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Meet the Presenter…

Pam Joslin, MM, CMC, CMIS, CMOM, CMCO, CEMA

On the topic:
Prioritizing the Patient Experience
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Improving the Patient Experience
– A Team Approach

Today, most provider practices are striving for better patient care and improved outcomes. Patients that are both satisfied and engaged are most likely to achieve these better outcomes.

So, let’s take a look at the differences between satisfied and engaged patients and identify best practices to optimize both.

- Learn how your practice can improve outcomes, gain incentive payments, and avoid penalties under MACRA.
- Receive valuable tips on measuring patient satisfaction and boosting quality measures.
- Involve your entire team in this effort. Everyone can play a part in positively impacting the patient experience.
The connection between positive effects of patient satisfaction, engagement and medical outcomes has been well established.

- Patients who see their doctor or nurses as caring and concerned are more likely to comply with the treatment plan.
- Taking all their meds
- Showing up for follow-up visits
- Sticking to diet and exercise regimens
Patients and their families are essential partners in the effort to improve the quality and safety of health care. Both the patient experience and patient engagement are emerging variables in healthcare reimbursement.

Patient engagement is not the same as patient satisfaction. A patient can be satisfied because they are discharged from the clinic/hospital but they may not be engaged in taking greater responsibility for their health.

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**Importance of Patient Satisfaction and Patient Engagement**

**Satisfaction** – Patient satisfaction is a measure of the extent to which a patient is content with the health care which they received from their health care provider.

**Engagement** – Patient engagement was defined as a concept that combines a patient's knowledge, skills, ability and willingness to manage his own health and care with interventions designed to increase activation and promote positive patient behavior.
“THE NAME OF THE GAME”

Bright idea: Patient-focused care
Aetna Payment Estimator for Doctors Helps Improve Patient Satisfaction and Cash Flow

May 05 2011
Patient Satisfaction and the Human Side of Health Care
Healthcare Organizations Expect to Focus on Consumer Engagement

Healthcare organizations are increasingly focusing on consumer engagement, highlighting the critical role of the patient in value-based healthcare.
Patient Engagement

HIMSS published a leadership survey revealing that 72 percent of the respondents identified consumer and patient considerations, such as engagement, satisfaction and quality of care, as the business issue most impacting their organizations over the next two years.

IT departments can do only so much to encourage patient engagement, but how many leaders view portals and websites not only as a "strategy" for engaging patients, but as the actual solution?
Patient Engagement

We need patients to participate in their own health and wellness because it typically drives better outcomes and lowers costs.

Patient engagement has become a key strategy that refers to the tools and actions taken by patients, caregivers, and healthcare providers to promote informed decision-making and behaviors to facilitate improved health outcomes.

The healthcare industry is finally catching up with the rest of the business world and recognizing that in order to grow and be successful in a competitive marketplace, patients need more in the way of information, quality, access, and accountability.

Technology’s Role in Patient Engagement

• While the concept of “patient engagement” may not be new, what is new is the significant role that technology is having on it.
• Consumers are becoming more trusting of healthcare information online. Social media and patient portal use for healthcare data have also seen significant growth. We are living in a connected and engaged society.
First Impressions – Negative Reviews on Social Media and Review Websites

Often the first impression that patients will have of your practice comes from reviewing websites and comments on your social media pages.

Positive reviews are pertinent to acquiring new patients.

Adversely, negative reviews can negatively impact your practice.

How to Handle a Negative Review

<table>
<thead>
<tr>
<th>Always Respond Promptly</th>
<th>Contact the Patient about the Issue Offline</th>
<th>Always be Polite</th>
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<tbody>
<tr>
<td>Monitor Your Social Media Pages and Other Review Websites</td>
<td>Do Not Dismiss Negative Reviews</td>
<td>Share Reviews with Your Employees</td>
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Technology and Tools for Patient Engagement

- Some of the latest technologies focused on patient engagement involve managing patient health data, managing communication with physicians, self-care at home, education, and financial management.
- With the implementation of health information exchanges, electronic health records, and patient portals, patients are naturally becoming more engaged in their health.
- Of course, all of these tools are useless if the patient does not have interest in taking an active role in their health. Patient engagement requires action that must be initiated and sustained by the individual.

Challenges of Patient Engagement

- difficulty shifting behaviors
- different communication preferences
- lack of health information exchanges
- technology ease of use
- operational and implementation challenges
- workforce reluctance
What are the Benefits of Patient Engagement?

- **Reduced costs**: Technology such as EMR/EHR can help improve workflow through the use of shared information. This can reduce or eliminate paperwork, assure accurate information and provide patients with a better experience. Technology can reduce errors, improve scheduling, insurance, and payments.
- **Increased communication**: Through the use of technology, physicians and patients can communicate with one another more often and provide updates or changes on the patients’ conditions.
- **Increased patient satisfaction**: Through increased communication and more information regarding their health, patients are more confident regarding their condition and diagnoses.
- **Population health**: Through the improvement of health-related information systems, scientists can analyze public health data that can help to identify trends and improve outcomes.
Employee Engagement

• Gallup's research "State of The American Workplace" indicates that an astounding 52% of all full-time workers in the country are not involved in or enthusiastic about their work.
• An additional 18% are "actively disengaged."
• That leaves about 30% of the workforce that actually enjoys the work that they're doing.

Employee Engagement

• Only 4 out of 10 employees report that they are engaged; 40% are "passive or actively disengaged" - a number that has been relatively consistent since 2011.
• At many healthcare organizations, with all of the stress, angst and pressure associated with delivering healthcare today, there's a good chance that this number is even lower.
• This matters because the ability to deliver care that is both high-quality and provided with compassion is extremely critical.
Employee Engagement

• Engaged employees drive the patient experience.
• For healthcare leaders, there is a heightened level of responsibility involved. They play a role in impacting — hopefully in a positive way — the engagement level of every staff member they encounter.

Mapping the Course for Improving Engagement and Patient Satisfaction

1. Create a common vision and burning platform for change. Answer the question, "Where is our culture now, and where do we want it to be?"
2. Set expectations across the organization for specific standards of behavior.
3. Align resources to support expectations and priorities. Don't just say the patient experience is important. Devote necessary resources.
4. Establish systems to hold people accountable. In addition to performance reviews, expect ongoing employee rounding, coaching and one-to-one discussions.
5. Build service targets and behaviors into an evaluation system.
6. Position organizational leadership as the "keepers of the vision."
Physician Communication Strategies to Increase Patient Engagement and Improve Outcomes

- Effective physician-patient communication that builds trust and a shared sense of responsibility for the patient’s care is an increasingly important skill for physicians.

- The challenges in involving patients and families in their own care continues to grow:
  - the current health care environment
  - shorter hospital stays
  - more complex medical care
  - drive for efficiency

Communication Skills That Promote Patient Engagement

- Empathy
- Careful listening
- An open mind
- Friendliness
- Compassion
- A genuine interest in the patient
- Attentiveness
- Willingness to ask questions and initiate conversations
- Investing time and effort to educate patients and make sure they understand the medical condition
Five Key Effective Communication Behaviours

Let the patient look on
Eye contact with the patient
Value the computer as a tool
Explain what you are doing
Log off and say you are doing so

Let the Patient Look On

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<thead>
<tr>
<th>Skills</th>
<th>Actions</th>
<th>What to Say</th>
</tr>
</thead>
<tbody>
<tr>
<td>Let the Patient</td>
<td>• Move the screen for the patient to see</td>
<td>• &quot;Let's look at the lab results to see how your cholesterol is doing.&quot;</td>
</tr>
<tr>
<td>Look On</td>
<td>• Invite the patient to move closer to the screen to view information</td>
<td>• &quot;Let me show you this part of the medical record so we can confirm some</td>
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<tr>
<td></td>
<td>• Ask the patient to verify information as you type</td>
<td>information together.&quot;</td>
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<td></td>
<td>• This builds trust, actively involves the patient and demonstrates &quot;we know you&quot;</td>
<td>• &quot;Here are the injections we have in our records. Have you had other</td>
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<td>injections outside this office that we need to add?&quot;</td>
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## Eye Contact with the Patient

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<tr>
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<th>What to Say</th>
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<tbody>
<tr>
<td>Eye Contact with the Patient</td>
<td>• Greet the patient; make a personal connection away from the computer</td>
<td>• &quot;Good morning, Mr. Jones. I see you hurt your ankle.&quot;</td>
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<tr>
<td></td>
<td>• Keep that connection throughout the visit</td>
<td>• &quot;Let's spend a few minutes discussing your options.&quot;</td>
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<td></td>
<td>• Maintain eye contact</td>
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<td></td>
<td>• Turn toward the patient when he/she speaks and during conversation</td>
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<td></td>
<td>• Maintaining eye contact promotes active involvement</td>
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## Value the Computer as a Tool

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<th>What to Say</th>
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<tbody>
<tr>
<td>Value the Computer as a Tool</td>
<td>• Acknowledge the computer</td>
<td>• &quot;The computer makes getting and sharing information with other health care team members so easy and efficient.&quot;</td>
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<tr>
<td></td>
<td>• Let the patient know how the computer improves care</td>
<td>• &quot;This computer is great. I have all your background information at my fingertips – medications, prior visit notes and lab results.&quot;</td>
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<tr>
<td></td>
<td>• Stay positive when faced with computer challenges</td>
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<td></td>
<td>• From the patient’s perspective, great medical technology is equated with great medical care.</td>
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### Explain What You Are Doing

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<tr>
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<th>Actions</th>
<th>What to Say</th>
</tr>
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</table>
| Explain What You Are Doing | • Keep the patient informed about your thought processes and actions.  
• As you are documenting, let the patient know what you are doing – entering information you have just discussed, ordering lab tests/medicines, accessing patient information.  
• **Patients who receive no explanation about what you are doing may think you are working on unrelated business.** | • “I am printing some instructions, which we can go over together in a moment.”  
• “I am recording the details of your sore throat so our records will be complete.”  
• “I’ll order the medication we just discussed so it will be available at the pharmacy.”  
• “I’ll add the leg swelling to your problem list, so we can keep it in mind for future visits.” |

### Log Off and Say You Are Doing So

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| Log Off and Say You Are Doing So | • Tell the patient that you are logging off the computer to safeguard his/her information  
• **Some patients are concerned about privacy and confidentiality. If their concerns are not addressed, satisfaction may decrease.** | • “I am logging off the computer now to keep your information private.” |
How is Patient Engagement Measured?

- Making visit/inpatient information available to patients timely and online
- Presenting visit/inpatient information in a manner that leads to patients viewing, downloading or transmitting the information
- Providing patient-specific education resources
- Promoting patient and provider interactions that lead to patients sending secure messages to their provider

What Was the Driving Force Behind Improving Patient Engagement?

- The Patient Protection and Affordable Care Act (PPACA) Payment Reform.
- Payment reform is increasingly shifting away from fee-for-service to performance based payments.
- Improved healthcare delivery models have significant dependence on the active and sustained participation of patients post their hospital or provider visits in order to achieve financial targets.
What Stage 2 Engagement Meant for Patients

Stage 2 required two-directional, secure email messaging with patients – so a provider and patient can connect and exchange information in a secure and convenient format that works with their schedule.

In addition, patient “portals” – online options for patients to view or download or send their health information to another provider – give patients quick and easy access to important information like lab test results, a list of current medications, and hospital discharge instructions.

MACRA and Patient Engagement

- **MACRA includes two major components:**
  - Merit-based Incentive Payment System (MIPS)
  - Incentive payments for alternative payment models (APMs)

- Patient-centered care is one of the primary goals of CMS.

- CMS created both the APM requirements and MIPS to drive patient-centered healthcare and continue the development of patient engagement as a fundamental component of healthcare.
Advancing Care Information

- Advancing Care Information, which accounts for 25 percent of the MIPS score, is the replacement for meaningful use for eligible providers.
- It is also the portion of MIPS which houses the patient engagement requirements.
- Advancing Care Information is scored on a 0-100 point scale.
• The performance score allows providers to earn up to 80 points.
• Providers have the opportunity to score over the 100-point threshold.
• All providers who score 100 points or more will receive the full 25 percent of the MIPS score.

Patient Engagement through Health Data Access

• The Advancing Care Information program includes objective measures requiring patient access to health data.
• There are two measures under this umbrella objective:
  1. patient access requirements
  2. patient-specific education requirements
Patient Engagement through Health Data Access

- **Patient electronic access to health data** is a numerator and denominator score. Providers submit the number of patients it has allowed access to their health data in the numerator, and the number of total patients seen in the denominator.

- **Patient-specific education measures** require providers to identify areas of education that may aid patients with chronic disease management, treatment decisions, or other needs, and to offer electronic educational materials to at least one unique patient per reporting period.

Patient Engagement and Care Coordination

- There are three measures under the care coordination objective umbrella:
  1. view, download, and transmit requirements
  2. secure messaging requirements
  3. patient-generated health data requirements

- **View, download, and transmit requirements** can be fulfilled via the following methods:
  - Viewing, downloading, or transmitting data to a third-party
  - Accessing health data through an API
  - A combination of the two options
The secure messaging measure requires at least one unique patient to receive at least one secure direct message over the physician EHR. The patient-generated health data requirements ask providers to incorporate data contributed by the patient from at least one unique patient. The care coordination through patient engagement requirements all contribute toward the goal of putting the patient at the center of healthcare.

APMs and Patient Engagement

Alternative payment models (APMs) are the second leg of the MACRA legislation. Should a provider not participate in MIPS, he or she must participate in an eligible APM. Examples of APMs include certain accountable care organizations, patient-centered medical homes, and bundled payment models.

Research shows that patient engagement in an ACO centers largely on communication and education for the patient.
ACO leaders also need to practice **population health management** that will help them identify those who they will serve in the ACO.

ACO beneficiaries are often determined by geographic location, patient demographics, or chronic disease status.

Providers participating in an ACO must work to forge genuine relationships with their patients, helping to serve their needs inside and outside of the practice.

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**Patient-Centered Medical Homes**

- PCMHs can drive patient engagement through three strategies:
  - Patient involvement in their own care
  - Quality improvement in the primary care practice
  - Policy and research development and implementation
- By extending healthcare to underserved populations, engaging patients in healthy lifestyle changes, and maintaining adherence to treatment protocols, providers may consider patient engagement strategies to ensure their PCMHs are effective.
**Improvement Activities**

In this new performance category for 2017, clinicians are rewarded for care focused on care coordination, beneficiary engagement, and patient safety.

**Instructions**

1. Review and select activities that best fit your practice.
   - **Most participants:** Attest that you completed up to 4 improvement activities for a minimum of 90 days.
   - **Groups with fewer than 15 participants or if you are in a rural or health professional shortage area:** Attest that you completed up to 2 activities for a minimum of 90 days.
   - **Participants in certified patient-centered medical homes, comparable specialty practices, or an APM designated as a Medical Home Model:** You will automatically earn full credit.

2. Download a CSV file of the activities you have selected for your records.

**NOTE:** This tool is for informational and estimation purposes only. You cannot use this tool to submit or attest to measures or activities.
• Although many parts of MACRA’s MIPS continue Medicare’s previously existing quality programs, Clinical Performance Improvement Activities (CPIAs) forge a new direction.
• CPIAs are one of four MIPS components that practices must meet in order to obtain full reimbursement from Medicare.
• CPIAs are a unique sign of Medicare’s intent to hold practices accountable for improving health care outcomes.

What Counts as a Clinical Performance Improvement Activity?

- **Expanding practice access** through same-day appointments or off-hours access to providers
- **Population health management**, including participation in a QCDR or the monitoring of populations of patients
- **Coordination of care**, such as timely communication of results and exchange of information to patients and use of remote monitoring or telehealth
- **Patient engagement**, including development of individual care plans, patient self-management assessment and shared decision-making
What Counts as a Clinical Performance Improvement Activity?

- **Patient safety**, such as use of surgical or clinical checklists and protocols
- **Integrated behavioral health and medicine**, including shared primary care and behavioral health records, integration and coordination of care to manage alcohol and substance abuse or mental health issues, and co-location of services
- **Achieving health equity** by serving dual Medicare-Medicaid eligible patients, participating in insurance exchanges, and maintaining facilities and equipment to serve patients with disabilities
- **Emergency Preparedness and Response** to support disasters and emergencies

How Does CPIA Scoring Work?

- **MIPS** contains four categories for scoring: Quality Reporting, Advancing Care Information, CPIAs and Resource Use.
- **CPIA** is a point-based score, and 60 points are needed to get credit for the full 15 percent.
How Does CPIA Scoring Work?

• Each CPIA is assigned 10 or double (20) points, depending on value
• A baseline of at least one CPIA is required to get any partial score for CPIA
• Groups or individuals can mix and match between medium- and high-value activities to reach the 60 points
• Practices in an accredited patient-centered Medical Home get full credit for CPIAs

CPIA is the Ticket to the Future

Clinical performance improvement requires proactive steps to improve communication with patients and manage their path to better health.

Mastering CPIAs under MIPS will prepare you for the big game, when even more in incentives and penalties will be at stake.
The Importance of Patient Satisfaction

1. Satisfied patients will share their positive experience with five others, on average, and dissatisfied patients complain to nine (or more) other people.
2. Because the cost of obtaining a patient is high, losing a patient is a substantial loss of investment.
3. There is evidence of a reciprocal relationship between patient satisfaction and continuity of care (which is associated with better patient outcomes). Conversely, dissatisfaction and complaints can mean not only loss of business/investment, but also increased risk of malpractice lawsuits.
The Importance of Patient Satisfaction

• Surveying patient satisfaction can offer patients an opportunity to participate in their care by reporting their care experiences and building engagement:
  – reliable patient reporting for certain aspects of care from specialist and primary care providers
  – relationships between patient dissatisfaction/complaints and poor outcomes.
  – patients’ ability to accurately report their disease category

• Patient satisfaction surveys represent real-time feedback for providers and show opportunities to improve services/decrease risks.
• Many organizations/providers do not know how to use the patient satisfaction information they receive.
• When you ask for additional reporting, you gain insight into whether an individual patient’s ratings are representative or reasonable.
The Importance of Patient Satisfaction

• Patient satisfaction is an important and commonly used indicator for measuring the quality in health care.
• Patient satisfaction affects clinical outcomes, patient retention, and medical malpractice claims.
• It affects the timely, efficient, and patient-centered delivery of quality health care.

The Importance of Patient Satisfaction

• In today’s economy, the patient sees himself as a buyer of health services; therefore, a “customer”.
• Once this concept is accepted in our industry, then there is a need to recognize that every patient has certain rights and expectations, which puts a special emphasis on to the delivery of quality health care, where each individual in the practice contributes to the positive or negative experience that the patient has each time they visit the practice.
First Impressions

Researchers have found that a first impression is made within the first **seven seconds** after you meet someone new.

As you are making your approach, they are deciding if they can trust you, if you are genuinely nice, if they want to know and work with you--so many questions are answered in those first few critical seconds based on what they see, and how you make them feel.

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PATIENT SURVEYS

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Importance of Patient Surveys

- **The Necessity for a Patient Satisfaction Survey**
  - If your practice can meet your patients’ expectations, then your patients will more than likely react favorably by continuing their relationship with your practice, and perhaps even recommend your practice to a friend.

- **The Objections to a Patient Satisfaction Survey**
  - There are what some see as legitimate objections to the Patient Satisfaction Survey. Certainly, high on that list would be the issue of cost.

The Goal of a Patient Satisfaction Survey

- The goal of any Patient Satisfaction Survey must be to assess the patient’s perception of the practice.
- The goal of the Patient Satisfaction Survey is not to assess whether or not the patient received sound medical treatment. Rather, it is to assess how the practice, not the doctor, treated the patient.
  - Did the doctor listen?
  - Was it easy to make an appointment?
  - Would the patient recommend the doctor to a friend or family member?
The Benefits of a Patient Satisfaction Survey

- Knowing whether or not the patient’s overall level of satisfaction was positive or negative can have serious impact on the practice. The only way to take advantage of this knowledge is to address the issues raised by the results of the survey.
- The vast array of benefits from a successful Patient Satisfaction Survey will only be realized if the entire staff is made aware of the results, and both strengths and weaknesses of the practice are recognized and acted upon.

Appointment Scheduling

If your patients are waiting more than 15 minutes to be seen, that is too long.

| Several things could be happening that are within your control: | Too little time scheduled for each patient |
| | Too many patients scheduled |
| | Facility physical arrangements and staff not working together |
| | Appointment types scheduled for wrong time of day |
Scheduling Must be Realistic

Do you start on time?

Have you accomplished a time analysis?

Do you consider the type of appointment (new or established; emergency)?

Have you considered cluster appointments?

Do you have a policy that only the patient goes to the treatment room?

Do you know what your busiest days of the week are?

Scheduling Must be Realistic

- Is the physician consistently late from surgery?
- Do you consider the type or personality of patient (child vs. elderly vs. adult)?
- Do you allow for emergencies and physician call-back time?
- Do you triage the patient's need to come in?
- If you schedule new patient appointments over the phone, do you mail a patient brochure, welcome letter, and appointment card? Do you direct patients to your practice website so they have the information they need in advance?
- Do you have written protocol on when to interrupt the physician?
Suggestions for When Patients Have to Wait

• Inform patients when they arrive approximately how long the wait is.
• Apologize to the patients; let them know that you realize their time is valuable.
• Offer the opportunity to reschedule the appointment.
• Consider calling patient in advance to advise that the office is running late.
• Consider allowing patient to leave with a time given to return; provide a beeper to call the patient back in.

Developing Policies on Patient Education

Today’s patients are more educated and computer savvy. It is essential to clear all their rightly or wrongly earned doubts with much patience and compassion.

Successful education increases patient satisfaction and results in improved adherence to treatment and thus to a better outcome.
Developing Policies on Patient Education

Tell patients everything on their first visit when they fill out forms.
Tell patients over the phone when they schedule the visit.
Invite patients to visit your webpage.
Send patients a brochure through the mail after scheduling the first appointment.

Key Vehicles to Communicate with Your Patients and Educate Them

**Telephone**
- When appointment is first scheduled
- Follow-up phone calls

**New Patient Registration**

**Website**

**Letters to Welcome New Patients**

**Patient Information Brochure**

**Waivers**

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Tips for Communicating about Payment

• When registering or checking-out patients, have a welcoming attitude, check your body language and make eye contact. Remember, this is your best chance of collecting payment.
• Always WAIT for answer after you’ve asked how payment will be made…don’t say anything but keep eye contact with the patient.
• When informing patients of financial responsibility, whether ahead of service or after the service, be positive and factual with informative tone.
• Make sure to deal with payment collection before giving follow-up appointments at check-out.

Tips for Communicating about Payment

• When asking for payment, make it positive and a commitment. Use “will” instead of “can.”
• Send a reminder (card, letter) of agreement for payment arrangement.
• For unpaid balance collection letters, make sure they are:
  – Short and focused
  – Don’t give the patient excuses or alternatives
  – Don’t use judgmental or accusatory tone
  – Command the patient to take action by a specific date
  – As account ages, letter becomes more assertive
Patient Education - Problem Solving

- A mechanism must exist for receiving complaints.
- Patients must be informed of this mechanism and of their right to complain.
- The organization must respond to significant complaints and take appropriate actions; patients cannot be penalized for complaining.
- All health care facility providers must document patient complaints and their responses to them.

Feedback

The feedback given by the patient helps to improve the work of the physician, the place, and the system.

Despite the advantages of self-assessment, providers rarely have a system to analyze and evaluate quality of care rendered in the practice.

Patient feedback can be obtained by patient questionnaires, follow-up phone calls, suggestion box, referral physician’s survey, etc.
CREATING THE CULTURE

Culture of Service

- Customers make purchases on the basis of whether the product appeals to them – not whether they like the people who made it. It is different in a medical practice.
- Your people are the product and customer satisfaction depends as much on people skills as on the outcome of the treatment.
- When someone calls your office, no matter if it is a patient, physician, or staff from another office or insurance company, the receiver is setting the standard for the customer service provided by your office.
Creating a Culture of Service

- Benefits of meeting/exceeding patient expectations
- Patient loyalty and referrals
- Higher morale and clinical productivity
- Better risk management
- Strong negotiating position with payers
- “Pay for performance” incentives
- Better public image
- Better medical outcomes and ultimately career satisfaction for all

SAMPLE Job Description for Chief Patient Experience Officer

- Chief Patient Experience Officer will drive and foster a culture of patient and family centered care and service excellence, while improving patient & family experience and patient relations across the organization.

- The Chief Patient Experience Officer will work directly with the teams to assess and communicate performance and to create change at all levels of the organization.

- This position will also be accountable to supporting and managing the organizational needs, as well as the design, implementation and evaluation of programs that facilitate the professional development and continuous learning of all team members.

- Tasked with translating the concepts of service excellence, patient experience and patient relations into actionable behaviors, this individual will take a culture steeped in clinical excellence into the ever-evolving world of patient & family centered care.
Candidate Qualifications

- Ability to influence workforce
- A proven track record of RESULTS and working with process management
- Performance in patient satisfaction surveys
- Able to lead & facilitate meetings across the organization and across diverse audiences
- Advanced data analysis and interpretation skills are needed to lead the service improvement effort and to communicate across the organization
- Able to articulate challenges, to be proactive and aggressive in thinking about new ways to do things, and to create enthusiasm for new initiatives
- Able to elicit commitment from team members
- Ability to communicate effectively verbally and in writing, with personnel, physicians, executives, patients and visitors

Candidate Characteristics

- PASSIONATE and able to INSPIRE
- Purpose driven, principles led and performance focused
- Can Drive Change
- Clearly confident, yet humble and curious
- Credible: Knows and utilizes data/science to support positions
- Empowering and personable
- Strong relationship building skills
- A team player who is highly visible and engaged
- Superior listening skills
- Strong public presentation skills
- Integrity of the highest order
- Service-oriented, leads by example
Tools, Tips & Techniques

- By reporting on MACRA you may be able to help propel the healthcare industry into a future of patient-centered healthcare
- Share the vision and engage your teams in the “patient experience”
- Track your progress, modify when necessary, then…
- Celebrate your success!

Questions?

Thank you for your attendance!

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