

Humanizing the Patient Experience to Build Customer Loyalty & Financial Sustainability



Who does this training pertain to?
Every staff member in your organization.



As a healthcare provider, the patient is our purpose, but they are not our only customer. If you are not directly taking care of patients, then you need to be taking care of those who are taking care of patients.



Identified Health Solutions Challenges

- 1) Health Solutions Medicaid penetration rate is increasing, yet so is the Independent Provider Network (IPN) penetration rate (i.e., private sector providers).

Medicaid patients are being sought after by those outside the community health environment. For the first time in our long history, community health and community behavioral health are in competition for Medicaid patients with private sector providers.

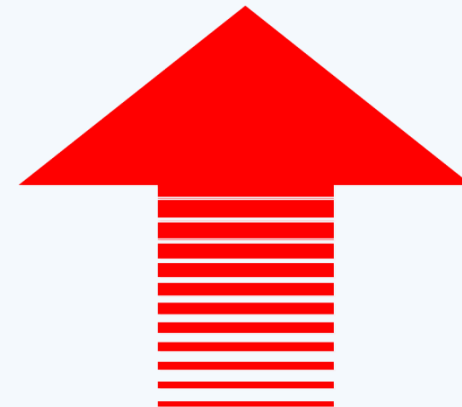
- 2) In FY18, 31 percent of clients who came to our center received only one to three services and did not return.



Identified Challenges cont.

- 1) Medicaid Member Penetration Rates are Increasing for both Health Solutions and the Private Sector – more significantly for the Private Sector.

Penetration	FY16	FY17	FY18	% of Change From 16 to 18
Health Solutions Penetration Rate	10.24%	12.88%	13.01%	27.05%
Private Sector Rate	4.55%	6.89%	6.96%	52.96%



Identified Challenges cont.

Thus, the IPN outpatient and SUD claims paid amounts are increasing.

If claims paid amounts continued to increase for OP at 9.6% yearly, by FY 22-23 the claims paid amount could be \$5,436,669.

If claims paid amounts continued to increase for SUD at 17.2% annually, in FY 22-23 the total amount paid could be \$5,008,926.

Yet, if we could reduce IPN claims by just 1% per year and attract those patients to our center, in FY22-23 IPN OP could be \$3,269,310 and IPN SUD could be \$2,154,183.

IPN Claims Paid	Outpatient	SUD
FY17	\$3,134,475	\$1,932,173
FY18	\$3,437,796	\$2,265,200
Variance	\$303,321	\$333,027
% of Change		

Identified Challenges cont.

2) Of the over nine thousand patients seen in FY18, 31 percent of them (2,747), received three or less services and did not return.

If you reduce that number by 20% for various legitimate reasons or circumstances, that is still 2,197 individuals who left and did not come back.

FY18	Unduplicated Client Number	Percentage
1 Service	1,604	18%
2 Services	637	7%
3 Services	506	6%
4-8 Services	2,353	26%
9-12 Services	1,066	12%
13+ Services	2,895	32%



Of the 1,143 clients who came back for two or three services, what did we do, or what did we *not* do, that caused them not to return? Take 20% off the top for various circumstances, that still leaves 914 individuals who left our care and did not return.



Worksheet #1

If Issues are not Successfully Addressed, there is the potential for:

Less \$\$

- Less revenue will be available for operations, salaries, benefits, and more.

↓ Growth

- With less available revenue, it is more difficult to expand or maintain lines of service, fill vacant positions, provide employee incentives, and attract new patients and staff.

Negative Image

- If a patient left and did not return due to being disgruntled, former patients spread 'negative press' about your organization and it grows exponentially, making the effort to attract new patients and staff members more problematic.

↓ Morale

- Lower employee morale leads to higher turnover, lower productivity, and decreased job satisfaction for staff members. This also leads to higher no-show rates due to clinicians being less engaged.

So what are the key elements in promoting continued financial growth and operations progress in community healthcare?

New Lines of Business? Marketing? Better
Carrot and Stick Incentives for Productivity?
Improved contract negotiations?
Enacting new legislation? Prayer?



Let's look at what the research says about what patients value and why they choose one provider over another.

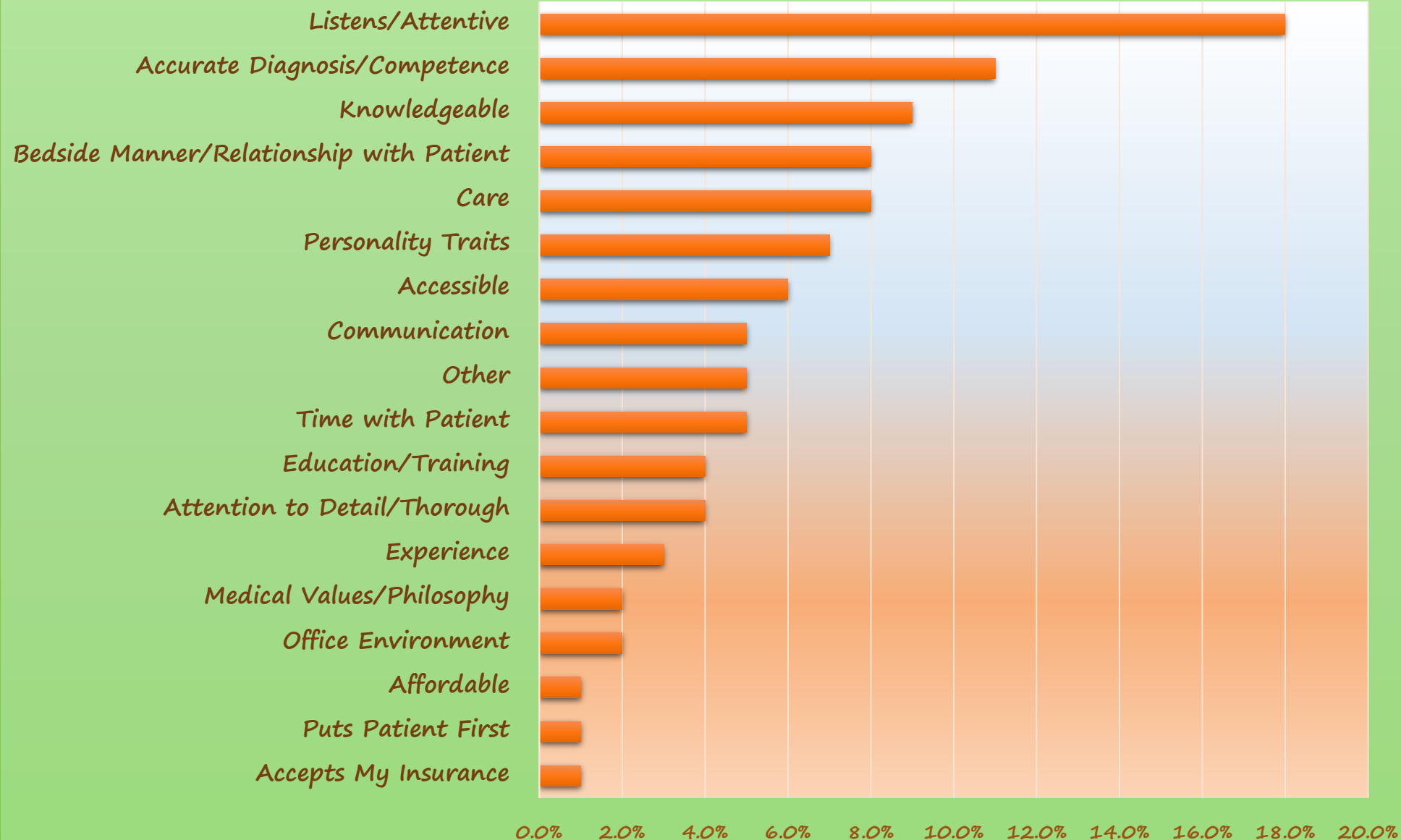
Research Data on what Patients Value in Healthcare



- ▶ 64% of individuals have experienced unkind behavior in a healthcare setting.
- ▶ 87% of Americans feel that kind and attentive treatment by a provider is more important than other key considerations when choosing a provider, including average wait time before appointments and cost of care.
- ▶ 72% would be willing to pay more for a provider who emphasized kindness when treating patients.
- ▶ 88% would be willing to travel further to see a healthcare provider who listened courteously and demonstrated kindness when treating patients.

Research Data on what Patients Value in Healthcare cont.

What Makes a High Quality Provider?



Finding Quality Doctors: How Americans Evaluate Provider Quality in the United States. The Associated Press-NORC Center for Public Affairs, July 2014.



‘I may not remember exactly what you said, I may not remember what you did, but I will always remember how you made me feel.’

Maya Angelou, Poet Laureate

More Healthcare & Provider Data

- ▶ How quickly do clinical providers interrupt patients? Every 18 seconds
- ▶ On average, how long will patients talk if uninterrupted? 90 seconds
- ▶ How many patients finish telling their concerns without interruptions? 23%
- ▶ For every patient who complains, 20 dissatisfied customers do not. The average 'wronged' customer will tell 25 others about the bad experience. 20 dissatisfied x telling 25 others = 500 in the community who hear about it. If there were 20 dissatisfied customers every month, in one year 6,000 people in your community would hear about it.
- ▶ Of those dissatisfied customers who do not complain, 10% will return, but 90% will not.
- ▶ It costs 10 times as much to attract new customers as it does to retain existing ones.

Rationale for Providing the Best Patient Experience

- ▶ Bottom line ~ Healthcare is really about caring.
- ▶ Be nice, or you'll lose them ~ people place more importance in interpersonal skills than medical judgement or experience.
- ▶ A provider's relationship with their patients has a high correlation with whether they will sue for malpractice.
- ▶ Individual provider patient satisfaction results are now being published by many insurers.
- ▶ Insurers are moving towards paying for outcomes and patient satisfaction results, rather than just a fee for a service.
- ▶ Patient adherence to the service plan improves when there is a positive patient experience.
- ▶ Professionals who have great relationships with their patients have reduced job turnover and increased job satisfaction.
- ▶ Embracing and investing in a culture of humanity and kindness can effect return on investment from 2 to 10 fold. If your center invests \$1M in a humankindness initiative, your center will recoup between \$2M to \$10M for that investment.

So, if we want to attract new people to our healthcare services, and once we have them we want to keep them, what is our goal?



We must enhance our organizational culture to become renowned for providing an exceptional patient experience that results in unabashed customer loyalty and reduces the appeal to see other providers or no provider at all.



Next Steps

- 1) Determine our Operational Priorities
- 2) Develop our 'Service Promise'
- 3) Identify our Patient Experience Objectives
- 4) Identify Facility Elements that would Improve the Patient Experience
- 5) Identify Kindness Elements that would improve the Patient Experience
- 6) Consider Employing a 'Human – Business – Human Model'
- 7) Outline a Plan of Implementation including creating a 'Desired Behavior' Recognition Program
- 8) Monitor the Progress of the Company Cultural Enhancement
- 9) Annual Re-evaluation

Developing Our Cultural Compass ~

Our cultural compass serves as a blueprint for the way we do things within our organization, as well as the experience we intend to deliver to our patients and each other every day.

What are our operational priorities?



Worksheet #2

What defines a “Service Promise?”

A ‘Service Promise’ ensures everyone is headed in the right direction with a common goal. It defines everyone’s role and serves as a blueprint for ‘the way we do things around here.’ And finally, it explains the experience we intend to deliver to our patients and each other, every day.



Tagline vs. Service Promise

A tagline is a short and catchy phrase or group of words that summarize the overall benefits of your services or products. Emotion is a big part of a tagline. It tells your audience how they will *feel* if they do business with your company. Health Solutions' tagline is 'Your Health is Our Priority.'

A service promise goes deeper than a tagline. It's the statement of your company's unique value and the wonderful benefits of doing business with you. It tells your patients why our business is the perfect choice and that we pledge to deliver what we promise. Health Solutions Service Promise is: Hope. Health. Together.



Examples of Industry Leaders Service Promise



We create happiness by providing the finest in entertainment to people of all ages, everywhere.



The Ritz-Carlton®

We are Ladies and Gentlemen serving Ladies and Gentlemen.



We are dedicated to the highest quality of Customer Service delivered with a sense of warmth, friendliness, individual pride, and Company Spirit.



We inspire and nurture the human spirit – one person, one cup, and one neighborhood at a time.

Disney

- ▶ 199,000+ employees
- ▶ 24 unions
- ▶ 1,442 job titles
- ▶ 157,000 million visitors in 2018
- ▶ \$59.43 Billion in revenue in 2018
- ▶ \$12.6 Billion in net revenue in 2018
- ▶ Yet, just one role . . .
'We create happiness'

Examples of Healthcare Providers Service Promise



We inspire confidence and hope to reach your highest potential by providing an exceptional healing experience.



We unite healing and humankindness to create peace of mind for every person, every time, through a culture of yes.



We inspire hope and promote wellness in our community by creating outstanding experiences in a caring and compassionate environment.



Together, we inspire hope and build trust through compassion, excellence, and personalized care, every day, every step of the way.



Live well and thrive. We'll take care of the rest.



Our promise is to serve with excellence and dedication. To provide peace of mind for those who depend on us. To enrich the lives and health of our members and the communities we serve.



Worksheet #3

The Patient Experience



New Patient Visit



So what seems to be the problem today?

~ OR ~



*Hi Mrs. Smith, welcome to Health Solutions.
How may I assist you today?*

Attracting New Patients



~ OR ~

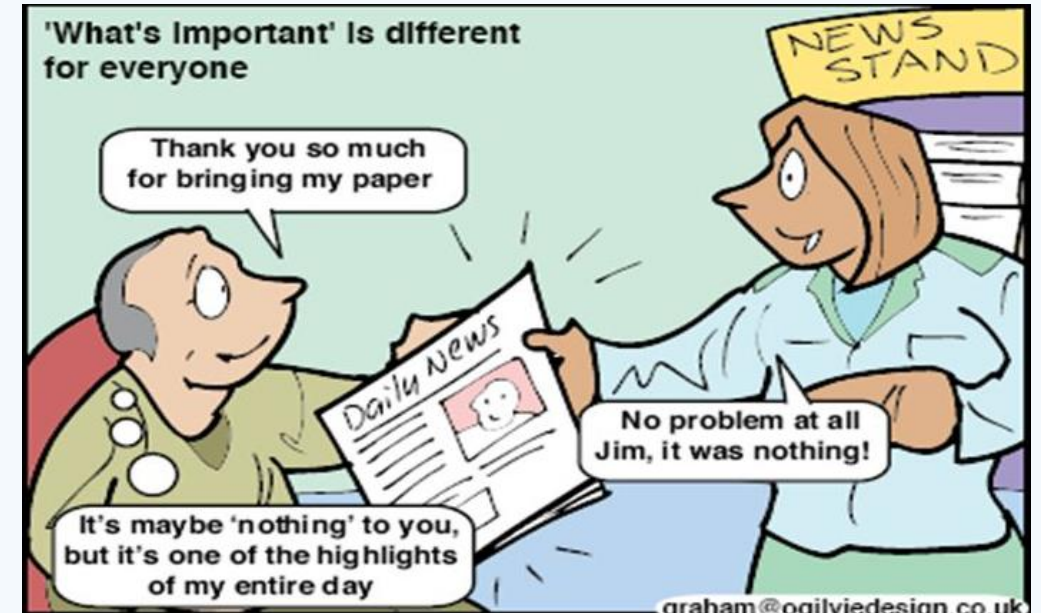


Humankindness



















"Ok, how about this motto: 'If you are unhappy for any reason, we will feel really bad'."

~ OR ~



HEALTHCARE

Our goal is to provide EXCELLENT Care - ALWAYS!

Today's Date 	Expected Discharge Date 	Telephone  580-	Room #
NURSE MANAGER 		Housekeeping / Maintenance  580-5784	Patient Advocate  448-8923
YOUR CARE TEAM			
NURSE _____			
TECH _____			
LACTATION CONSULTANT _____			
NURSE MANAGER _____			
YOUR PHYSICIAN(S) _____			
FAMILY CONTACT _____			
What Would You Like Us To Call You?	Plan for Today		
Wong Baker Pain Rating Scale 	Nothing By Mouth?   <input type="checkbox"/>	Ask For Your Next Pain Medications: 	

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Personalization

Humankindness in Healthcare Ideas

How to improve customer services without adding more time to your workday:

- ▶ Listen to your patient; avoid interruptions
- ▶ Adjust your chair lower – belly button to belly button
- ▶ Ask permission to turn around to document and explain what you are documenting in their medical record
- ▶ Avoid healthcare speak or 'Jargon Monoxide'
- ▶ Make eye contact & smile
- ▶ Avoid visual and physical graffiti; examples:
 - ▶ Messy desktops & reception areas
 - ▶ Unclean or untidy bathrooms
 - ▶ Office, exam room, and hallway clutter
 - ▶ Signage overload & mandates



"A KIND GESTURE CAN REACH
A WOUND THAT ONLY
COMPASSION CAN HEAL."

How to receive patient complaints:

- ▶ Listen without interruptions
- ▶ Acknowledge their concerns, show empathy
- ▶ Paraphrase back to them to make sure you understood correctly
- ▶ Respond with a solution, if possible, and explain next steps
- ▶ Thank them for giving you an opportunity to fix it.

Facility & Kindness Patient Experience Ideas

- ▶ Improve main entrance signs, add welcome signs & thank you for coming signs
- ▶ Have provider pictures in the reception area.
- ▶ Provide water and snacks for patients
- ▶ Keep a running list of requests' patients make and send it to staff meetings for outcome tracking; have human kindness as a standing agenda item
- ▶ Develop a behavior recognition program for act of human kindness
- ▶ Front desk to manage patients expectations, examples:
 - ▶ You have a 15 minute follow up appointment today with Dr. Jones
 - ▶ Your clinician is running about 15 late today, we are so very sorry for this inconvenience. Would you like to continue to wait or reschedule?
 - ▶ Your intake appointment will last about 1.5 hours today, do you have any concerns about that?

Facility & Kindness Patient Experience Ideas cont.

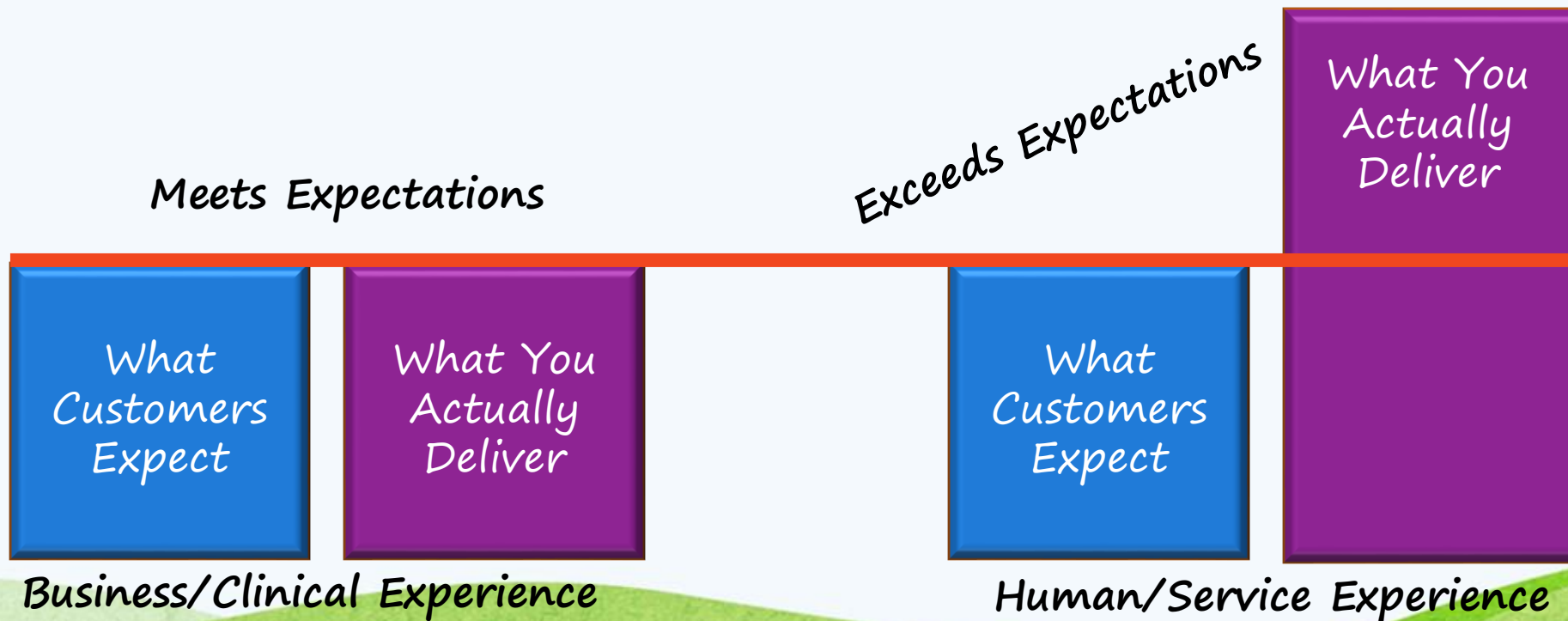
- ▶ *Care Out Loud!*
- ▶ *Streamline initial paperwork so the patient gets time with a clinician to develop an initial treatment plan in the first visit.*
- ▶ *Have name tags that patients can easily read*
- ▶ *Create a patient advisory or patient experience committee*
- ▶ *Before coming out to greet a new client, ask the front desk what they are wearing so you can walk right up to them and introduce yourself*
- ▶ *A smile and eye contact must always go together*
- ▶ *Celebrate behaviors, not individuals*
- ▶ *Provide kindness continuing education for all staff members*
- ▶ *Implement 1 or 2 question provider surveys after each appointment; present results in team meetings*
- ▶ *Employ a Chief Experience Officer*
- ▶ *Employ a 'Human ~ Business ~ Human Model' (i.e., sandwich your healthcare with kindness)*

Human – Business – Human Model

Human	<ul style="list-style-type: none">▶ Proactively seek out patient contact▶ ‘Hello, Welcome to Health Solutions. My name is Tom. How may I assist you today?’▶ Stand up if seated when greeting a patient▶ Make eye contact and smile▶ Extend a warm and friendly handshake▶ Employ a friendly icebreaker (weather, the Bronco's, how was your weekend, etc.)▶ Use the words such as, ‘May I . . .’▶ When making suggestions or recommendations, ask ‘Does this seem reasonable?’
Business	<ul style="list-style-type: none">▶ Sit down belly button to belly button▶ Maintain eye contact while listening▶ Paraphrase what you think the patient is telling you▶ Show your documentation, tests results, etc. to the patient▶ Acknowledge discomfort; disagree thoughtfully▶ Answer questions and respond to requests▶ Provide a closing summary to the session & outline next steps
Human	<ul style="list-style-type: none">▶ Ask the patient, ‘Is there anything else I can help you with?’▶ Thank them for choosing your organization for their healthcare needs▶ Escort the patient out of the office back to the reception desk▶ Wish the patient a good day with a warm good-bye & a ‘looking forward to seeing you again’

Worksheet #4

Patient Loyalty is Derived from:



Worksheet #5





Worksheet #6

References

Beeson, S (2006). *Practicing excellence: A physicians manual to exceptional health care*. Fire Starter Publishing, United States.

Poore, JM (2018). *Improving the patient experience to build customer loyalty*. Health Administration Press. Chicago, IL (presentation Santa Fe, NM June 2018).

Snyder, B. (2016). *The best patient experience*. Health Administration Press, Chicago, IL.



Endeavor not for good customer service, but strive for raving fans!