



## KIDS

Paul D. Vanchiere, MBA

[PediatricSupport.com](http://PediatricSupport.com)



*Helping Pediatricians Succeed*

# KIDS Overview

Kindness

Integrity

Dignity

Service

# kind·ness

*/ˈkɪn(d)nɪs/* 

*noun*

the quality of being friendly, generous, and considerate.

*synonyms:* [kindliness](#), [kindheartedness](#), [warmheartedness](#), [affection](#), [warmth](#),  
[gentleness](#), [concern](#), [care](#); [More](#)

- a kind act.

plural noun: [kindnesses](#)

"it is a kindness I shall never forget"

*synonyms:* [kindliness](#), [kindheartedness](#), [warmheartedness](#), [affection](#), [warmth](#),  
[gentleness](#), [concern](#), [care](#); [More](#)


# in·teg·ri·ty

/in'tegritē/ 

*noun*

1. the quality of being honest and having strong moral principles; moral uprightness.  
"he is known to be a man of integrity"  
*synonyms:* [honesty](#), [probity](#), [rectitude](#), [honor](#), [good character](#), [principle\(s\)](#), [ethics](#), [morals](#), [righteousness](#), [morality](#), [virtue](#), [decency](#), [fairness](#), [scrupulousness](#), [sincerity](#), [truthfulness](#), [trustworthiness](#) [More](#)
2. the state of being whole and undivided.  
"upholding territorial integrity and national sovereignty"  
*synonyms:* [unity](#), [unification](#), [coherence](#), [cohesion](#), [togetherness](#), [solidarity](#) [More](#)

# dig·ni·ty

/ˈdɪɡnɪti/ 

*noun*

the state or quality of being worthy of honor or respect.

"a man of dignity and unbending principle"

- a composed or serious manner or style.

"he bowed with great dignity"

*synonyms:* stateliness, nobility, majesty, regality, courtliness, augustness, loftiness, lordliness, grandeur; [More](#)

- a sense of pride in oneself; self-respect.

"it was beneath his dignity to shout"

*synonyms:* self-respect, pride, self-esteem, self-worth [More](#)

# serv·ice

/ˈsɜrvɪs/ 

*noun*

1. the action of helping or doing work for someone.  
"millions are involved in voluntary service"  
*synonyms:* favor, kindness, good turn, helping hand; [More](#)

# Golden Rules

- The Patient is the most important person in our profession
- The Patient's needs are the purpose of our work...not an interruption
- The Patient is an individual...not just a name, face or number
- The Patient is a real person with feelings and emotions like our own
- The Patient is not someone with whom to argue or match wits
- The Patient is the lifeblood of our profession
- The Patient is the person who buys our service...and provides our income
- The Patient is not dependent on us...we are dependent on them
- The Patient does us a favor when they call
- The Patient deserves our courteous attention

# Examples of Great Customer Service

- What Makes A Company Great?
  - Why buy from them again?
  - Why go back there?
  - How do they make you feel?
- Activity- Good vs Awful





"We knew we had to change the mindset of our existing employee base as well as the hiring profile going forward," said Dennis Knowles, the Lowe's executive responsible for store operations. "We knew that there was a payoff for that."



In a poll for Insure.com, 70% of customers said they would recommend State Farm to a friend, saying agents were easy to reach, and friendly and helpful by phone.

# The brilliance of Henry Ford

- Standardized the automotive industry
- Brought order to fragmented industry
- Ensured consistent product (*Even if every car was painted black*)
- Increased financial success



# Can you “Henry Ford” Your Practice?

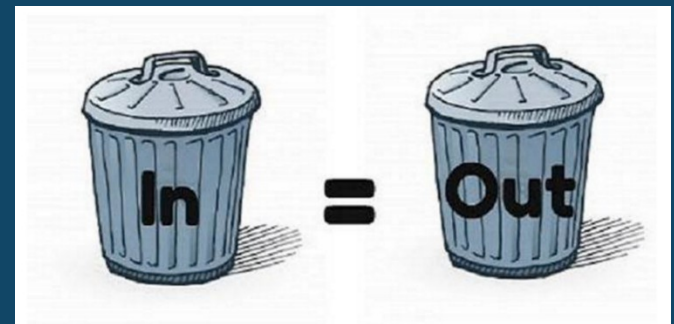
- Develop Consistent processes
  - Appointment scheduling
  - Reception
  - Clinical Areas
  - Referral coordination
- Happiness for Everyone
  - Patients (Care and Satisfaction)
  - Staff (Empowerment & Fulfillment)
  - Providers (Quality of Life & Financial Success)

# The 8 “Rights” of PMI’s successful clients

1. The right TEAM
2. The right CULTURE
3. The right EMR
4. The right BILLING SYSTEM
5. The right INTERNAL PROCESSES
6. The right MONITORING TOOLS
7. The right EXPECTATIONS
8. The right BOUNDARIES

# Are you Hiring the Right People....

- Are you setting reasonable expectations?
- Are you holding people accountable?
- Are you hiring people who fit into your culture?
- Are you allowing the good employees to be run off by bad ones?





# Competition for Employees



# How Do You Stack Up?



**BUC-ee'S**

**NOW HIRING FOR OUR FORT WORTH LOCATION!**

|                           |                        |
|---------------------------|------------------------|
| CASHIER OR GIFT ASSOCIATE | \$13.00 - \$15.00 HOUR |
| FOOD SERVICE, MAINTENANCE | \$14.00 - \$16.00 HOUR |
| TEAM LEADER               | \$15.00-\$18.00 HOUR   |
| ASSISTANT                 | \$18 AND UP            |

3 WEEKS PAID TIME OFF. USE IT, CASH IT, ROLL IT. [CLICK HERE](#)

- Warmly Greet Patients
- Understand Nuances of Insurance Claims Filing
- Calculate Deductibles
- Phone Etiquette
- Appearance



# 10 Things That Require Zero

## Talent

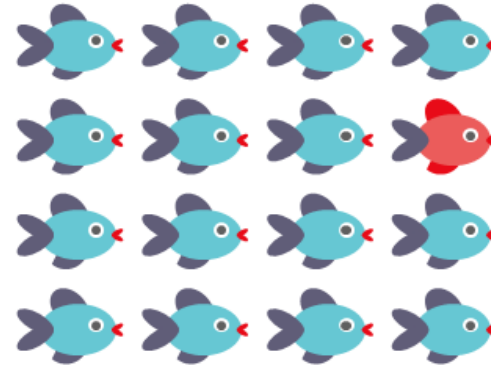
- Being on Time
- Work Ethic
- Effort
- Body Language
- Energy
- Attitude
- Passion
- Being Coachable
- Doing EXTRA
- Being Prepared

Do you hire people with these attributes or focus only on skill?

Why not ask people to give example of each of these attributes during the interview? Were they believable?

## Differences between

# BOSS ← Vs. → LEADER













- **Drives** employees
- Depends on **authority**
- Inspires **fear**
- Says **"I"**
- Places **blame** for the breakdown
- **Knows** how it's done
- **Uses** people
- **Takes** credit
- **Commands**
- Says **"Go!"**
- **Coaches** employees
- Depends on **goodwill**
- Generates **enthusiasm**
- Says **"we"**
- **Fixes** the breakdown
- **Shows** how it's done
- **Develops** people
- **Gives** credit
- **Asks**
- Says **"Let's go!"**

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# GENERATION GAPS

By BRUCE FEIRSTEIN

| GENERATION                                    | iGEN  | MILLENNIALS                            | GEN X   | BABY-BOOMERS  | GREATEST GENERATION  |
|---|---|--|---|---|--|
| YEAR OF BIRTH                                 | After 2000  | 1980-2000                              | 1965-1979   | 1946-1964   | Before the end of W.W. II  |
| WHICH MAKES THEM HOW OLD?                     | 0-14  | 15-35                                  | 36-50   | 51-69 (but they lie)  | 70+  |
| LIFE-ALTERING EVENT                           | Release of the iPhone 6  | Free Wi-Fi                             | 9/11  | First time they tried pot  | First time they laid eyes on a '55 Ford Thunderbird  |
| CURRENT LIVING SITUATION                      | Down the hall from Mom and Dad  | Sharing an apartment in Brooklyn       | Priced out of Brooklyn, considering Los Angeles   | Back in the city, baby!   | Using a reverse mortgage to provide shelter for feckless offspring   |
| HOW DO THEY GET AROUND?                       | Mom's Prius   | Lyft                                   | Handmade Dutch bicycle  | Soon-to-be-repossessed BMW  | Dreaming about that '55 T-Bird  |
| TRUSTED NEWS SOURCE                           | YouTube   | Twitter                                | John Oliver           | Don-Rather-Brian-Williams   | Dead trees   |
| PREFERRED MODE OF COMMUNICATION               | Snapchat  | Selfies                                | Text  | Lawsuits  | Guilt-inducing phone calls   |
| ICON  | Ariana Grande   | Mark Zuckerberg                        | Kurt Cobain          | Howard Stern  | Harry Truman                    |
| SOCIAL NETWORK THEY ABANDONED FACEBOOK FOR    | Instagram   | Tinder                                 | LinkedIn  | Match.com   | The Rotary Club  |
| ENTERTAINMENT EXPENDITURE                     | \$26.95 on Minecraft  | \$900 on Coachella                     | \$2,000 on Burning Man  | \$5,000 on "Platinum" tix to the Rolling Stones   | \$35 on Oklahoma at community dinner theater   |
| MONEY-DRAINING ADDICTION                      | Mobile-game upgrades    | Limited-edition Nikes                  | Superhero collectibles on eBay  | Second home   | G.O.P. fund-raising e-mails  |
| GET-RICH-QUICK SCHEME                         | Create a video game   | Invent an app                          | Sell something to Yahoo   | Flipping houses   | Fracking   |
| SIGNIFICANT CONTRIBUTION TO SOCIETY           | Being Common Core guinea pigs   | Trigger warnings and micro-aggressions | Artisanal pickles  | The bong  | Defeating Hitler   |
| DEFINING CONDITION                            | Peanut-allergic   | Gluten-intolerant                      | Attention-deficit-disordered  | Erectile-dysfunctional  | Permanently aggrieved  |
| DEEPEST FEAR                                  | Low batteries   | Everybody doesn't get a trophy?        | How to pay off grad-school loans  | No longer being the center of the universe  | America, 2015  |
| AND, FINALLY, THE KEY QUESTION OF THEIR LIVES | What's a landline?     | What's a career?                       | What's the point?   | Where's the Viagra?      | Where the fuck did we go so very, very wrong?  |

# Few things from my mother...

- *I won't yell at you until your head quits hurting*
  - Take a breather
  - Think about the situation
  - Talk rationally and objectively
  - Turn into a “Teachable” moment
- *Help Me Understand*
  - Effective Socratic method to get to root of the issue.

# Dealing with Patient Complaints

When's the last time you complained?

Why?

Key Component of Complaint?

# Victimology

Understand why practices receive complaints and might be able to figure out the root cause.

# Setting Expectations

Of the Patient  
Of Mom  
Of the Practice

# Things to Remember

Mom and Dad are worried about their child  
They could have been up all night  
They may not have resources to afford the visit  
They may not have insurance  
They may have been in the ER all night  
The child may be hungry  
They may be in hurry to pick up other child  
Mom or Dad may be at their mental limit



# How do we Communicate?

# We Communicate in Three Ways

Words we use

Tone of voice in which we deliver message

Body language with which we accompany them

# Team Support

- Kindness
  - Integrity
  - Dignity
  - Service
- 
- What do you need to succeed?

# Concluding Thought...

- We are in the business of caring for children....

# Lessons Learned

What are you going  
to do different in  
your office?

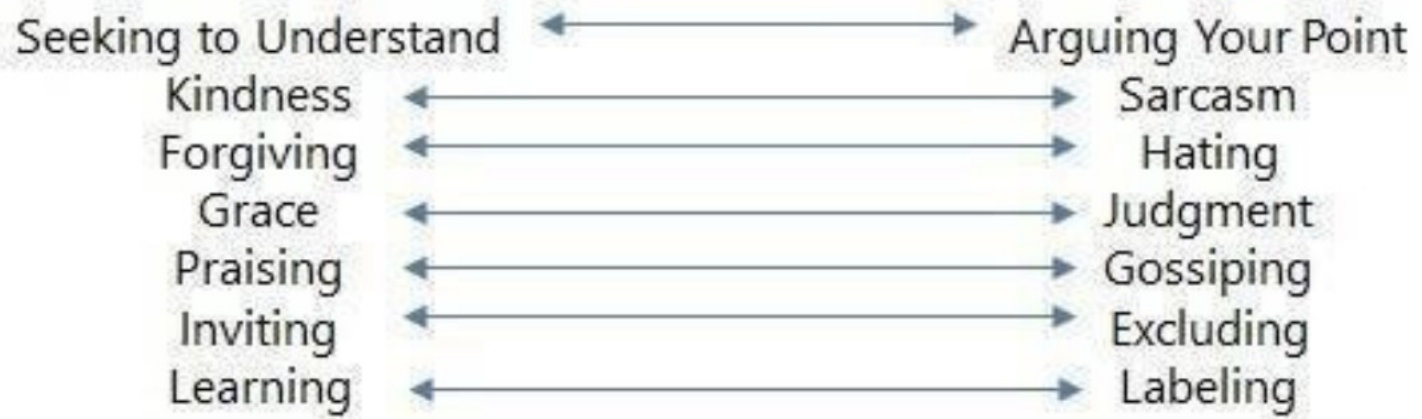


**The following slides are provided as a  
resource to train your staff**



## Builder

## Barrier



Source: Marlene Chism

# SUCCESSFUL PEOPLE



-  **GIVE OTHER PEOPLE CREDIT FOR THEIR VICTORIES**
-  **EXUDE JOY**
-  **SHARE INFORMATION AND DATA**
-  **COMPLIMENT**
-  **HAVE A SENSE OF GRATITUDE**
-  **CONTINUOUSLY LEARN**
-  **EMBRACE CHANGE**
-  **KEEP A JOURNAL**
-  **FORGIVE OTHERS**
-  **KEEP A "TO-DO/PROJECT" LIST**
-  **KEEP A "TO-BE" LIST**
-  **TALK ABOUT IDEAS**
-  **READ EVERYDAY**
-  **SET GOALS AND DEVELOP LIFE PLANS**
-  **ACCEPT RESPONSIBILITY**
-  **OPERATE FROM A TRANSFORMATIONAL PERSPECTIVE**
-  **WANT OTHERS TO SUCCEED**

# UNSUCCESSFUL PEOPLE



-  **DON'T KNOW WHAT THEY WANT TO BE**
-  **SECRETLY HOPE OTHERS TO FAIL**
-  **BLAME OTHERS FOR THEIR FAILURES**
-  **NEVER SET GOALS**
-  **HOLD A GRUDGE**
-  **HAVE A SENSE OF ENTITLEMENT**
-  **TALK ABOUT PEOPLE**
-  **CRITICIZE**
-  **FEAR CHANGE**
-  **FLY BY THEIR SEAT OF THEIR PANTS**
-  **THINK THEY KNOW IT ALL**
-  **TAKE ALL THE CREDIT OF THEIR VICTORIES**
-  **SAY THEY KEEP A JOURNAL BUT REALLY DON'T**
-  **OPERATE FROM A TRANSACTIONAL PERSPECTIVE**
-  **HORDE INFORMATION AND DATA**
-  **EXUDE ANGER**

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# 10 Tips for Great Leaders

- **Share Information**
  - Communicate the news so minds don't wander and think of crazy things
- **Say thanks**
  - People want to feel appreciated. Simple thank you note doesn't cost a thing and makes a huge difference. When's the last time you got one?
- **Empower through delegation**
  - We know no one can do it as well as you. BUT you need to delegate to give yourself time to complete tasks more appropriate for your level
- **Set small milestones**
  - If you can't match last year's numbers, set milestones that can be reached.
- **Adjust your style**
  - With multiple personalities on your team, don't think you can manage everyone the same way
- **Have Fun**
  - Your team wants to enjoy going to work
- **Remove Obstacles**
  - Bureaucracy stifles creativity and innovation.
- **Give Feedback**
  - Your team members want feedback...it's vital to making your team achieve maximum productivity.
- **Raise Your Hand**
  - When your team sees you putting in extra hours, they are inspired to jump in and follow you lead.
- **Focus Your Time**

# Old versus New Thinking

| Old                            | New                              |
|--------------------------------|----------------------------------|
| Employees are the biggest risk | Employees are the biggest assets |
| Top-down communication         | Open communication               |
| Skill over behavior            | Behavior over skill              |
| Manage Time                    | Empower results                  |
| Rigid working schedule         | Flexible working schedule        |
| Double Standard                | One standard                     |
| Fear of failure                | Fail often and fast              |
| Enrich physicians              | Enrich patients and team members |

*Orrin Grayson*  
The \$200 Million Business Coach

# W.A.I.T

Consider this question  
before you begin

## Why Am I Talking?



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# How can complaints be handled?

Expression of regret or apology (does not create liability)

Known clinical facts (without opinion or speculation)

Seeking Mom's questions/concerns

Discussion of ongoing Care

Informing of side effects to look out for

Informing what happens next (investigation of the adverse event and feedback)

Contact details in case of further concerns or questions

# Key considerations in complaint handling and response

- All staff participates in complaint handling
- Address frontline complaints as soon as possible
- Treat all parties with consideration & respect
- Address each issue
- Give feedback to all parties
- Learn from new insights

# Do:

Give your name

Be sympathetic

Listen & take Mom seriously

Let Mom have her say

Get Mom's details- name, address, phone number, etc.

Get the full facts & make notes

Tell Mom what will happen next & the stages of the procedure

Stay calm even if Mom gets angry

Act quickly once Mom has left

Document

# Don't:

Consider the complaint a personal criticism

Tell them to complain in writing or to come back later

Argue with Mom

Accept abuse from Mom or Dad

Get angry or get into a blame conversation

Deter people from making a complaint

Use jargon when writing back to the person

# Enhancing Listening Skills

Make and use eye contact

Do not Interrupt

Make a mental record

Listen to understand

Ask purposeful/ clarifying questions



# Steps in Handling Complaints

Suitable area

Listen and empathize

Do not interrupt or argue

Ask for facts/ encourage elaboration

Sad but glad statement

Apologize

Be Courteous

Thank Mom/Dad

Take immediate action

Learn from situation

# Difficult situations

Remain polite and respectful.

Focus on the issue at hand, rather than the personalities.

Take time to understand what the problem is – there may be an easy solution.

Be prepared to listen, without getting caught up in emotions – the person wants to be heard

Be patient.

Provide information or an expression of regret as appropriate.

Ask another staff member for help if necessary.



# Answering Calls

- Answer Promptly (Third Ring if Possible)
- Stop everything else before you answer the phone- be focused
- Speak clearly and distinctly in a pleasant tone of voice
- Before transferring, tell the caller what you are doing
- Remember that you are the first impression of the practice
- If the caller selected the wrong option, be courteous. Find out who they are looking for and help them

# How to Say it...

|   |  |
|---|--|
|   |  |
| “She is Out”                                    | “She is not in the office at the moment, Would you like to leave a message on her voicemail?”      |
| “I don’t know where she is”                     | “She stepped away from her desk. Would you like to leave a message for her?”                       |
| “She’s in the bathroom”                         |  |
| “She hasn’t come in yet”                        | “I expect her to be here shortly. Would you like to leave a message?”                              |
| “She took the day off”                          | “She is out of the office for the day. Can someone else help you or would you like her voicemail?” |
| “She does not want to be disturbed/interrupted” | “She is unavailable at the moment. Would you like to leave a message on her voicemail?”            |
| “She is busy”                                   |  |

# Why do people complain?

Mom did not receive:

Sufficient or correct information

Safe health care

Respect

Expected outcome

Quality communication

Timely care

# What does Mom want?

Apology

Taken seriously- Formal/Informal

Assurance it won't happen again

Change in practice

Information

Better care

# Possible outcomes from Mom

Information & apology provided

Policy/protocol change

Staff or consumer education

New service to be provided

Monitor trend and/or conduct clinical audit

Reference to Quality or other Committee

Systems review

# Complaints are integral to a quality service

## Complaints are inevitable

Helps practice to learn from mistakes

Identifies gaps in current processes

Provides a mechanism for Mom's input into quality improvement

Provides trend data that is useful for quality improvement

Recognizes right of Mom and Dad to complain

Restores trust