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Welcome to PMI’s Webinar Presentation

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Meet the Presenter…

On the topic:
The Satisfaction Factor: Positively Influence Patient Experience and Employee Performance

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The Satisfaction Factor: Positively Influence Patient Experience and Employee Performance

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Overview

• Creating a culture of patient satisfaction
• Managing for customer service
• Benefits of creating a “service” culture
• Building the “service” team
• Customer service for providers, supervisors, staff
• Monitoring progress
• “The Reward”
Engagement vs. Satisfaction

**Engagement:**
An employee is involved in, enthusiastic about, and committed to his or her work.

Engagement is mostly driven by the local work group environment.

**Satisfaction:**
The contentment one feels when one has fulfilled a desire, need, or expectation.

It takes into account how employees feel about the organization.

Gallup’s “State of The American Workplace”

- 52% of all full-time workers in the country are not involved in or enthusiastic about their work
- Additional 18% are “actively disengaged”
- 30% of the workforce actually enjoys the work they are doing

- NOTE -- with all the stress, angst and pressure associated with delivering healthcare today, there’s a good chance that this number is even lower at many healthcare organizations.
Typical Correlation Analysis Survey Questions Affecting Overall Satisfaction

<table>
<thead>
<tr>
<th>Survey Question</th>
<th>Beta Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>The courtesy of the person who took your call</td>
<td>.771</td>
</tr>
<tr>
<td>Helpfulness of the people who assisted with billing/insurance</td>
<td>.749</td>
</tr>
<tr>
<td>The doctor explaining things in a way you could understand</td>
<td>.746</td>
</tr>
<tr>
<td>Our ability to return your phone calls in a timely manner</td>
<td>.737</td>
</tr>
<tr>
<td>Your ability to obtain an appointment in reasonable time</td>
<td>.733</td>
</tr>
<tr>
<td>The friendliness of the receptionist</td>
<td>.726</td>
</tr>
<tr>
<td>The caring concern of our nurses/medical assistants</td>
<td>.705</td>
</tr>
<tr>
<td>The amount of time the doctor spent with you</td>
<td>.702</td>
</tr>
<tr>
<td>The doctor taking time to answer your questions</td>
<td>.701</td>
</tr>
<tr>
<td>The doctor clearly explaining your treatment options</td>
<td>.690</td>
</tr>
</tbody>
</table>

(Sullivan & Luallin, 2007, p. 7)

Managing for Customer Service

- Define expectations
- Give employees the skills needed to meet/exceed expectations
- Hold staff accountable for making patients “feel” valued and important
- Reward top contributors
Management System Support

• Leadership is supportive and actively involved
• Managers and supervisors continuously monitor performance
• Provide feedback “quickly” when less-than-satisfactory behaviors are observed
• Providers and staff members know what’s expected of them
• Provide training to develop skills so employees can deliver the desired results

Benefits of Creating a “Service Culture”

• Greater productivity
• Better medical outcomes
• Stronger risk management
• Reduced turnover
Who Are Your Customers?

• Seniors – the silent generation
• Baby Boomers
• Generation “X”
• Millennials

How to Build Your Service Team

• Interview for service instincts
• Communicate your expectations
• Keep your people informed
• Thank people for their efforts
Define Service Expectations

• Make a great impression
• Be a telephone superstar
• Handle the reception room with compassion, care and professionalism
• Say good-bye when patients and co-workers leave
• Handle complaints in a responsive and courteous manner
• Be a cooperative and helpful team member

Importance of Physician Engagement

• Physicians are the centerpiece of the medical encounter
• Physician scores affect every other survey score
• Physician performance is under the microscope
Benefits of Meeting/Achieving Customer Service

- Patient loyalty and referrals
- Higher morale and clinical department productivity
- Better risk management
- Strong negotiating position with payers
- Pay-for-performance incentives
- Better public image
- Better medical outcomes and ultimately more career satisfaction for physicians

Patient-Pleasing Techniques for Providers: Quick Reference Guide

| D1. Willingness to listen carefully       | - Get on eye level (as soon as possible)  
|                                         | - Maintain eye contact               
|                                         | - Take notes as patient speaks        
|                                         | - Ask if patient has other issues to discuss |
| D2. Taking time to answer questions      | - Get on eye level (as soon as possible)  
|                                         | - Maintain eye contact               
|                                         | - Smile (when appropriate)           
|                                         | - Ask if patient understands         |
| D3. Amount of time spent with patient   | - Warm, friendly handshake          
|                                         | - Relaxed posture/attitude           
|                                         | - End visit with shoulder-pat, handshake 
|                                         | - Let patient exit first (if possible) |
| D4. Willingness to explain              | - Get on eye level (as soon as possible)  
|                                         | - Maintain eye contact               
|                                         | - Smile (when appropriate)           
|                                         | - Apologize for being behind schedule |
|                                         | - Let patient finish answer questions |

(Sullivan & Luallin, 2007, p. 83)
### Patient-Pleasing Techniques for Providers: Quick Reference Guide

| D5. Giving instructions | Get on eye level (as soon as possible)  
|                         | Maintain eye contact  
|                         | Ask if patient understands  
| D6. Thoroughness of the exam | Tell patient what’s going to happen  
|                             | Give findings/results as you go  
|                             | Pay attention to caregiver, too  
| D7. Advice given on staying healthy | Explain chart references  
|                                | Review instructions; ensure understanding  
| General techniques | Knock on exam room door before entering  
|                    | Use patient’s name  

(Sullivan & Luallin, 2007, p. 83)

### Customer Service for Staff Members

- Get everyone thinking about “service”
- Review the service protocols
- Reinforce the expectations
- Reward those who have met or exceeded “service goals”
Customer Service for Managers and Supervisors

• Be a role model
• Correct unsatisfactory performance
• Maintain a high degree of professionalism
• Demonstrate effective management and leadership skills

Monitoring Progress

“What gets measured gets managed.
What is managed gets better.”

- TOM PETERS

• Follow-up on patient surveys
• Mystery patient assessments
• Requests for records transfers
• Letters from patients
• Recognize the “superstars”
Keeping the Momentum

“But I have promises to keep….
and miles to go before I sleep.”
- ROBERT FROST

There is hope…especially if you are participating in “pay-for-performance” incentives.

- Make “rounds” and catch your staff “doing good”
- Shadowing in areas of low performance
- Create teams
- Establish team goals
- Decide the rewards
- Publish the results
The Reward

“The reward of a thing well done is to have done it.”
-RALPH WALDO EMERSON

Pessimists – Have well-prepared arguments why a thing cannot be done. They base their negativity on solid facts. Their objections make sense. And they are nearly always right.

Optimists – Usually have weak arguments, often based on faulty research and wishes rather than facts.” Their ideas are often poorly expressed, and unconvincing. And, very often, they’re wrong.

“But pessimists do NOT make progress!”

“Healing is the science of medicine, Service is its heart.”
Tips, Tools, & Techniques

• Creating a “culture of patient satisfaction” is a TEAM commitment
• Be CLEAR about expectations
• LEAD by example
• MONITOR the process and provide timely feedback
• REWARD when goals are “met or exceeded”

Resources


Questions?

• Thank you for your attendance!

• Get your questions answered on PMI’s Discussion Forum:
  http://www.pmimd.com/pmiForums/rules.asp