How to Make your Revenue Cycle and Enhancement to the "Total Patient Experience" While Being an Asset to Patient Loyalty

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Session Outline

• Welcome!
• Today’s challenges
• The myth about the total patient experience
• Understanding the lifetime value of the patient relationship
• Attitude, perceptions, and professionalism…How they relate
• Analyzing personalities: Awareness of four styles of communications
• Non-verbal cues
• Introduction to S.C.O.R.E.™
• Discover how words impact the outcome of patient communications
Today’s Environment & Challenges

- Most patient’s perception of healthcare goes beyond excellent medical attention
- Consumers are spending more of their income on health premiums and out of pocket costs
- Health Leaders recognize the focus needs to be on the patient experience
- 93% of Healthcare Executives say The Patient Experience is among their top 5 priorities
Patient Experience Myth…

- Patient Experience goes beyond the excellent clinical/medical services
- Patient Experience goes beyond physical structures;
  - Parking facilities
  - Beautiful lobbies
  - Important but not the end all!
Patient Experience Myth…

• The Beryl Institute defines the Patient Experience as:
  
  “The sum of all interactions, shaped by an organization’s culture, that influence patient perception across a continuum of care.”

• Do we think culture impacts employee satisfaction?
• Do we think continuum of care goes beyond the clinical aspects of an experience?
What is the Revenue Cycle Reality

- Pre-service communications set the tone for the entire encounter
- Post-service communication may be the last touch point the patient has with the organization in a long time
- These interactions are about health and money; two of the most emotional subjects we deal with as humans
- Revenue cycle communications are vital to securing that lasting relationship with patients
- Patients can easily determine if they have received excellent customer service
- A bad revenue cycle interaction with a patient can undo all the goodness and hard work that goes into delivering a great clinical patient experience
World-Class Access Programs

- Centered around positive customer service and interactions
- Must stress the organization’s culture and responsiveness to assist patients with their challenges
- Process designed for efficient and expedient resolution but empathetic to patients' needs
- Must positively influence patients’ perception of their total experience
- Designed to solicit positive patient feedback
- Listen to Customer Feedback
Lifetime Value of the Patient Relationship

- The lifetime value of the patient relationship is the amount of revenue a patient generates for your organization over their lifetime.
- Positive Patient Experience formulates loyalties.
- Patient loyalty influences future decisions about choosing a healthcare provider.
- Consumerism and patient choice are the epicenter of future revenue opportunities.
- Self-pay revenue impacts the entire organization’s net patient revenue stream.
Lifetime Value of the Patient Relationship

**What is it?**
- Net provider revenue generated by a patient in their lifetime

**U.S. average?**
- Individual: $193,000
- Average 2.7 person household: $521,000

**What impacts it?**
- Primarily… The patient’s level of *loyalty* to the provider
“Competitors may approximate your products, replicate your services, and even install the same leading-edge technologies that you use – but they cannot duplicate your people. Fact is – the workforce is the only truly sustainable competitive advantage any business has.”
Check Your Attitude

- **61-75 ~ Excellent**
- **46-60 ~ Good**
- **31-45 ~ Fair**
- **Below 30 ~ Needs an attitude adjustment or possibly a different job**
Analyzing Personalities

Objectives

- Identify the Four Primary Personality Types
- Recognize Verbal Clues of Each Style
- Adapt Your Style to the Guarantor
### Identify the Personality Types

<table>
<thead>
<tr>
<th>Spontaneous (40% are in this category)</th>
<th>Agreeable (25% are in this category)</th>
<th>Directive (25% are in this category)</th>
<th>Logical (10% are in this category)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expressive Competitor</td>
<td>Peaceful</td>
<td>Independent</td>
<td>Responsible</td>
</tr>
<tr>
<td>Performer</td>
<td>Caring</td>
<td>Workaholic</td>
<td>Organized</td>
</tr>
<tr>
<td>Courageous</td>
<td>Compassionate</td>
<td>Intellectual</td>
<td>Orderly</td>
</tr>
<tr>
<td>Excitable</td>
<td>Giving</td>
<td>Overbearing</td>
<td>Serious</td>
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<tr>
<td>Relationship</td>
<td><strong>Avoids conflict</strong></td>
<td>To the point</td>
<td>Punctual</td>
</tr>
<tr>
<td>Extravagant</td>
<td>Nurturing</td>
<td>Charge</td>
<td>Detailed</td>
</tr>
<tr>
<td>Dislike routine</td>
<td>People oriented</td>
<td>Big picture</td>
<td>Predictable</td>
</tr>
<tr>
<td>Wants freedom</td>
<td>Friendly</td>
<td>Impersonal</td>
<td>Reliable</td>
</tr>
<tr>
<td>Learns by experience</td>
<td>Not competitive</td>
<td>Controlled</td>
<td>Analytical</td>
</tr>
<tr>
<td>Looks for excitement</td>
<td>Needs encouragement</td>
<td>Take</td>
<td>Follows rules</td>
</tr>
<tr>
<td>Hard time following rules</td>
<td>Sincere</td>
<td>Challenger</td>
<td>Respects authority</td>
</tr>
<tr>
<td><strong>Talkative</strong></td>
<td>Sympathetic</td>
<td>Pushy</td>
<td>Hard working</td>
</tr>
<tr>
<td>Unorganized</td>
<td>Sensitive</td>
<td></td>
<td>Task oriented</td>
</tr>
<tr>
<td>Emotional</td>
<td>Accepting</td>
<td></td>
<td>Traditional views</td>
</tr>
<tr>
<td></td>
<td>Patient</td>
<td></td>
<td><strong>Visual</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Uncomfortable w/feelings</td>
</tr>
</tbody>
</table>
Spontaneous

- Wants lots of interaction
- Needs to build a relationship
- Likes humor and creativity
- Wants to talk about themselves and their goals and desires
- Gets off track easily – needs refocusing
Agreeable

• Needs to be accepted and nurtured
• Must be encouraged to make a decision
• Will follow most suggestions even if it isn’t the correct choice
• Avoids conflict so must uncover real need
• Don’t patronize them or demean them because they do know what they want
Directive

- Be clear and specific
- Stick to business
- Keep feelings to yourself - Don’t take their abruptness personally
- Provide all information - they will make their own decision
- Don’t waste their time
Logical

- Needs structure and to be organized
- Wants to analyze and put into an orderly flow
- Needs to see things visually
- Don’t be emotional or impulsive about doing things
- Let them take their time with decisions
Non Verbal communication is the way the subconscious mind speaks

There are up to 10,000 nonverbal cues packed in every minute of interaction

Eyes, head, voice and hands provide cues of both deception and credibility

There are more than 600 muscles in the human body. The face alone has 90, of which 30 are purely to express emotion

Learn to use body language cues to establish credibility
Look Into My Eyes

• Generally…..
• Looking to the right - means creating, fabricating, guessing or lying
• Looking to the left - recalling or remembering
• Direct eye contact when speaking - honesty
  (Caution: practiced liars have learned to fake this signal)
• Direct eye contact when listening - interest and attention
• Rubbing eyes - disbelief or upset
• Eye shrug - frustration
• Winking - friendly, sharing a secret
The Hands Have it

- Scratching or touching the nose while speaking is a warning sign of lying or exaggeration
- Hands in the pockets is a signal of lack of interest
- Neck scratching shows doubt or disbelief of what is being said
- Hands on hips represents confidence and readiness
- Be credible by not fidgeting and keeping your gestures natural
Here are the responsibilities as part of a Resolutions Team:

- 100% Effort
- Be Positive & Supportive
- Find the Right Program
- Don’t be Afraid to Collect
- Educate the Patient
- Professional & Respectful

Purchases on credit are integral to our economical and social systems. They are fundamental to today’s business structure. The effective and timely collection of all money due is a vital function for the health of any business.
Communication 101: You and the Patient

- You don’t have to change who you are
- You do want to be flexible to their communication style
- You can determine in the first 20 seconds what their style is and how to communicate with them
- Make their day – It’s your choice!
The S.C.O.R.E. Process

- **S** – Set the Tone/Actively Listen
- **C** – Care & Empathy/Acknowledgement
- **O** – Open with Questions
- **R** – Resolve/Inform
- **E** – Effectively End the Call
Set the Tone/Actively Listen

Listening is:

- Taking in information from other people, while remaining **non-judgmental** and caring
- Acknowledging the person speaking in a way that invites the communication to continue
- A learned skill
- Active, NOT PASSIVE
Set the Tone/Actively Listen

• 3 Levels of Listening:
  • Level one – Not hearing, not listening
  • Level two – Hearing, not listening
  • Level three – Hearing and listening for:
    • Content – the stated needs
    • Intent/Emotion - the unstated needs

How well is your business office listening to your patients?
Set the Tone/Actively Listen

• What makes you an effective listener?
  • Don’t interrupt, don’t jump to conclusions
  • Ask the right questions
  • Take notes
  • Concentrate, prepare in advance
  • Use interjections or acknowledgements
  • Check your attitude
• Remember….

95% of the time…. **WHAT** you say and **HOW** you say it determines the outcome of the call

• **Take ownership** – you are there for them

• **Assure** – you will handle their situation

• **Paraphrase** – acknowledge what they have said so they know you are listening
Zero Words…Don’t say:

- I can’t
- I’ll try
- It’s not my job
- Unfortunately
- But or however
- Hospital policy or hospital guidelines
- I’ll be honest with you

Hero Words…Do say:

- I can
- I will
- Let me find out
- Omit from vocabulary
- Stop at acknowledge
- For privacy or security purposes
- Omit from vocabulary
Ask the Right Questions

• Transitioning statements are the “Bridge” to good information

• Before you begin questioning, let your guarantor know why you are going to ask them questions and how they will benefit by answering your questions completely.
  • Example ~ “Mrs. Stone, to make sure we get you to the best program, can I ask you a few questions?”
Ask the Right Questions

• Open-ended questions:
  • Who, what, when, where, why, how and tell me
  • Encourages open communications
  • Requests information

• Closed-ended questions:
  • Did, can, have, is, will and do
  • Used to clarify and confirm
  • Limits the response to one or two words
Ask the Right Questions

- Questions are the keys to knowledge, and are used to gather data.
- They seek new information, get decisions with a yes or no, confirm information, and soften statements.
Resolve and Inform

- Let the customer know what to expect
- Give them the results they can expect – what’s in it for them to do this
- Gain their agreement – make sure you have it right
Effectively End the Interaction

- Ask if there is anything else you can do for them – don’t make them call back
- Confirm you are there for them
- Thank the customer

Make it a great interaction for the PATIENT!
Handling Disgruntled Patients

The Guilt Quiz

• Are you guilty of:
  • Not listening?
  • Being rude or abrupt?
  • Giving a “curt” reply?
  • Making a wrong assumption?
  • Arguing with a customer?
  • Interrupting a customer?
  • Making a mistake?
  • Not keeping a promise?
  • Prejudice?
  • Blaming “the company” instead of taking the blame?
Please feel free to contact me…

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