Indiana Association
For Home and Hospice Care, Inc.

Using CAHPS to Improve Customer Service

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Goals for this Session

● Review the status of CAHPS nationally.
● Identify why it’s important to improve.
● Discuss how to improve your scores.

Why Be Concerned About Your CAHPS Scores?

● They're publicly reported.
● They're easy for the public to understand.
● They represent patient experience, which is a major factor in many health reform initiatives.
● They will be part of pay for performance.
● They really represent what patients care about (for the most part).
● It's about customer service.
What’s Important About Customer Service?

- Service eats strategy for lunch.
- Service can be a differentiator.
- If we don’t take care of our customers, someone else will.

What Do We Know?

- You’ve got to be really good to get a good score.
- There is a high standard.
- The lowest scored areas are Willing to Recommend.
- The highest scored areas are Care of Patients.

Comparison of CAHPS Scores

<table>
<thead>
<tr>
<th></th>
<th>IN</th>
<th>MA</th>
<th>FL</th>
<th>CA</th>
<th>NY</th>
<th>AK</th>
<th>Nat’l</th>
<th>Top 20%</th>
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<tbody>
<tr>
<td>Care of Patients</td>
<td>86%</td>
<td>87</td>
<td>87</td>
<td>84</td>
<td>84</td>
<td>85</td>
<td>87</td>
<td>90</td>
</tr>
<tr>
<td>Communications</td>
<td>86%</td>
<td>85</td>
<td>86</td>
<td>82</td>
<td>83</td>
<td>86</td>
<td>86</td>
<td>88</td>
</tr>
<tr>
<td>Specific Care Issues</td>
<td>81%</td>
<td>84</td>
<td>81</td>
<td>83</td>
<td>83</td>
<td>84</td>
<td>83</td>
<td>86</td>
</tr>
<tr>
<td>Overall rating of care</td>
<td>84%</td>
<td>85</td>
<td>84</td>
<td>78</td>
<td>80</td>
<td>84</td>
<td>84</td>
<td>88</td>
</tr>
<tr>
<td>Willing to recommend</td>
<td>78%</td>
<td>83</td>
<td>80</td>
<td>73</td>
<td>76</td>
<td>79</td>
<td>80</td>
<td>85</td>
</tr>
</tbody>
</table>

*Data Collection Period January 2011 to December 2011
Comparison of CAHPS Scores:
Region V

|                      | IN | IL | MI | MN | WI | Nat'l | Top 20%
|----------------------|----|----|----|----|----|-------|---------
| Care of Patients     | 86 | 87 | 86 | 85 | 86 | 87    | 90      |
| Communications       | 86 | 85 | 84 | 84 | 85 | 86    | 88      |
| Specific Care Issues | 81 | 83 | 82 | 82 | 83 | 83    | 86      |
| Overall rating of care | 84 | 83 | 81 | 82 | 83 | 84    | 88      |
| Willing to recommend | 70 | 78 | 75 | 78 | 78 | 80    | 85      |

*Data Collection Period January 2011 to December 2011

Risk Adjustment

- No adjustment for data collection mode.
- Adjustment factors include:
  - Age;
  - Education;
  - Overall health status;
  - Mental/emotional status;
  - Diagnoses: Schizophrenia and Dementia;
  - Lives alone;
  - Survey answered by proxy respondent;
  - Language survey was completed.
- Adjustments applied each quarter.

Why Is Customer Service Important?

- We believe in providing quality care for the patient and family.
- We work with patients and families often at a difficult time.
- A culture of service promotes patient and family, referral source and staff satisfaction.
- We want patients/families to have a positive experience so that they will tell friends, family, and their doctor.
- People choose on service.
- We want people to choose our agency when needing home care.
Why is Customer Service Important?

- Competition is increasing. CS Programs differentiate you in the eyes of all three customer groups.
- CS Programs increase staff morale and commitment and retention. CS Programs can be exciting and fun.
- CS Programs affect clinical quality and financial results.
- CS Programs affect patient, referral source and staff satisfaction results.
- Can affect our reimbursement in the future.

What is Excellent Service?

- We know it when we experience it.
- Sharing our experiences.
- WOW Service!

How Does Excellent Service Happen?

- Personal Behavior.
- Service Standards, Scripts and Behaviors.
- Policies, Procedures and Systems that support service.
Understanding the Meaning and Reality of Excellent Service

- Excellent service is unexpected.
- Excellent service results from education and training.
- Excellent service puts the customer at the center of the decision.
- Excellent service isn’t always about doing more, it’s about how we do what we do.
- Excellent service makes a difference.

Does Providing Excellent Service Mean More Work?

Sometimes, but...

- Excellent service is more about how we do what we do.
- Satisfied customers are easier to take care of.

The Customer at the Center of the Decision

- It’s making decisions thinking, “What does this patient/referral source/co-worker want?”
- Thinking, “How will this response sound to the patient/referral source and co-worker?”
- Do our policies and practices consider our customers’ needs?
Assessing the Level of Customer Service

- Patient Satisfaction Results.
- Referral Source Satisfaction Results.
- Staff Satisfaction Results.
- Complaint/Concern Process.

Why Don’t Our Staff Deliver Consistently Excellent Service?

- They are not aware of the impact of what they do and say.
- Different backgrounds/dispositions.
- We become complacent about problem procedures and systems.
- We haven’t given them the tools.

It’s Not Only People…

- Barriers to service may include:
  - Systems;
  - Procedures;
  - Policies.
What Are “Moments That Matter?”

- Any moment in which you interact with a customer and have the opportunity to exceed their expectations.
- Moments when your behavior directly impacts the customer’s impressions of you and your agency.

Moments That Matter: Service Opportunities With Our Patients

- Calling for information/referral.
- Receiving notice of first visit.
- First visit to patient.
- Every visit to patient.
- Sending bills to patients.
- Answering questions about service/agency/care/billing.
- Phone calls to/from patients.
- Adding or discharging a service.
- Discharge.

Moments That Matter: Service Opportunities with Referral Sources

- Calling in referral.
- Giving information about Agency services.
- Communicating patient information.
- Calling for mailing orders.
- Arranging for discharge.
Moments That Matter: Our Service Opportunities With Each Other

- Passing in the hallway.
- In meetings.
- On the phone.
- Requesting information in person, by email, on the phone.
- Working on committees.
- Sending/receiving email/voicemail.
- Phone calls to/from.
- Sharing patients.

It's Important To Remember the Rule of 10-10-10

- It takes $10,000 to get a new customer (or referral source).
- It takes 10 seconds to lose one.
- It takes 10 years for the problem to go away.

The Reality

- Good services are NOT defined by you. They are defined by each of your customer groups.
- If they say it is bad, then it is bad in their eyes and they will act accordingly.
- If your patients and families, referral sources, or staff perceive your agency as being poor or not responsive, there are serious ramifications.
Patients Measure Quality Differently Than You

- Patients don't have the technical skills to measure "WHAT" is provided.
- Patients measure quality by "HOW" the services are provided.
- The more responsive you are and the more you meet and exceed their needs and expectations, the more positively they feel about you.

How Patients Measure Technical Quality

Quality Care = What Is Provided  
Quality Caring = How Services Are Provided

- Patients don't have the technical skills to measure "WHAT" is provided.
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- The more responsive you are and the more you meet and exceed their needs and expectations, the more positive they feel about you.

If a Customer Thinks You're Not Responsive or Don't Provide Excellent Services:

- 96% never tell you.
- 96% (24 out of 25) tend to tell lots of other people - between 10 and 20 others how bad you are.
- People believe negative statements. People believe complaints twice as readily as positive statements.
The Secret to Effectively Responding to Customer Complaints

- Between 50 - 80% of those who complain and have complaint addressed, not necessarily in their favor, will do business with you again.
- Rapid response increases customer loyalty even higher than those who had no problem.
- Customers who have their complaint addressed tell an average of five people.

What Do Patients Think Excellent Service Is?

- “Everyone was professional, very understanding, very polite.”
- “Asked questions and really knowledgeable.”
- “Staff listened whole heartedly, non-rushed manner of visit.”
- “Courtesy, efficiency, promptness.”
- “Was always on time.”
- “Friendly, she put me at ease.”
What Do Patients Think Bad Service Is?

- “Not all the nurses knew the treatment.”
- “Didn’t tell me ahead of time when someone is coming.”
- “Constantly sending different people.”
- “Not coming when you say you are going to come.”
- “Making me feel like you are rushing.”

Why Focus on Cultural Change?

“Unless the shared values, norms, beliefs, and ideologies of the organization - the organization’s culture - are focused on serving the customer, there is virtually no chance that the organization will be able to deliver a constant quality of service and develop a sustained reputation for services.”

- Karl Albrecht & Ron Zemke,
  Service America

Key Principles

- Get staff involved.
- Develop specific scripts, behaviors, and processes that create excellent service.
- Educate managers.
- Hold managers and staff accountable.
- Measure results.
- Celebrate.
Getting Started

- Educate staff about CAHPS and patient satisfaction results.
- Get staff input and ideas.
- Review each question. Compare to current questions.
- Take a specific action to meet the expectation. Create a script, standard, or behavior to meet the expectation.
- Use words that are used in the questions.
- Identify barriers that prevent excellent service. Develop plan to resolve.

The Road to Service Excellence

- Building awareness.
- Engaging staff in developing the program.
- Development of standards and behaviors.
- Training staff in standards and behaviors.
- Creating a reward and recognition program.
- Integrating service excellence into the fabric of the organization (hiring, orientation, performance appraisal).
- Measurement of results.
- Celebration.

Key Success Factors for a Customer Service Program

- CEO involvement.
- Customer service champion.
- Measurement.
- Standards, behaviors and processes.
- Staff involvement.
- Organization infrastructure support: job descriptions, performance appraisals, orientation.
- Management training.
- Staff training.
- Reinforcement, recognition and reward.
- Fun!
Creating a Customer Service Committee

- Include all areas of the organization.
- Include all levels of staff.
- Appoint a customer service champion.
- Assign them the task of identifying best practice, developing scripts, standards, and behaviors.
- Charge the committee with making it fun and keeping it alive.

Who Should Be On The Customer Service Committee?

- Develop standards, scripts, and behaviors that address the needs of the customers:
  - Patients need to feel that we are not hurried, taking time with them, and giving them our full attention.
    Example: “Is there anything else I can do for you? I have time.”
  - Patients need to feel that we are addressing their needs and being thorough.
    Example: “Today I checked your vital signs, called your doctor about your medications, and changed your dressing. Is there anything else I can do for you? I have time.”
- Develop telephone protocols for answering, transferring, voice mail.
- Develop service recovery scripts.
Educating Staff and Keeping it Alive

- Educate managers:
  - To discuss and reinforce with staff;
  - To recognize positive performance;
  - To counsel staff when not utilizing customer service.

- Educate staff— it’s not optional.
- Build it into job descriptions, performance appraisals.
- Develop a program to keep it alive.
- Develop a reward and reinforcement program.
- Have fun.

Improving Your Scores:
Some Tips for the Greatest Impact

- Specific Care Issues— Tell them you did it!
- Communication Issues:
  - When you contacted this agency did you get the help you needed?
  - How long did it take?
  - Informed about arrival time?
- Care of patients:
  - Be informed and up to date.

WIIFM and the Next Generation

- Expand your focus to referral sources and staff.
- There is a relationship between staff satisfaction and patient satisfaction.
Controlling Your Future

“The best way to predict the future is to create it.”

- Peter Drucker