their families and other members of local communities. Two training workshops were conducted for each hospital; one for medical staff and conducted over two days, and the other for the non-medical staff and conducted over one day. The training covered a range of topics and adopted the interactive training approach.

The training emphasized the role of perception and attitudes in the communication process, in addition to the interpersonal communications in a variety of settings and situations. It emphasizes the importance of relationship building, collaboration, critical thinking and problem solving.

Total of (75) participants attended the workshops; (50) female and (25) male.

An evaluation was conducted at the end of each workshop. The participants showed satisfaction of the workshops and expressed the need for conducting such workshops for staff at all levels.

1. TRAINING OVERVIEW

1.1 Overall Objective

The overall objective of the workshops is to increase patients' satisfaction of the medical and non-medical services provided to them by Jordanian hospitals. By improving the skills and knowledge of the hospitals' staff in communications and customer service, they will become more capable of handling patients and their families in different situations, which will ultimately lead to increased competitiveness of the medical sector in Jordan, locally, regionally, and globally.

1.2 Specific Objectives

- Create awareness amongst hospital staff on the importance of adopting effective communication and customer service skills when dealing with patients, their families and other groups of the community.
- Improve knowledge and skills of participants in using communication and customer service tools and techniques.
- Emphasize the role of effective communications in reaching the desired outcomes with different clients in different situations.

1.3 Training Content

The Consultants conducted several visits to the two hospitals to assess the training needs of the medical and non medical staff. Meetings were organized with the two hospitals' management and staff in order to get their views on the training topics that the hospitals' staff need in order to improve their customer service and communications skills. Accordingly, the training curricula were prepared for both the medical and non medical staff workshops.

The medical staff workshop consisted of the following modules:

- Module 1 Communication Skills, introduction & general principles
- Module 2 Effective Communication and barriers to effective communication
- Module 3 Critical thinking and ethical decision making
- Module 4 Persuasion
- Module 5 Resolving Conflict and confrontation
- Module 6 Therapeutic communication: structure and principles
- Module 7 Doctor- patient/family communication
- Module 8 Bridges and barriers to therapeutic communication
- Module 9 Communication with impaired patients

The non medical staff training consisted of the following modules:

- Module 1 Communication and customer service skills: Introduction and principles
- Module 2 Persuasive communication for customers
- Module 3 Critical thinking and conflict resolution
- Module 4 Organizational communication

Training agenda is shown in Appendix (A).

1.4 Target Groups

The target group consisted of medical and non medical staff at the Jordan and the Specialized Hospitals. The workshops were attended by (75) participants, (50) females and (25) males. The participants in these workshops were divided in two groups from each of the two hospitals. The first group included health care givers from the different specialties and disciplines (physicians, pharmacists, nurses, technicians, nutritionist, and physiotherapist), whereas the second group included the administrative and support employees. Names of participants are shown in Appendix (B).

1.5 Training Timeline

The Jordan Hospital: The non medical staff workshop was conducted for one full day on 1st November, 2008; the medical staff workshop was conducted over two days on Nov 8 & 10, 2008.

The Specialized Hospital: The non medical staff workshop was conducted for one full day on Nov 15th, 2008; the medical staff workshop was conducted for two full days on Nov 22 & 24, 2008.

1.6 Training Methodology

The workshops were conducted to provide the participants with the experiences and tools for the implementation of effective customer service and communication skills. The trainers used interactive learner-centered methods to convey the workshop messages, through short lectures, group discussions, team work, individual exercises, role playing, and dialogue.

1.7 Trainers

The program was designed and facilitated by Dr. Ibrahim Al-Faouri and Dr. Ibrahim Abu-Argoub, two of which are well-known in this field of training in Jordan.

1.8 Training Venue

The training was conducted at the two hospitals.

1.9 Training Material

PowerPoint slides were prepared and handed out to participants. The training material is shown in appendix (C).

2. TRAINING EVALUATION

Throughout the workshops, the trainers requested the participants to informally express their personal opinions about the proceedings of the workshop and comment on the various organizational and training arrangements. This provided the trainers with immediate and informative feedback that helped gear the training to satisfy the participants' needs.

2.1 Evaluation Results

A final evaluation questionnaire was given at the end of the workshops to obtain the overall opinion of the training aspects. Overall rating of the workshops was shown on the following tables:

Level	Training Material	Facilitator	Practical Implementation	Organization of Event	Venue	Overall Training
Excellent	68%	80%	58%	46%	33%	63%
Very Good	28%	16%	25%	42%	25%	25%
Good	4%	4%	17%	8%	25%	8%
Average				4%	4%	4%
Poor					13%	

Table: Evaluation results for training at Jordan Hospital, Nov 1st, 2008: Non-medical staff

Level	Training Material	Facilitator	Practical Implementation	Organization of Event	Venue	Overall Training
Excellent	86%	80%	47%	53%	86%	47%
Very Good	14%	20%	40%	40%	14%	40%
Good			13%	7%		13%
Average						
Poor						

Table: Evaluation results for training at Jordan Hospital, Nov 8 & 10, 2008: Medical staff

Level	Training Material	Facilitator	Practical Implementation	Organization of Event	Venue	Overall Training
Excellent	60%	82%	55%	40%	34%	60%
Very Good	22%	10%	25%	48%	22%	28%
Good	18%	8%	20%	12%	33%	7%
Average					6%	4%

Poor					5%	1%
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Table: Evaluation results for training at Specialized Hospital, Nov 15, 2008: Non-medical staff

Level	Training Material	Facilitator	Practical Implementation	Organization of Event	Venue	Overall Training
Excellent	81%	80%	47%	50%	85%	47%
Very Good	19%	20%	40%	40%	15%	43%
Good			13%	10%		10%
Average						
Poor						

Table: Evaluation results for training at Specialized Hospital, Nov 22 & 24, 2008: Medical staff

As for the benefit of presented topics, the participants were asked which topics were most beneficial to them. The results were as follows:

1. Communication skills and techniques
2. Dealing with the public
3. Behaviors of excellent employees
4. Types of conflicts
5. Customer traits and how to handle different types of customers

Some respondents thought that all the subjects were beneficial.

As for least beneficial topics, the following answers were found:

- 1- The introduction
- 2- Compassion with the customer

2.2 Comments by participants

At Jordan Hospital, the comments generally focused on the duration of the workshop where most respondents to this section requested that such training be allocated longer duration to cover its topics. Respondents also hoped to see more of such training conducted as it would help them understand their jobs better and add value to their work.

On the other hand, respondents at the Specialized Hospital also noted that the material was too big for the given duration of the workshop. One of the respondents called for highlighting the etiquette of addressing patients with proper titles, without reference to their age. For example, to train staff on calling patients with Mr. Ms, etc., rather than aunt, uncle and so forth.

3. CONCLUSION AND RECOMMENDATIONS

The customer service and communications skills workshops conducted to the Jordan and Specialized Hospitals were originally viewed by workforce Development Team as pilot training to be used as a method to gauge overall acceptance and commitment by selected facilities' management and staff.

The general satisfaction exhibited by the participants informally during the workshops and formally in the evaluation forms, provided a proof of the importance of continuing this effort and expanding it to cover all staff at the two hospitals.

This can be done by training a core group in each hospital on train-the-trainer skills to be able to transfer the knowledge and expertise to their colleagues in a systematic manner and following a pre-set schedule. By doing so, we ensure sustainability and durability of the project.

Therefore, it is recommended that USAID Jordan Economic Development Program holds a train-the-trainer workshop, covering the topics covered in this workshop and other instructional design topics. This way, the two hospitals can start experiencing a positive shift in customer service culture and practices.

Follow up by USAID Jordan Economic Development Program (SABEQ)

1. The USAID Jordan Economic Development Program (SABEQ) will continue its support to the medical sector, specifically the medical tourism by equipping the hospitals' staff with the required skill needed to upgrade the standards of services provided to customers. This is expected to enhance the sector's competitiveness and place the sector in the global value chain. Enhancing the sector's competitiveness will result in increased revenues and thus will create additional job opportunities for Jordanians.

2. Based on the results of the pilot workshops and the recommendations presented above, and in order to create and sustain customer service support in Jordanian hospitals, the WFD Team plans to continue working with the hospitals and the Private Hospitals Association (PHA) to build the capacity of trainers within hospitals to be able to disseminate customer service knowledge and skills to all hospitals' staff according to a specified timeframe and as needed. This will help spreading the customer service culture within the hospitals.

A base line assessment will be conducted in June 2009 against key performance indicators and a monitoring and evaluation plan will be developed to measure progress and monitor performance. The Program's Monitoring and Evaluation Specialist will be highly engaged in this process to help set performance indicators and Monitoring and Evaluation Plan.

Commitment of the PHA and the hospitals will need to be guaranteed in order to sustain the Program's support. This will be handled carefully using appropriate methodology.

3. Criteria for selecting the trainers have to be developed. Those selected will be trained on both the subject matter: customer service, and instructional design skills. This activity will be done in June, 2009.

4. The Program's WFD staff will continue to provide coaching to trainers and to hospitals to ensure effective delivery of training.

5. The Monitoring and Evaluation Specialist will monitor the project according to the Monitoring and Evaluation Plan and will report results quarterly.

APPENDIX A: AGENDA

Communication and Customer Service Skills Workshop Non-medical staff Saturday November 1st 2008 Jordan Hospital Saturday November 15 st 2008 Specialized Hospital			
	Time	Topic	Facilitator
1.	9:00-9:10	تسجيل المشاركين Registration	Dr. Ibrahim Abu Argoob & Dr. Ibrahim Al-Faouri
2.	9:10-9:30	مقدمة Introduction	Dr. Ibrahim Abu Argoob & Dr. Ibrahim Al-Faouri
3.	9:30- 10:45	مهارات الاتصال: مقدمه والمبادئ Communication and customer service skills :Introduction and principles	Dr. Ibrahim Al-Faouri
4.	10:45-11:00	تمرين الاتصال الفعال Effective communication exercise	Dr. Ibrahim Abu Argoob & Dr. Ibrahim Al-Faouri
5.	11:00-11:10	استراحة قهوة Coffee Break	
6.	11:10-12:40	فن الإقناع والتعامل مع الجمهور Persuasive communication for customer	Dr. Ibrahim Abu Argoob
7.	12:40-1:15	استراحة غداء Lunch Break	
8.	1:15- 2:30	التفكير المستنير وحل الصراعات Critical thinking and conflict resolution when dealing with customers	Dr. Ibrahim Al-Faouri
9.	2:30-2:45	اختبار الشخصية المميزة Personality Test	Dr. Ibrahim Abu Argoob & Dr. Ibrahim Al-Faouri
10	2:45- 4:00	الاتصال المؤسسي والمهام الوظيفية Organizational Communication	Dr. Ibrahim Abu Argoob
11	4:00-4:30	Workshop Evaluation	Dr. Ibrahim Abu Argoob & Dr. Ibrahim Al-Faouri

Communication and Customer Service Skills

Medical Staff

Saturday November 8th and 10th 2008 Jordan Hospital

Saturday November 22nd and 24th 2008 Specialized Hospital

Day One

Time	Topic	Facilitator
9:00- 9:15	Registration Welcoming remarks	SABEQ staff Dr. Ibrahim Abu- Argoup Dr. Ibrahim Al-Faouri
9:15-9:30	Introduction	
9:30-10:45	Module 1 Communication and customer service skills: Introduction & general principles	Dr. Ibrahim Al-Faouri
10:45- 11:00	Coffee break	
11:00- 12:15	Module 2 Effective communication and barriers to effective communications	Dr. Ibrahim Abu- Argoup
12:15- 12:30	Exercises	
12:30- 1:10	Lunch	
1:10- 2:10	Module 3 Critical thinking and ethical decision making	Dr. Ibrahim Al-Faouri
2:10- 3:00	Module 4 The art of persuasion in communication	Dr. Ibrahim Abu- Argoup
3:00- 3:10	Exercises	Dr. Ibrahim Abu- Argoup
3:10- 3:30	Coffee break	
3:30 - 4:30	Module 5 Resolving conflict and confrontations	Dr. Ibrahim Al-Faouri

Day Two

9:00- 10:00	Module 6 Therapeutic communication: Structure and principles	Dr. Ibrahim Al-Faouri
10:00- 10:15	Exercises	Dr. Ibrahim Al-Faouri
10:15- 10:30	Coffee break	

10:30- 12:00	Module 7 Doctor- patient/family communication	Dr. Ibrahim Abu- Argoup
12:00- 12:30	Lunch	
12:30- 1:30	Module 8 Bridges and barriers to therapeutic communication	Dr. Ibrahim Al-Faouri
1:30- 2:15	Module 9 Communication with impaired Patients	Dr. Ibrahim Al-Faouri
2:15- 2:30	Exercises	Dr. Ibrahim Al-Faouri
2:30-2:45	Coffee break	
2:45- 3:45	Module 10 Communication with impaired Patients	Dr. Ibrahim Abu- Argoup
3:45- 4:00	Workshop evaluation	SABEQ staff

APPENDIX B: NAMES OF PARTICIPANTS

Jordan Hospital Non-Medical Staff

Females: 18

Males: 6

	Names	Sex
1	Atef Abed-Rabo	M
2	Rana Abu Al-Haija	F
3	Shorouq Abu-Hamoor	F
4	Huda Abu-Mustafa	F
5	Hania Abu-Saed	F
6	Ali Al-Awdat	M
7	Muneera Al-Hour	F
8	Muntaha Al-Majali	F
9	Mustafa Al-Sheikh	M
10	Hala Arafe	F
11	Rula Bali	F
12	Hind Barakat	F
13	Akram Basheer	M
14	Samiha Dababneh	F
15	Huda Hamdan	F
16	Khawla Ibrahim	F
17	Jihad Qabooq	M

18	Manal Qala'awi	F
19	Rami Saadeh	M
20	Nihaya Sa'afeen	F
21	Khawla Safi	F
22	Rania Suwan	F
23	Shaima'a Taha	F
24	Manar Zawahreh	F

Names of Participants
Jordan Hospital
Medical Staff

Females: 11

Males: 6

	Names	Sex
1	Osama Abu-Asfar	M
2	Maysaa Al-Amour	F
3	Mohamad Al-Kilani	M
4	Raidah Al-Sawafta	F
5	Imad Al-Tamimi	M
6	Amna Al-Tarayreh	F
7	Rania Barghouti	F
8	Ru'a Da'as	F
9	Lana Fawzi	F
10	Rihab Habaybeh	F
11	Haider Hassoun	M
12	Ahmad Hijawi	M
13	Noha Hilwani	F
14	Arwa Sadeq	F
15	Abdel Halim Shammout	M
16	Rania Suwan	F
17	Wajeeha Ziadeh	F

Names of Participants
Specialized Hospital
Non- Medical Staff

Females : 14

Males : 8

	Names	Sex
1	Lana Abdel-Raheem	F
2	Jumana Al-Baied	F
3	Lana Al-Ha'a	F
4	Mohammad Ali	M
5	Ruba Al-Khatib	F
6	Naser Al-Majali	M
7	Basem Al-Shawabkeh	M
8	Mustafa Al-Sheikh	M
9	Ala'a Al-Tamimi	M
10	Reema Ameen	F
11	Inaam Busaileh	F
12	Mohammad Hamad	M
13	Rula Hammouri	F
14	Sarah Hijazi	F
15	Jommanah	F
16	Inas Malkawi	F
17	Reem Mezher	F

18	Ead Naser	M
19	Montasser Samarah	M
20	Ro'a Sammour	F
21	Nisreen Shaikha	F
22	Dina Yarob	F

Names of Participants
Specialized Hospital
Medical Staff

Females: 7

Males: 5

	Names	Sex
1	Mustafa Abdalla	M
2	Shatha Al-Bsoul	F
3	Rasha Al-Ghazawi	F
4	Dima Al-Jammal	F
5	Hamdalla Al-Natour	M
6	Hala Al-Sayyed	F
7	Alaa Al-Zararey	M
8	Rula Arafat	F
9	Mohammad Dasan	M
10	Anas Hamdan	F
11	May Jaber	F
12	Hassan Yousef	M

APPENDIX C: TRAINING MATERIAL

USAID Jordan Economic Development Program

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