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

What Makes This Practice So Successful?

Drs. Charles 'Buzzy' Vanchiere, Dick Calbourn 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  @CNNMoneyInvest

December 3, 2017, 6:36 PM ET

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

PediatricSupport.com
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
“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
- No 18-Wheelers Allowed
Why Do So Many People Stop There?
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.

19 MILES

YOUR THRONE AWAITS. FABULOUS RESTROOMS

32 MILES

Ingredients PediatricSupport.com
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 1 Ingredient
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?  PediatricSupport.com
How Do You Stack Up?

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

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 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"
dignity
/ˈdɪgnədi/  ▪

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"
service

/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?
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 Essential
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?
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?

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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

PediatricSupport.com
Team Support

• Kindness
• Integrity
• Dignity
• Service

• What are you doing to set the example?
Using KIDS to Provide the Best Customer Service in Pediatrics

Paul D. Vanchiere, MBA
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**

- 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!”
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
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 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**
The Iceberg Illusion

Success is an iceberg

SUCCESS!

What people see

What people don't see

Persistence

Failure

Sacrifice

Disappointment

Dedication

Hard work

Good habits

Things I have to give up

@syvliaduckworth

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### Old versus New Thinking

<table>
<thead>
<tr>
<th>Old</th>
<th>New</th>
</tr>
</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>
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<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>
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<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>
</tr>
</tbody>
</table>
W.A.I.T

Why Am I Talking?

I have something important to share.

Is this the time to share?

Yes

Is it a fact or an opinion?

Fact

Is it part of my job?

Yes

No

Opinion

Please be concise, don't try to impress

I have an on-topic contribution.

Is it my turn?

Yes

No

Did someone make this contribution already?

Yes

No

No

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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…

<table>
<thead>
<tr>
<th>“She is Out”</th>
<th>“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 unavailable at the moment. Would you like to leave a message on her voicemail?”</td>
</tr>
<tr>
<td>“She is busy”</td>
<td></td>
</tr>
</tbody>
</table>

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