



**Training Program**  
**on Improvement for Customer Satisfaction Management in Japan**  
**February 17<sup>th</sup> 2020 – February 21<sup>st</sup> 2020**



**Bureau of Consumer Services  
and Right Protection**



## DAY 1: 17<sup>th</sup> February 2020

### Medical safety measures taken by the ministry of Health, Labor and Welfare

Lecturer:



Dr. Munehito Machida, MD MPH PhD

JICA Chief Adviser  
The Partnership Project for Global Health and  
Universal Health Coverage [GLO+UHC], Thailand

### Content

#### Medical safety measures taken by the Ministry of Health, Labour and Welfare

**2001 April** Medical Safety Promotion Office was established in the Ministry of Health, Labour and Welfare; medical safety measures review meeting was held.

**2003 April** Placement of medical safety managers, medical safety management departments, and patient consultation counters was mandated in advanced treatment hospitals and clinical training hospitals (amendment of ministerial ordinance)

**2004 October** Reporting of medical accidents was mandated to advanced medical treatment hospitals, etc. (amendment of ministerial ordinance)

**2007 April** 5<sup>th</sup> Amendment of Medical Care Act was enforced (law amendment)

In addition to hospitals and clinics with beds, clinics without beds and birthing centers were mandated to establish a medical safety administrative structure and medical safety support centers in each prefecture, etc.





### **Medical Care ACT Article 6-13**

Medical safety support center shall have 4 functions:

1. Deal with complaints, consult on medical care, and give advice as necessary
2. Provide necessary information on medical safety
3. Conduct training on medical safety
4. Provide necessary support to ensure medical safety

### **Enforcement regulation of Medical Care Act Article 1-13**

Administrators of hospitals, etc. shall take appropriate measures regarding the advice (from medical safety support centers)

### **Structure of Medical Safety Support Centers**

- Prefectures: 47 centers
- Public health center: 65 centers
- Secondary medical area center (only consultation services): 271 locations in 383 locations nationwide, they are providing consultation for citizens.

### **Function of Medical Safety Support Centers**

- Consultation Service
- Medical Safety Promotion Conference

### **Comprehensive Supporting Project for Medical Safety Support Center**

In 2018 The Japanese Society for Quality and Safety in Healthcare was set up and conducted the project with 6 keys

1. Basic training for consulting staff (initial training)
2. Specialist training for consulting staff (practical training)
3. Information exchange and communication promotion (joint meeting)
4. Provision of information on instructive cases (through the website)
5. Survey on center operations (checking the operation and situation)
6. Project to assist medical safety support centers (training planning, peer review, content creation to promote activities or consultation guidebook, etc.)



## Impression

1. Attention in the resolution of peoples suffering
2. Has been taken seriously until have medical safety support center at all levels throughout the country
3. There are differences between big cities and small cities
4. The role of civil society (Japanese Society)
5. Good Management

## Plan for NHSO

1. System Structure between Japan and Thailand are very different, especially the decentralization that Thailand to apply
2. Can management coverage in all 4 necessary areas
  - 2.1 Dealing with complaints and providing consultations, Advise as necessary to administrator, patients, etc. of medical institutions
  - 2.2 Providing necessary information to ensure medical safe
  - 2.3 Conducting training on medical safety
  - 2.4 Providing necessary support to ensure medical safety





## || DAY 1: 17<sup>th</sup> February 2020

Consumer Organization for Medicine and Law (COML) @ COML office in Osaka City

Lecturer:



Miss Ikuko Yamaguchi

President, Authorized NPO  
Consumer Organization for Medicine  
and Law (COML)

### Content

#### Background of COML

1. Consumer Organization for Medicine & Law; COML is non-profit organization that set up in September 1990 with a slogan “Be a Smart Patient” COML aims to encourage patients to be independent and get actively involved in their medical treatment. In the past, people cannot make decision about their own medical treatment because of the lack of communication with medical professionals.

2. Miss Ikuko Yamaguchi, president authorized NPO Consumer Organization for Medicine and Law (COML), has experience suffering from cancer of ovarian. At that moment, she suffered from be not informed about her disease by medical professionals. When she knew COML’s founder; Miss Yoshiko Tsujimoto then was invited to join COML. She has strong decision to involved COML for expanding her optimistic that improved communication and collaboration between patients and medical professionals.

3. Therefore, COML has been working to improve collaboration and communication skills of both patients and medical professionals. Both of them have same goal that patients would be cured, like three-legged race.



### COML's activities

#### **Main activities for general public**

1. Telephone counseling; COML counselors listen to people well and help people sort things out and find answer by providing useful information and advice. Counselor empower patients able to make own decision, but they do not decide instead of patients definitely.

❖ COML has a telephone counselor training program before on duty. Counselor have to listen and conclude counselling case about 100 cases. Then, a counselor would be evaluated in their voice and basic knowledge about health system such as health insurance and payment method.

❖ COML do not have an evidence knowledge base system. They use information for counseling from own experience and knowledge. When they have difficult case, they will give Miss Yamaguchi decisions for them.

2. Newsletter for COML members in every month.

3. Improvement communication skill course for the general public; for instance a Course for Citizens Wishing to Participate in Medical-related Meetings by Local and Central Government as well as medical institutions. They would learn basic information and knowledge related medical issues from actual situation.

#### **Main activities for Medical professionals**

1. Simulated Patient program (SP) and Standardization is used in medical and nursing educations. A trained individual act as a real patient with previously-set character and background to simulated consultation to train medical and nursing students and interns. After the Simulated consultation, the simulated patients provide feedback their own feeling and notification.

2. Hospital Expedition program; Executive's hospitals would request COML's visiting because they want to improve medical services by listening to opinions and ideas from the viewpoint of patients. Visiting divided into three groups include a guided tour team, a free tour team and those receiving medical treatment. After that, COML members provide feedbacks to managers' hospital and later send reports.

3. Improvement communication skill course for medical professionals and nursing students.



### Budget Supporting

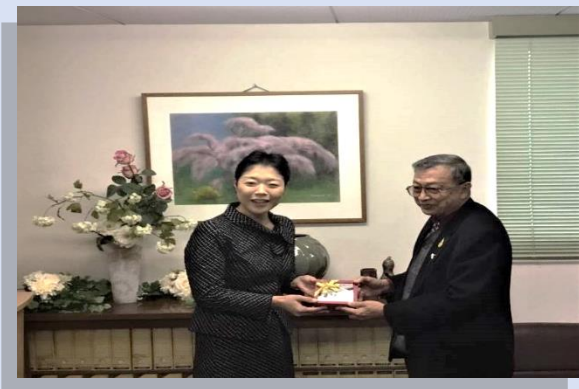
1. COML president's allowance from facilitators and committee.
2. Membership fee; members can use the fee to reduce the tax.
3. Compensation for training courses for citizens and medical professionals

### Impression

Miss Ikuko Yamaguchi is very leadership, very devoted, very good health and cheerful, very inspirational as follow “the rest of life has purpose to make social value, not financial value”.

### Plan for NHSO

1. Improvement services to SMART CONTACT CENTER in part of training system especially deep listening skill.
2. Improvement CONSUMER PROTECTION in part of collaboration and communication from relative public and private sectors.





## DAY 2: 18<sup>th</sup> February 2020

- Make Use of Patients'Voices to Improve Medical Care Services
- Initiatives of Medical Institutions to Improve Patient's Satisfaction

Lecturer :



Sawako Okamoto,

Department of Public Health Management and Policy Nara  
Medical University (Formerly with) International Department,  
Johns Hopkins Hospital

### Content

#### ❖ Why do we have to answer patient's doubts, questions, and complaint?

- Basic human rights
- Patient's rights
- Advantage to hospitals (Realizing how important unaware things are, etc.)
- Promotion of communication

Japan in the past, Medical service, Doctors have the empower to decisions only. Due to characteristics of Japanese people do not dare to speak, do not dare to ask. And medical service law does not provide any protection of patients' rights. United Nations, Patients' rights medical service is past of protection of basic human rights. In 1984 34<sup>th</sup> World Medical Association General Assembly have an agreement Lisbon Declaration on the Rights of the Patient.

#### **Physician Charter on Professionalism of Japan Medical Association**

Fundamental principles

1. Principle of primacy of patient welfare Patients' decisions about their care must be paramount and prioritize to protect the interest of the patient. Market forces, societal pressures, and administrative exigencies must not compromise this principle.

2. Principle of patient autonomy (Informed consent) Physicians must have respect for patient autonomy. Physician must be honest with their patients and empower them to make informed decisions about their treatment.

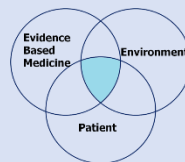
3. Principle of social justice Physicians should work actively to promote justice and eliminate discrimination in health care





Japan attaches importance to communication. Most problems arise from communication which is necessary and difficult. The messenger will send the message as known. As for the recipients to think from experience, environment, or education that has been received. The receiver may not understand the message as sent or may understand otherwise

Therefore, Communication must verify the needs between the messenger and the receiver will result in effective communication and find a balance that will satisfaction both parties as shown in this picture.



### Patient satisfaction medical service in Japan

Japan has established a medical safety support center at the municipality's offices in every prefectures (47 prefectures); the case of Nara Medical University Hospital, Nara Medical University Hospital is 800 bed hospital. established a medical safety support center for counseling and receiving complaints for patients, has voice post installed in each ward has patient and family support office for critical case, For mild case will be sent to request each clinical department in charge to answer. The voice post collecting patient/family complaints and opinions. Post up responses every week, and file them. Including some interesting offers as a case study of doctors and hospital staff with the view that **"Complaints is not a problem But It is an opportunity for development."** In addition to; Japan places great importance on measuring customer satisfaction levels and there is a safety assessment in the hospital.

### Impression

1. Deep Listening, Attentive Listening
2. The complaint is key to development opportunity

### Plan for NHSO

1. Improvement of Listening skill
2. Improvement of Communication skill





## DAY 3: 19<sup>th</sup> February 2020

Approach by Kyoto City Medical Safety Support Center @ Kyoto City Hall

Lecturer :



Miss Yoko Yoshioka

Medical officer, Medical Hygiene Division, Medical Hygiene Promotion Office, Kyoto City Public Health and Welfare Bureau.

### Content

#### Background of Kyoto City Medical Safety Consultation Service

1. Decentralization has been promoted in Japan for empowering local governments to solve problems independently.
2. All prefectures, the cities with public health centers, and special wards have to establish Medical Safety Support Center. Local Government established its Medical Safety Support Center to respond to patient's concerns and complaints then provide complaint information to relative medical institutions. Medical institutions should agree that the provided information may be different from the truth.
3. Kyoto City Government has a population of about 1,400,000 that established its Medical Safety Support Center on 25<sup>th</sup> August 2003 to release citizen's anxiety about medical practice.

#### Outline and Operation of Kyoto Medical Safety Consulting Service

1. Medical Safety Consultation Service of Kyoto City Government has responsibility for giving consultation for citizens about medical practice and providing complaints to relative medical institutions to improve medical service.
2. Medical Safety Consultation Service is open Monday to Friday (excluding weekends and holidays) between 9.30 am to 11.30 am and 1.00 pm to 4.00 pm. Counselors are full-time nurses and multidisciplinary team.
3. Counselors would sincerely deal with medical consults and complaints from patients and citizens in a neutral position, provide information and advice for them can solve their problems independently. Meanwhile, counselors would explain what they can do or not. Counselors pay attention to people to find their needs and real problem. Sometimes, the patient may be informed to consult the medical institution's staff directly, but some patients do not.



4. Organizing conferences to sharing counselors' experiences and updating relative information by lawyer.

Difficult case

- ❖ Explain their purpose unclearly.
- ❖ Insist on punishment in any case.
- ❖ Repeated telephone calls.
- ❖ Ask the counselor to decide instead of them.

Performance



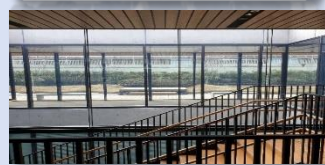
FY2015	87.9%
FY2016	91.0%
FY2017	<b>95.3%</b>
FY2018	<b>94.8%</b>

Impression

1. There is a clear way to strongly inform people, what have authorized to do or not.
2. Deep listening for sorting out real problem and able to solve their problems independently.
3. Comfortable workplace.

Plan for NHSO

1. Improvement services in part of training system especially deep listening skill for sorting out real problem.
2. How to make collaboration from local organization to protect consumer in each area.





## || DAY 3: 19<sup>th</sup> February 2020

### MK Taxi's Customer Support

Lecturer : Mr.Toshiya Katsurada

Mr.Kubota



### Content

#### History of MK Taxi

A predecessor of MK was a gas station, Nagai oil that established in 1958 then they started Minami taxi from 10 taxi vehicles in 1960 and merged Katsura enterprise to MK Group finally. They built several company dormitories in the following year after the foundation of Minami taxi then bought ready-built houses for their employees because a large number of absences and accidents. As a result of promoting home ownership among drivers, the absences and accidents decreased dramatically. MK Group develop professional skills and customer service mind by many campaigns. For example, Thank You campaign that to overtake owner-driven taxi businesses, “thank you very much” became MK’s internal greeting. Moreover, they though a campaign for returning taxi to citizens that based on the user’s perspective including never refuse passengers, implementing midnight emergency taxi dispatch and promoting priority riding for disabled persons.

#### Social Evaluation toward MK

MK Group was set up 62 years including taxi/vehicle hire business, bus business and gasoline station business. MK Group have 4,974 employees, 1,942 taxis and 160 buses. They got certificate of excellence from TripAdvisor in 2018. In the same time, MK Groups give priority to improve characteristic of employees such as their famous designer uniforms. MK vehicles were hired to support many important events in Japan instance of G20 Osaka summit.





## Training and Education

MK Taxi has employee education systems including new employee education and periodical training. New employee would receive about 3 weeks then they would receive on job training at least 3 months at the training centre before starting their job. They are practiced training and classroom lecture using a drive recorder with a different theme each month. Moreover, drivers would be developed with English speaking skills and a high-level knowledge about history, culture and geography, etc. granting internal qualification of S, A, B and C. Actively sends personnel to work international conferences, for the Ministry of Foreign Affairs, embassies and for foreign tourists. In each year, few employees are selected from entire group to stay with host families in England and study English for 1 month. When they have joined the company for 3 years, they would receive lodging training.



## Established Rules

1. Introduce yourself
2. Ask for destination
3. Inform the route options
4. Ask for temperature in the car
5. Checking belongings of customers when getting off the car

MK driver would not take fares if they do not practice established rule. If there is a customer complaint, the leader would contact customer for apologies.

MK employees have career path 5 steps for example coach in step 5th.

## Impression

1. MK Taxi can develop a career that is considered humble is an honorable profession people accept and trust.

2. Create a better life's employees

- Build a dormitory near the job allowing the driver to have time to relax when must drive at night.
- Create incentives by offering high salaries equivalent to large company employees.



3. Develop professional skills and customer service mind  
- There is a systematic training before providing services, including talking and etiquette in driving and customer safety.

4. Service development

- Give importance to the service for the disabled
- Build a Call Center system to support the services
- Establish 5 rules



### Plan for NHSO

Happy Work Place Program





## DAY 4 : 20<sup>th</sup> February 2020

### Call 119 in case of Fire and Emergency About Fire Control Room

Lecturer :



Mr.Koji Nitta

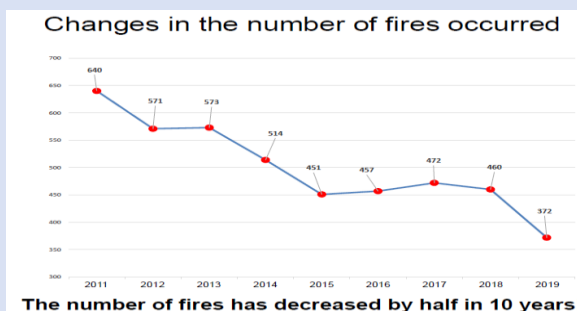
Dispatch Room of Kobe City Fire Bureau

### Content

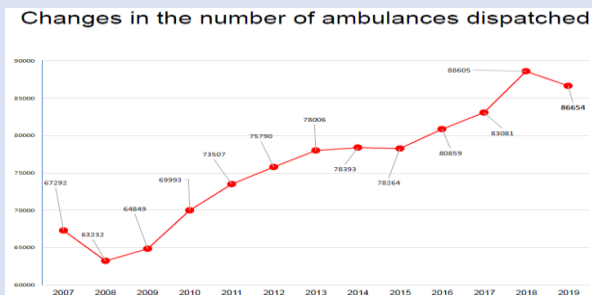
Japan Fire Bureau provides the fire engine and ambulances services. The number emergency call “119” free service charge including fixed phone and mobile phone.

Kobe City Fire Bureau is one of largest services center in Japan providing Fire engine, fireboat and helicopter.

**Fire engine:** From the graph, Changes in the number of fires occurred has decreased. Due to providing knowledge about fire prevention And Japan, producing appliances from various materials that are difficult to ignite but can see that the services frequency of the fire engine is still the same in order to go out and check and prevent the occurrence of the incident.



**Ambulances:** Changes in the number of ambulances dispatched has increase. The most are elderly and patients suffering from heatstroke, but in the 2019 there is a decrease due to heatstroke and the flu decreased





➤ **Contact via 4 tools.**

1. Call 119
2. Fax 119 (using facsimile)
3. Careline 119 (pre-registration of fixed phone required for Elderly and Disables, press number 1, 1 and 9)
4. NET 119 (pre-registration of mobile phone required)  
Careline 119 and NET 119 for the elderly and hearing-impaired

➤ **Interpreter:** Communication tools with foreign visitor, A three-way call system with an interpreter for urgent request from foreigners or when a rescue team responds to foreigners and has multilingual speech translation (Voice Tra) . In addition has Thai guide for ambulance services as there many Thai people.



➤ **Problem for Kobe City Fire Bureau**

1. Not enough ambulance staff therefore has the fire truck to provide service as well. Fire engine arrived at the scene and helped the patient first. In addition, Japan has an aging society causing to call the ambulance service increase.
2. The patient non – emergency but calls an ambulance. The fire engine has public relation media to advised on illnesses that patients can go to own hospital.
3. Notifying the location or address of the crime scene is unclear.

➤ **Development of emergency call**

Video notification system Live 119 get the video and location information on the map.







### Impression

1. All people have access to the services.
2. Put importance on foreigners.  
(Not neglected)
3. Very good system of work, very well equipped.
4. Personnel very well trained and very devoted.
5. Very good atmosphere of work place, very calm, very clean, very tidy



### Plan for NHSO

Improvement of Hospital Bed Reservation System





## DAY 4 : 20<sup>th</sup> February 2020

### SUNSTAR's Customer Support

Lecturer:



Miss Yumi Yamashita

Assistant Section Manager Contact Center

### Content

Sunstar Group start from small company then get international award “Best contact center at the 2015 Top ranking Performance conference contact center world” Sunstar’ products are toothpaste, tooth brush, cosmetic and other health products.



### Impression

#### 1. Contact Center Missions

- Contact Center is Our Store.
- We need to be loved by Our Customers.
- We need to be loved by Our Colleagues.

#### 2. Contact Center Vision

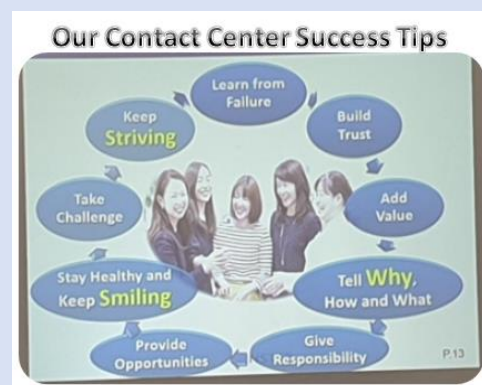
- Create a Learning Culture.
- Transform us into Marketing Center.
- Make CC a core of Sunstar Business.

#### 3. Our Contact Center Success Tips

- Tell WHY, How and What
- Stay Healthy and Keep Smiling
- Keep Striving

#### 4. Voice of Customer

#### 5. Ten Success Tips





### Plan for NHSO

1. Improvement of our Call Center 1330 to achieve international government Contact Center.
2. Apply “voice of customers” program to our Call Center 1330.
3. Improvement of management to retain staff.

