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Pediatric Management
INSTITUTE

Using KIDS to Provide the Best Customer Service in Pediatrics

Paul D. Vanchiere, MBA

Where is Paul coming from?!?

- Father of Three Girls (Plus 2 Dogs, 2 Guinea Pigs and 7 fish)
- Son of a Pediatrician (Dad)
- Son of Director of Palliative Care & Church Organist (Mom)
- Brother of Pedi-Infectious Disease (Plus 3 other siblings)
- Worked in Many Specialties (Independents and Hospital-Owned)
 - Pediatrics
 - Cardiology
 - Pathology
 - Neurosurgery
 - DME Company

Perspective as a Father



Perspective as a Child



PEDIATRIC MANAGEMENT

A DOWDEN PUBLICATION

OCTOBER 1993

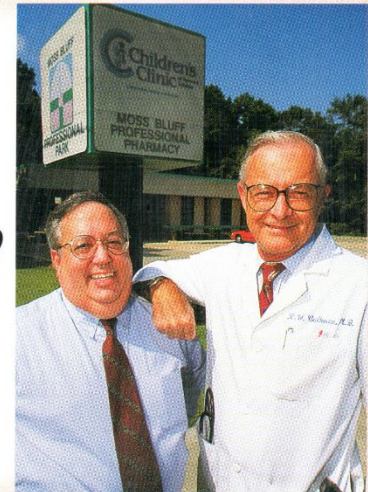
**Effective
Sexuality
Counseling**
10 Key Tips

**The 'Raleigh
Response' To
Managed Care**

**How Parents
Select Their
Pediatrician**

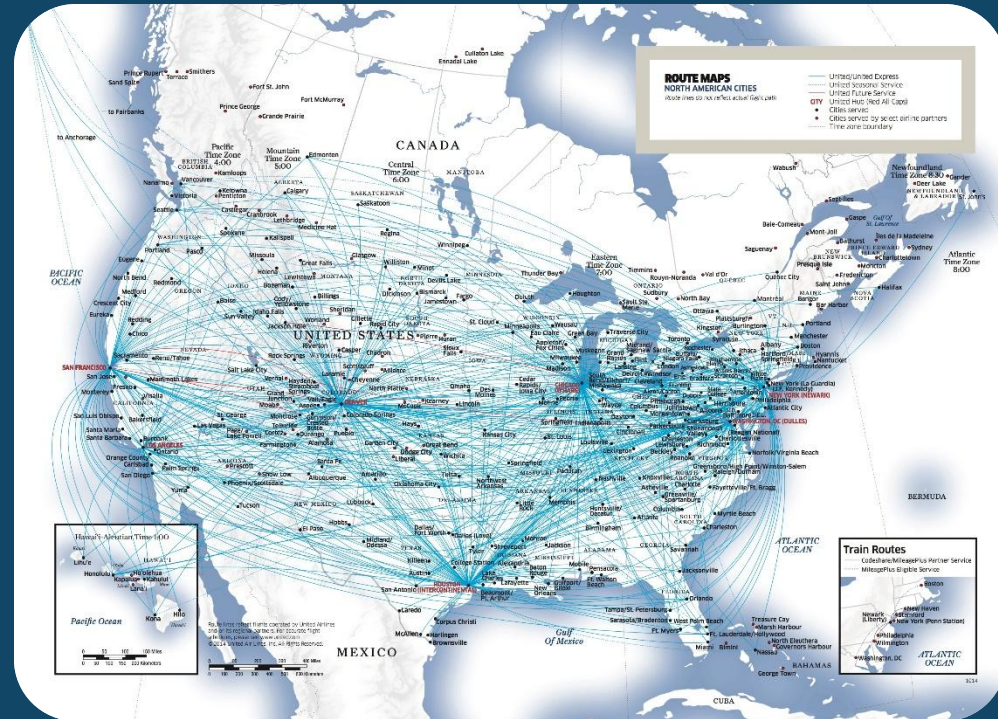
WHAT MAKES THIS PRACTICE SO SUCCESSFUL?

*Drs. Charles 'Buzzy' Vanchiere,
Dick Calboun and their
colleagues at the Children's Clinic
of Southwest Louisiana share the steps
that have turned their practice into
a \$4.2-million powerhouse*



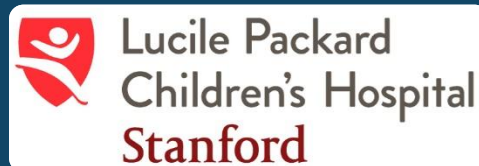
Perspective as a Consultant

- Visited independent and hospital-owned practices over the past several years
- Seen innovative approaches to care
- Seen practices rise to the challenge of providing much-needed services for the community
- Worked with practices to overcome financial and operational challenges



Perspective of Child With Special Needs

- Leigh's Disease
 - Subacute necrotizing encephalomyelopathy of the basal ganglia
- Usually fatal by the age of four years
- Symptoms
 - Non Verbal
 - Non Ambulatory
 - Cognitive Delays
 - Numerous Surgeries
 - Respiratory Issues
- Clinical Drug Trial (Edison Pharmaceuticals)
- Personally experienced the best the world has to offer



Brave New World of the Future

- Where are we headed?
 - Shifts in Technologies
 - Diagnostics
 - Treatment
 - Communication
 - Shifts in Patient Needs/Demands
 - Convenience is biggest driver
- Key to the Future: Proving your “Value Proposition” with the RIGHT PEOPLE on your team.
- You control your own destiny.



CVS is buying Aetna in massive deal that could transform health care

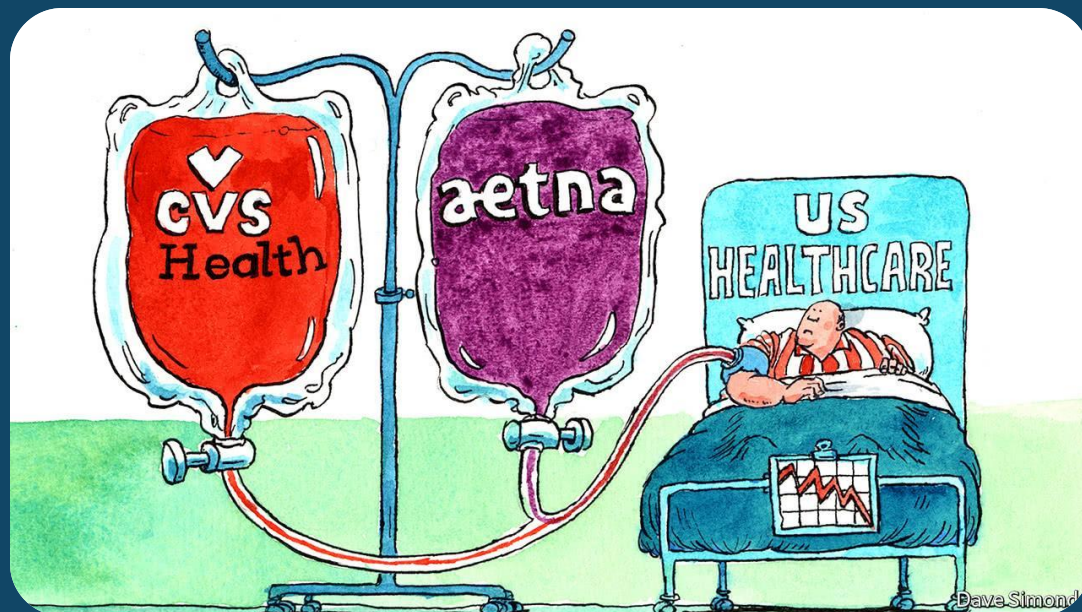
by Julia Horowitz and Danielle Wiener-Bronner @CNMMoneyInvest

🕒 December 3, 2017: 6:36 PM ET

👍 Recommend 6.5K



- \$69 Billion Dollar Merger
- Aetna- 3rd Largest Insurer
- 22 Million Lives
- 9,700 CVS Stores
- 1,100 with MinuteClinics





Health » Diet + Fitness | Living Well | Parenting + Family

4 ways CVS-Aetna merger could change your health care

By Jacqueline Howard and Paul La Monica, CNN

🕒 Updated 11:58 AM ET, Tue December 5, 2017



All Eyes On Drug Costs

"I think there's going to be greater convenience and ease of use for obtaining health services, because I think there's going to be more and more CVS pharmacies, which are ubiquitous, that are a place and endpoint where you can access health care,"

- *Dr. Michael Williams-Director of the Center for Health Policy*

Minute Clinics Could Replace Emergency Rooms

“The CVS-Aetna merger could eliminate much of the unnecessary complexities consumers face when seeing a doctor and create a new front door to the health care system...”

- *Aetna CEO Mark Bertolini*

Doctor's Office Visits Could Be Less Necessary

“Aetna’s [CEO] Bertolini said the combined resources of CVS and Aetna could make pharmacies and walk-in clinics kind of like the medical version of the Genius Bar at Apple Stores, with experts dispensing quick, convenient and reliable health care knowledge.”



Imagine This.....

- Aetna continues the shift to insurance plans with higher deductibles
- Lower/No Co-Payments for CVS visits
 - Sick Visits
- Expand Into
 - Check Ups
 - Vaccines
- Leverage Telemedicine
- Once build out the >1,100 CVS locations with NP's and expand services

Financial Impact?

2 Sick Visits * \$100 per visit * 200
Provider Days = \$40,000

With no reduction in Overhead

Vaccine Drug Cost Not Included in Rev/Visit above

These are the reason you are here

- Chip Hart- Mistakes to Avoid
- Richard Lander- Proving Your Value
- Susanne Madden- Contract Negotiations
- Susan Sirota- Road to Successful Supergroup
- Sue Kressly- Right Care, Right Place, Right Time
- Dan Feiten- Managing Your Online Presence
- Chip Harbaugh- Managing the Generational Divide
- Greg Anderson- Options to Staying Independent

Why Chose One Above Another?

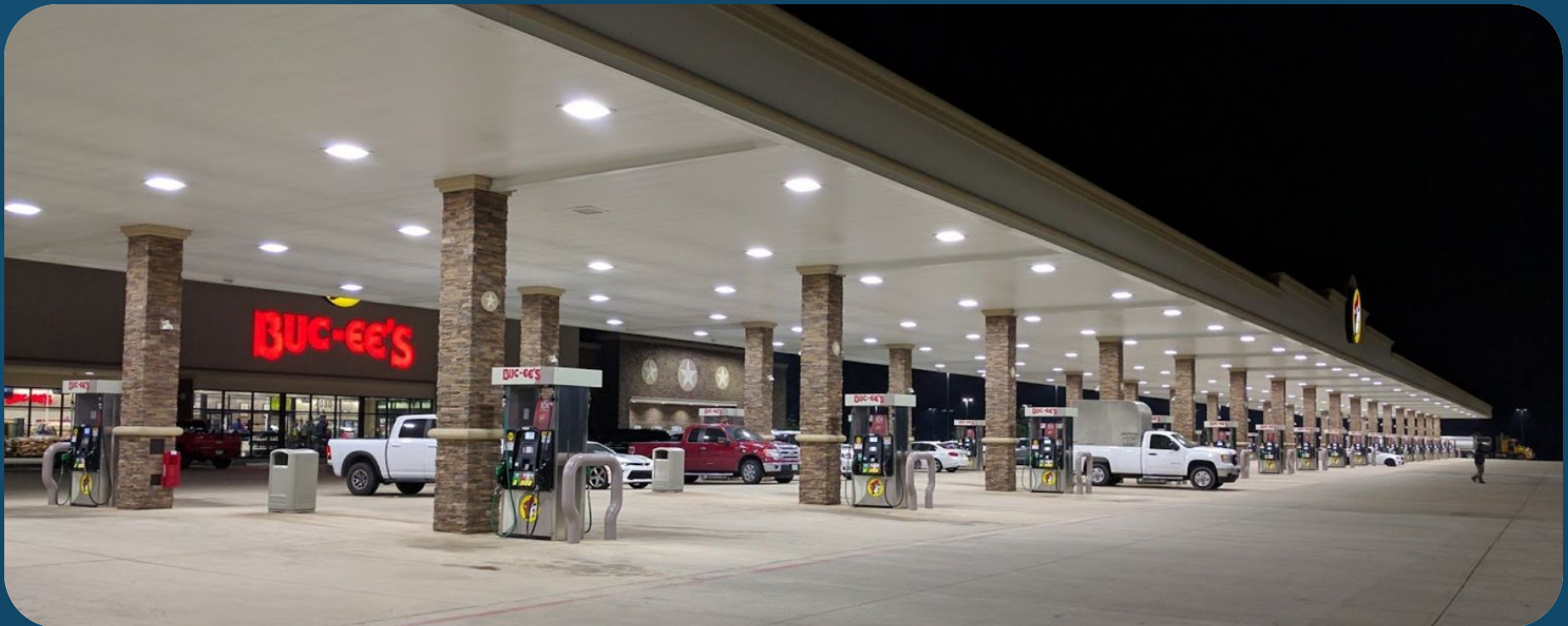


Let's Talk About Gas...



Baytown, TX

- 60,000 sq ft store
- 96 fueling stations
- 10 flavors of Icees
- 20 soda flavors in fountain drinks



Why Do So Many People Stop There?





Forbes

How Two Texans Made Buc-ee's Convenience Stores A Phenomenon



Peter Carbonara, FORBES STAFF
I write about entrepreneurs and small business. [FULL BIO](#)

This story appears in the September 5, 2017 issue of Forbes. [Subscribe](#)



No cleaning logs in the bathroom...they are always cleaning!

Buc-ee's Found What Motivated Customers to Engage...

**OUR AIM IS TO HAVE CLEAN RESTROOMS.
YOUR AIM WILL HELP.**



BUC-ee's

19 MILES

**YOUR THRONE AWAITS.
FABULOUS RESTROOMS**



BUC-ee's

32 MILES

The 8 “Right” Ingredients of PMI’s Successful Clients

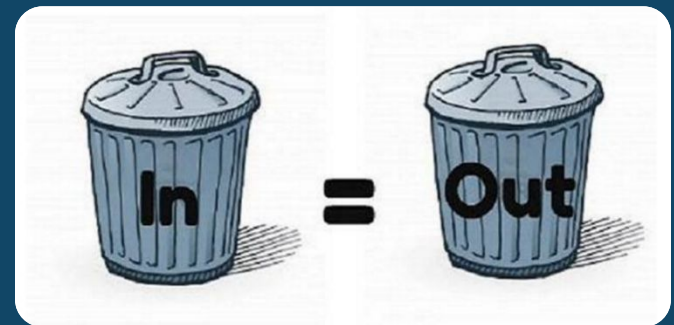
1. The right TEAM
2. The right CULTURE
3. The right EMR
4. The right BILLING SYSTEM
5. The right INTERNAL PROCESSES
6. The right MONITORING TOOLS
7. The right EXPECTATIONS
8. The right level of ACCOUNTABILITY

Number One Ingredient

- The Right People
 - Hiring the right people
 - Training them the right way
 - Coaching them to success

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?



How Do You Stack Up?



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.

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

Wolf In Sheep's Clothing?





What Is Your Value Proposition?

PediatricSupport.com



Helping Pediatricians Succeed

What Is Your Value Proposition?

- Why do patients come to you?
- Would you see as many 5-year old check ups if vaccines were not required for school?

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?



- Do Mom & Dad feel welcomed in your practice?

KIDS Overview


Kindness

Integrity

Dignity

Service

kind·ness

/ˈkɪn(d)nəs/ 

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'tegrədē/ 

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
"I never doubted his integrity"
2. the state of being whole and undivided.
"upholding territorial integrity and national sovereignty"
synonyms: unity, unification, coherence, cohesion, togetherness, solidarity
"the integrity of the federation"

dig·ni·ty

/ˈdɪɡnədē/ 

noun

noun: **dignity**

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


"he had lost his dignity"

- a high or honorable rank or position.

plural noun: **dignities**

"he promised dignities to the nobles in return for his rival's murder"

serv·ice

/ˈsɜrvəs/ 

noun

noun: **service**

1. the action of helping or doing work for someone.
"millions are involved in voluntary service"
synonyms: favor, kindness, good turn, helping hand; [More](#)
 - an act of assistance.
plural noun: **services**
"he has done us a great service"
synonyms: favor, kindness, good turn, helping hand; [More](#)
 - assistance or advice given to customers during and after the sale of goods.
"they aim to provide better quality of service"

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

Dealing with Patient Complaints

When's the last time a patient complained?

Why do people complain?

PediatricSupport.com



Why do people complain?

Mom did not receive:

- Sufficient or correct information
- Safe health care
- Respect
- Expected outcome
- Quality communication
- Timely care

Setting Expectations

Of the Patient
Of Mom
Of the Practice

Complaints are integral to a quality service

- 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

What does Mom want?

- Apology
- Taken seriously- Formal/Informal
- Assurance it won't happen again
- Change in practice
- Information
- Better care



What's Supposed to Happen...

Where do you stand?

PediatricSupport.com



Helping Pediatricians Succeed

Where Do You Stand?

- Self-Assessment
- Look in the mirror

The culture of any organization is shaped by the worst behavior the leader is willing to tolerate

-Gruenter & Whitaker

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.

Team Support

- Kindness
 - Integrity
 - Dignity
 - Service
-
- What are you doing to set the example?

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

10 Things That Require Zero Talent

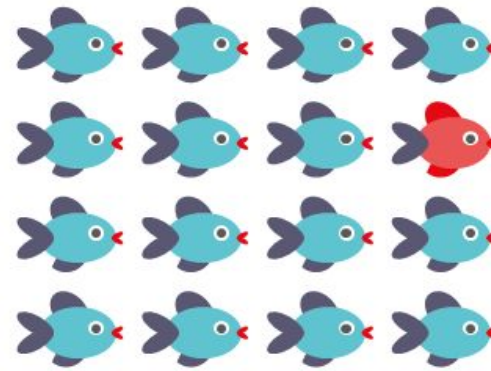
- Being on Time
- Work Ethic
- Effort
- Body Language
- Energy
- Attitude
- Passion
- Being Coachable
- Doing EXTRA
- Being Prepared

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!"**

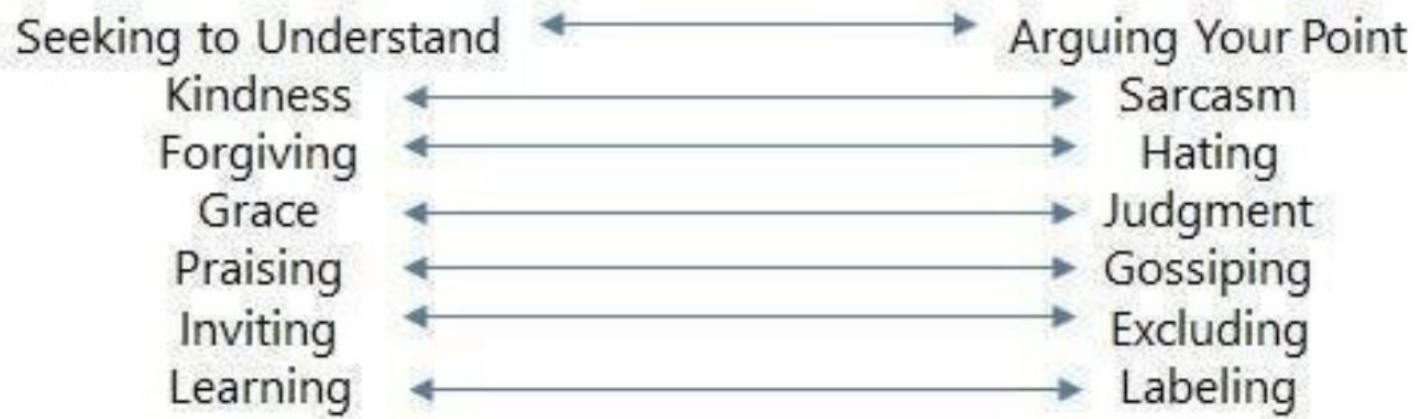
- **Coaches** employees
- Depends on **goodwill**
- Generates **enthusiasm**
- Says **"we"**
- **Fixes** the breakdown
- **Shows** how it's done
- **Develops** people
- **Gives** credit
- **Asks**
- Says **"Let's go!"**

www.presentationgo.com



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**
-  **KEEP A "TO-DO/PROJECT" LIST**
-  **FORGIVE OTHERS**
-  **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



-  **SECRETLY HOPE OTHERS TO FAIL**
-  **DON'T KNOW WHAT THEY WANT TO BE**
-  **BLAME OTHERS FOR THEIR FAILURES**
-  **NEVER SET GOALS**
-  **HAVE A SENSE OF ENTITLEMENT**
-  **HOLD A GRUDGE**
-  **CRITICIZE**
-  **TALK ABOUT PEOPLE**
-  **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**

WWW.JOSHHMILLER.COM

PediatricSupport.com

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**

The Iceberg Illusion

Success is an iceberg



WHAT PEOPLE SEE

Persistence



Failure



Sacrifice



Disappointment



WHAT PEOPLE DON'T SEE

Dedication



Hard work



Good habits



@sylviaaduckworth

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

W.A.I.T

Consider this question
before you begin

Why Am I Talking?



We Communicate in Three Ways

1. Words we use
2. Tone of voice in which we deliver message
3. Body language with which we accompany them

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:

1. Give your name
2. Be sympathetic
3. Listen & take Mom seriously
4. Let Mom have her say
5. Get Mom's details- name, address, phone number, etc.
6. Get the full facts & make notes
7. Tell Mom what will happen next & the stages of the procedure
8. Stay calm even if Mom gets angry
9. Act quickly once Mom has left
10. 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

1. Make and use eye contact
2. Do not Interrupt
3. Make a mental record
4. Listen to understand
5. Ask purposeful/ clarifying questions

Steps in Handling Complaints

1. Suitable area
2. Listen and empathize
3. Do not interrupt or argue
4. Ask for facts/ encourage elaboration
5. Sad but glad statement
6. Apologize
7. Be Courteous
8. Thank Mom/Dad
9. Take immediate action
10. Learn from situation

Difficult situations

1. Remain polite and respectful.
2. Focus on the issue at hand, rather than the personalities.
3. Take time to understand what the problem is – there may be an easy solution.
4. Be prepared to listen, without getting caught up in emotions – the person wants to be heard
5. Be patient.
6. Provide information or an expression of regret as appropriate.
7. 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”	