KIDS

Paul D. Vanchiere, MBA
KIDS Overview

Kindness
Integrity
Dignity
Service
kind·ness
/'kīn(d)nis/  noun
the quality of being friendly, generous, and considerate.
synonyms: kindliness, kindheartedness, warmheartedness, affection, warmth, gentleness, concern, care;  More

• a kind act.
  plural noun: kindesses
  "it is a kindness I shall never forget"
synonyms: kindliness, kindheartedness, warmheartedness, affection, warmth, gentleness, concern, care;  More
integrity
/inˈtegrəti/  

noun

1. the quality of being honest and having strong moral principles; moral upright. "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  

2. the state of being whole and undivided. "upholding territorial integrity and national sovereignty"
   synonyms: unity, unification, coherence, cohesion, togetherness, solidarity  

More
dignity

/nˈdɪgnəti/ ▶

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
service

/sərˈvɪs/

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?

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

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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**
- 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!”

**LEADER**
- 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

<table>
<thead>
<tr>
<th>Generation</th>
<th>iGen</th>
<th>Millennials</th>
<th>Gen X</th>
<th>Baby-Boomers</th>
<th>Greatest Generation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Which Makes Them How Old?</strong></td>
<td>0–14</td>
<td>15–35</td>
<td>36–50</td>
<td>51–69 (but they lie)</td>
<td>70+</td>
</tr>
<tr>
<td><strong>Life-Altering Event</strong></td>
<td>Release of the iPhone 6</td>
<td>Free WiFi</td>
<td>9/11</td>
<td>First time they tried pot</td>
<td>First time they laid eyes on a ’55 Ford Thunderbird</td>
</tr>
<tr>
<td><strong>Current Living Situation</strong></td>
<td>Down the hall from Mom and Dad</td>
<td>Sharing an apartment in Brooklyn</td>
<td>Priced out of Brooklyn, considering Los Angeles</td>
<td>Back in the city, baby!</td>
<td>Using reverse mortgage to provide shelter for lack of offspring</td>
</tr>
<tr>
<td><strong>How Do They Get Around?</strong></td>
<td>Mom’s Prius</td>
<td>Lyft</td>
<td>Handmade Dutch bicycle</td>
<td>Someone driving the repossessed BMW</td>
<td>Dreaming about that ’55 T-Bird</td>
</tr>
<tr>
<td><strong>Trusted News Source</strong></td>
<td>YouTube</td>
<td>Twitter</td>
<td><a href="https://www.imdb.com/name/nm0996182/">John Oliver</a></td>
<td>Dan Rather &amp; Brian Williams</td>
<td>Dead trees</td>
</tr>
<tr>
<td><strong>Preferred Mode of Communication</strong></td>
<td>Snapchat</td>
<td>Selfies</td>
<td>Text</td>
<td>Lawsuits</td>
<td>Guilt-inducing phone calls</td>
</tr>
<tr>
<td><strong>Icon</strong></td>
<td>Ariana Grande</td>
<td>Mark Zuckerberg</td>
<td>Kurt Cobain</td>
<td>Howard Stern</td>
<td>Harry Truman</td>
</tr>
<tr>
<td><strong>Social Network They Abandoned/Facebook For</strong></td>
<td>Instagram</td>
<td>Tinder</td>
<td>LinkedIn</td>
<td>Match.com</td>
<td>The Rotary Club</td>
</tr>
<tr>
<td><strong>Entertainment Expenditure</strong></td>
<td>$26.95 on Minecraft</td>
<td>$900 on Coachella</td>
<td>$2,000 on Burning Man</td>
<td>$5,000 on “Platinum” ticket to the Rolling Stones</td>
<td>$35 on Oklahoma at community dinner theater</td>
</tr>
<tr>
<td><strong>Money-Draining Addiction</strong></td>
<td>Mobile game upgrades</td>
<td>Limited-edition Nikes</td>
<td>Superhero collectibles on eBay</td>
<td>Second home</td>
<td>G.O.P. fund-raising emails</td>
</tr>
<tr>
<td><strong>Get-Rich-Quick Scheme</strong></td>
<td>Create a video game</td>
<td>Invest in an app</td>
<td>Sell something to Yahoo</td>
<td>Flipping houses</td>
<td>Fracking</td>
</tr>
<tr>
<td><strong>Significant Contribution to Society</strong></td>
<td>Being Common Core enthusiasts</td>
<td>Trigger warnings and micro-aggressions</td>
<td>Artisanal pickles</td>
<td>The bong</td>
<td>Defeating Hitler</td>
</tr>
<tr>
<td><strong>Defining Condition</strong></td>
<td>Peanut-allergic</td>
<td>Gluten-intolerant</td>
<td>Attention-deficit-disordered</td>
<td>Erectile-dysfunctional</td>
<td>Permanently aggrieved</td>
</tr>
<tr>
<td><strong>Deepest Fear</strong></td>
<td>Low batteries</td>
<td>Everybody doesn’t get a trophy?</td>
<td>How to pay off grad-school loans</td>
<td>No longer being the center of the universe</td>
<td>America, 2015</td>
</tr>
<tr>
<td><strong>And, Finally, The Key Question of Their Lives</strong></td>
<td>What’s a landline?</td>
<td>What’s a career?</td>
<td>What’s the point?</td>
<td>Where’s the Viagra?</td>
<td>Where the fuck did we go so very wrong?</td>
</tr>
</tbody>
</table>
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
Are You A...?

**Builder**

- Seeking to Understand
- Kindness
- Forgiving
- Grace
- Praising
- Inviting
- Learning

**Barrier**

- Arguing Your Point
- Sarcasm
- Hating
- Judgment
- Gossiping
- Excluding
- Labeling

Source: Marlene Chism
SUCCESSFUL PEOPLE

- Exude joy
- Share information and data
- Have a sense of gratitude
- Continuously learn
- Embrace change
- Compliment
- Forgive others
- Keep a "to-do/project" list
- Keep a "to-be" list
- Read everyday
- Set goals and develop life plans
- Accept responsibility
- Operate from a transformational perspective
- Want others to succeed

UNSUCCESSFUL PEOPLE

- Secretly hope others to fail
- Don't know what they want to be
- Never set goals
- Blame others for their failures
- Have a sense of entitlement
- Hold a grudge
- Talk about people
- Criticize
- Fear change
- Think they know it all
- Take all the credit of their victories
- Operate from a transactional perspective
- Say they keep a journal but really don't
- 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 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 creatively 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

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

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