**Voice of the Customer** | **Interpretation** | **Critical to Quality (CTQ)**
--- | --- | ---
“Get here fast!” | Quick response | Response time* 
“Know what you’re doing” | Competence | Continual training with evaluations 
Clean and Confident | Professionalism | Uniformity: well-groomed, uniform clean & pressed 
Listen and Care | Compassion | Understand patient needs 
“Make me better” | Solve the problem | Customer satisfaction 
“Is there a charge?” | Cost effectiveness | Taxes: Effective use of taxpayer dollars 

*Problem statement*: Over the last six months, we received 25 complaints that we were slow to respond.

**Project statement**: We will reduce complaints of slow response by 50% during the next quarter.
Receipt of call to PSAP

Fire/EMS call? no

Transferred to Police Department

yes

ACCREC Dispatch

Take EMD information

Route call

Turnout time

Response time

Arrival at patient

VOC Group 1: Patient Response time flowchart
Group 1: Causes of Delayed Responses

All data in the class exercises were made up by the workgroups
### Group 2: Medical Director

<table>
<thead>
<tr>
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</table>
| Increase cardiac arrest survival rate                      | Competent CPR  
Witnessed v.fib survival rate up to 30%                                      | Data collection analysis and procurement of outcome data from hospital |
| Improve advanced airway success rates                      | 95% successful                                                                  |                                                                        |
| Quality shortness of breath care                           | Excellence in assessment; Appropriate treatment and care                          |                                                                        |
| Quality cardiac care                                       | Appropriate assessment  
Appropriate lead interpretation  
Appropriate treatment  
Appropriate destination                                     |                                                                        |
| Collect data*                                              | Accurate and timely  
Complete documentation and reporting                                               | Data collection system  
System software, hardware and training to achieve this                  |

*Problem statement*: Over the past three months, it has been noted that 50% (PCR/bubble) paperwork/documentation has been submitted.

**Project statement**: Assess potential causes by process evaluation over 90 day period
- Design (user friendly)
- Behavior
- Measurement system

---

![Cause and Effect Diagram](image_url)
VOC Group 2: Medical Director
Flowchart: Leaving PCRs at Hospital
Group 2: PCRs Not Left at Hospital

All data in the class exercises were made up by the workgroups
Group 3: Hospital

<table>
<thead>
<tr>
<th>Voice of the Customer</th>
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</thead>
<tbody>
<tr>
<td>Billing information*</td>
<td>Reimburse me $</td>
<td>Bring insurance cards</td>
</tr>
<tr>
<td>Complete PCR</td>
<td>No missing pertinent info (Hx, meds, allergies, treatments)</td>
<td>Time to complete PCR Fax access User friendly PCR</td>
</tr>
<tr>
<td>Good patient report</td>
<td>Pertinent details Short and concise: MIVT</td>
<td>Standardized report outline</td>
</tr>
<tr>
<td>Equipment compatibility</td>
<td>Smooth transition &amp; interface No time lost changing tubing, pacer pads</td>
<td>Equipment standardization process</td>
</tr>
<tr>
<td>Ringdown concise and timely</td>
<td>Timely, pertinent info. so we can gather appropriate resources</td>
<td>Early notification with standardized report format (necessary info).</td>
</tr>
</tbody>
</table>

*Problem statement: Loss of 30% of billable revenue over past four months, resulting in $___ loss.

Project statement: Increase billable revenue by 20% (to 90%) over the next six months, resulting in an increase in revenue of $______.
Do you have insurance? 
Locate insurance documents (bring wallet)

Prehospital "field" personnel
Facilities clerical staff (Available? Busy?)

Patient Interview LOC, Age, Kaiser?
Bystander, family provides info (Language barrier)

Cards brought
Copies made
Document oral/verbal info
Clerk makes face sheet

Y = f(x) + f(x) + f(x)...

VOC Group 3: Hospital
Factors impacting ability to get billing information
“The output is a function of the inputs”

Complete billing info
= $ reimbursement

Inputs (x’s)

Process (f)

Output (y)
Group 3: Providing Insurance Information

All data in the class exercises were made up by the workgroups
**Group 4: Local Government**

<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>Take too long!</td>
<td>Quick response</td>
<td>4-6 minute response time</td>
</tr>
<tr>
<td></td>
<td></td>
<td>95% of the time</td>
</tr>
<tr>
<td>Cost too much!</td>
<td>Fiscally responsible</td>
<td>Operate within budget*</td>
</tr>
<tr>
<td>You don’t care!</td>
<td>Professional conduct</td>
<td>Appropriate behavior and appearance</td>
</tr>
<tr>
<td>Do you know what you’re doing?</td>
<td>Competent care</td>
<td>Trained (initial and ongoing) Certis &amp; qualifications</td>
</tr>
</tbody>
</table>

*Problem Statement:* As local government, our tax base is reduced by 10%.

**Project Goal:** Reduce operating costs by 10%
Group 4: Local Government

Brainstorming solutions (Reducing staffing costs)
“Mind Map” graphic based on the team’s outline

Reduce benefits of part-time employees
Reduce sick leave costs
- Health Wellness program
- Reduce sick time hours available
- Allow time off without pay

Eliminate seniority employees (annual PFT to termination)

Curtail management conferences
Reduce overtime
- Determine break even point of FT vs. OT
- Staffing to mirror demand trends (static vs. dynamic models)

10% budget reduction

Group 4: Expense Reduction

All data in the class exercises were made up by the workgroups
Group 5: Employees

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</thead>
<tbody>
<tr>
<td>I want quality training</td>
<td>We want reality-based training!</td>
<td>Evaluate training methodologies</td>
</tr>
<tr>
<td>We need equipment that’s right for field providers</td>
<td>Equipment that is lightweight, appropriate, current and works</td>
<td>Field test prior to purchase or deployment</td>
</tr>
<tr>
<td>I have the paperwork!</td>
<td>PCR &amp; forms are time intensive and repetitive</td>
<td>Easy to complete and avoid repetition</td>
</tr>
<tr>
<td>I don’t know what you want*</td>
<td>They want clear expectations</td>
<td>Clear documentation policy</td>
</tr>
</tbody>
</table>

*Problem statement*: Quarterly survey reports show that 80% of employees feel expectations of performance are unclear.

Project statement: During the next survey period we will reduce this measure from 80% to less than or equal to 20%
VOC Group 5: Employees
Flowchart: Development and communication of policies
Group 5: Poorly Understood Policies

All data in the class exercises were made up by the workgroups.