Customer Service.....
The Keys to a Positive Patient Experience

Tracy Bird, FACMPE, CPC, CPMA, CEMC, CPC-I
Medical Practice Advisors, LLC
Spring Hill, Kansas  66083
tbird@medicalpracticeadvisors.com
Create a connection, not a transaction.
“A brand is a living entity and it is enriched or undermined cumulatively over time, the product of a thousand small gestures.”

~Michael Eisner
Former CEO, Disney
Objectives

• Understand the correlation between customer service and patient satisfaction, reduced liability exposure and financial performance;

• Review key behaviors that are exhibited in best practices which set them apart from the others; and

• Learn strategies for customer service awareness.
Who is our customer?

- Coworkers
- Suppliers
- Other team members
- Providers

Internal Customers
Who is our customer?

- Patients & Their Families
- 3rd Party Payers
- State & Federal Regulatory Agencies
- Referring Physicians & Facilities
- Professional Organizations

External Customers
What percentage of new patients come to your practice or hospital at the referral of an existing patient?

A. 12 %
B. 28 %
C. 50 %
D. 69 %
Why is customer service important?

- Patient Satisfaction
  - Surveys
  - Return on Investment
- Safety
  - Risk Reduction
- Quality
  - Reporting
  - Payment
Studies have shown that patients rate the quality of their care higher based upon factors unrelated to the healthcare services they receive.
Patient Surveys

• Make it easy
  • Survey Monkey
  • Paper in office

• Frequency
  • Annually
  • At time of new service line
Patient Surveys

Include on the survey:
- The appointment
- Our staff
- Our communication with you
- The visit with provider
- Billing
- Facility
- Overall satisfaction
Facts we know:

- Trust comes from staff competence
- Staff attitudes- main contributor to a positive moment of truth
- One third of patients will switch for an “ideal experience”
- Patients value – multiple services in one location
What patients want
Improve Patient Satisfaction

- Cultivate an environment that encourages and sustains quality improvement
- Conduct and analyze customer service surveys to identify strengths and weaknesses
- Develop strategies for improving performance
- Establish service standards to prevent potential inconsistencies in patient interactions
For every patient who complains there are 20 who don’t.
Of those dissatisfied 10% will return, 90% will not.
Changing a poor customer service image takes 10 years on average.
It costs 10x more to attract new patients than to keep the ones you have.
10% of revenue is lost to poor customer service.
Transparency

• On line reviews increased 68% between 2013 and 2014
• Factors that mattered most to patients:
  • Quality of care
  • Provider rating
  • Patient experience
  • Accurate diagnosis
  • Wait times
  • Doctors listening skills

Source: Practice management Consultancy Software Advice: Debra Beaulieu Volk
Dr. [Redacted] is a great doctor. Unfortunately, you have to wait 2-3 hours to see her. Even with an appointment. Her new receptionist is rude and arrogant. I am going to try somewhere else from now on.

**Insurance:** Blue Cross / Blue Shield

Office staff isn't very friendly, mostly the new office manager. Two of the nurses aren't very knowledgeable. The staff likes to visit with each other and visit about other [Redacted]. They don't even act like you are standing there. they speak in Spanish the whole time you are in the office even though you only speak English, they don't respect you. You will feel at home if you are Spanish.
<table>
<thead>
<tr>
<th>Date</th>
<th>Staff</th>
<th>Punctual</th>
<th>Helpful</th>
<th>Knowledge</th>
<th>Comments</th>
</tr>
</thead>
</table>
| 9/9/12 | 4 | 1 | 1 | 1 | Insurance: Medicare  
Paid/Co-pay: $27500 |
| 4/8/12 | | | | | SYSTEM: First Name changed from "Richard" to "Richard C." |
| 11/15/11 | 1 | 1 | 2 | 2 | I was running 15min behind and even called ahead and was turned away even though I live 20miles away. Today I was 15min early and was told the doctor was at least 1hr behind and that he also needed to take a lunch so it would be more like 1:45min wait, was told there was nothing that could be done. And when I asked how come I wasn't called, they said they just don't do that and when I asked to reschedule I was looked at like I was the crazy one!!!  
Insurance: United Healthcare |

Respond
<table>
<thead>
<tr>
<th>Date</th>
<th>STAFF</th>
<th>PUNCTUAL</th>
<th>HELPFUL</th>
<th>KNOWLEDGE</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>4/8/12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>SYSTEM: First Name changed from &quot;DAVID&quot; to &quot;DAVID C.&quot;</td>
</tr>
<tr>
<td>4/20/11</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>He let me be in pain for over a month, ignoring my symptoms and plea's for an MRI. He misdiagnosed me. His staff is rude and uncaring! Insurance: Aetna</td>
</tr>
</tbody>
</table>

Add Rating  
Add Link
How many respondents felt the front-office staff was always helpful?

A. 32 %
B. 57 %
C. 69 %
D. 83 %
The Patient Experience

QUALITY

Perception
Quality tied to payment

• PQRS
• Meaningful use
• Value-based modifier
• HCAPS
• CCAPS
• Managed care transparency
• Consumer driven care
### Hospital Compare

**Survey of Patients' Hospital Experiences**

<table>
<thead>
<tr>
<th>Patients who reported that their nurses &quot;Always&quot; communicated well.</th>
<th>78%</th>
<th>69%</th>
<th>77%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patients who reported that their doctors &quot;Always&quot; communicated well.</td>
<td>80%</td>
<td>78%</td>
<td>82%</td>
</tr>
<tr>
<td>Patients who reported that they &quot;Always&quot; received help as soon as they wanted.</td>
<td>66%</td>
<td><strong>53%</strong></td>
<td>65%</td>
</tr>
<tr>
<td>Patients who reported YES, they would definitely recommend the hospital.</td>
<td>81%</td>
<td>63%</td>
<td>78%</td>
</tr>
</tbody>
</table>
# What Patients Say About Their Doctors

<table>
<thead>
<tr>
<th>How often doctor explained things in a way that was easy to understand</th>
<th>Dr. A</th>
<th>90</th>
<th>Lower</th>
<th>Dr. B</th>
<th>97</th>
<th>Better</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Dr. C</td>
<td>91</td>
<td></td>
<td>Dr. D</td>
<td>77</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dr. E</td>
<td>92</td>
<td></td>
<td>Dr. F</td>
<td>92</td>
<td></td>
</tr>
<tr>
<td>Community Average</td>
<td>92</td>
<td></td>
<td></td>
<td>Community Average</td>
<td>92</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How often doctor listened carefully to you</th>
<th>Dr. A</th>
<th>92</th>
<th>Lower</th>
<th>Dr. B</th>
<th>78</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Dr. C</td>
<td>96</td>
<td></td>
<td>Dr. D</td>
<td>92</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dr. E</td>
<td>92</td>
<td></td>
<td>Dr. F</td>
<td>92</td>
<td></td>
</tr>
<tr>
<td>Community Average</td>
<td>92</td>
<td></td>
<td></td>
<td>Community Average</td>
<td>92</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How often clerks and receptionists at doctor’s office were as helpful as they should be</th>
<th>Dr. A</th>
<th>83</th>
<th>Lower</th>
<th>Dr. B</th>
<th>84</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Dr. C</td>
<td>86</td>
<td></td>
<td>Dr. D</td>
<td>81</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dr. E</td>
<td>81</td>
<td></td>
<td>Dr. F</td>
<td>85</td>
<td></td>
</tr>
<tr>
<td>Community Average</td>
<td>85</td>
<td></td>
<td></td>
<td>Community Average</td>
<td>85</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Would you recommend this doctor to your family and friends (% definitely yes)</th>
<th>Dr. A</th>
<th>89</th>
<th>Lower</th>
<th>Dr. B</th>
<th>70</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Dr. C</td>
<td>94</td>
<td></td>
<td>Dr. D</td>
<td>88</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dr. E</td>
<td>88</td>
<td></td>
<td>Dr. F</td>
<td>92</td>
<td></td>
</tr>
<tr>
<td>Community Average</td>
<td>92</td>
<td></td>
<td></td>
<td>Community Average</td>
<td>92</td>
<td></td>
</tr>
</tbody>
</table>
Litigation Triggers

- Did not listen
- Showed little concern
- Rude
- Did not spend time
- Did not answer questions adequately
- Appeared to be hiding something
Relationship Between Malpractice and Satisfaction

- Higher patient satisfaction reduces malpractice risk
- Prompt disclosure of medical errors and better communication lead to lower litigation
- Prevalence of lawsuits is significantly related to the number of patient complaints
- Good patient satisfaction starts with the environment and exists in your office, clinic, or hospital
- When claims experience decrease, profitability and quality increases
Failed Systems & Procedures

Reducing risk

• Follow-up appointments
• No-Shows
• Test results
• Refill request
Failed Systems & Procedures

Referrals & Transfer of Care

- Monitor patient compliance
- Form letter to referring physician for no-shows
- Review record of no-shows
- Document contact with patient
What is excellence in customer service?

- Delivering the Promise
- Providing a personal touch
- Going the extra mile
- Resolving problems well
Language

Habla espanol?

Pouvez-vous m'aider?

Thời gian cuộc hẹn của tôi là gì?
Your call is very important to us. So please enjoy this 40 minute flute solo
55% BODY LANGUAGE

7% WORDS

38% TONALITY
Culture
Disability
Medical Jargon

• Terms commonly used in your organization
• Abbreviations
• Sentences with 15 or more words
• Words with three or more syllables
• Paragraphs with more than 25 words
Medical Jargon

43% of people aged between 16 and 65 years unable to ‘effectively understand and use everyday health information.’

~London South University
Medical Jargon

“Your radiation oncologist has planned a radioactive implant as part of your treatment.”

*Instead:*

“Your cancer doctor, also known as a radiation oncologist, has planned a radioactive implant as part of your treatment.”
Processes, Policies & Procedures

The system was never broken. It was built this way.
Staffing
Equipment
How many positive experiences does it take to make up for one negative experience?

A. 3
B. 5
C. 9
D. 12
Mood altering language

- Delighted
- Absolutely
- Pleasure
- Happy
- Sorry
- Yes
Expectations for Excellence

- Courtesy
- Respect
- Professionalism
- Trust
- Accountability
- Loyalty
- Honesty
- Positivity
- Graciousness
- Culture/attitude
- Tolerance
- Empathy
- Active listening
Questions?
Do an ordinary job...
in an extraordinary way.