Develop a Culture of Excellence in Your Practice

Linda Harrison, PhD
Kristin Carter, MD
Rob Melendez, MD, MBA
Conflicts of Interest

Rob Melendez: Social Media Page Creators - Owner
Agenda

• **Key characteristics of a culture of professional excellence**

• Define techniques to create a practice culture designed to engage and retain talented staff

• Understand how to effectively serve millennial and aging patients, as both groups have different expectations for the practice and their relationship with the doctor

• Formulate a protocol for handling difficult patient encounters.
Exercise: What is your mission statement?
Characteristics of a Culture of Excellence

- Mission Statement
- Clear Purpose and Meaning
- Mastery of Roles & Focus on High Performers
- Resilience to Change and Challenges
- Highly Collaborative Teams
- Pioneer Mentality
Mission Statement

• What is your Mission Statement?

• Defines what an organization is, why it exists, its reason for being.

• At a minimum, your mission statement should define who your primary customers are, identify the products and services you provide, and describe the geographical location in which you operate.
Our Mission
To preserve, restore, and enhance vision through research, teaching, and providing the highest quality medical and surgical care to patients
Mission: What is your Why?
Mission: What is your Why?

"Speak about patient successes and not financial ones."
What resources do you need to be successful?
Resources:

1. Six Key Characteristics of a Culture of Excellence by Eitan Sharir
http://go.dynamicachievement.com/blog/six-key-characteristics-of-a-culture-of-excellence

http://gograhamfield.com/millennials-baby-boomers-whats-difference/

https://www.healthcaresuccess.com/blog/hospital-marketing/21-things-know-winning-millennial-boomer-new-patie
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Develop a Culture of Excellence at Your Practice

A Talented Staff Makes a Practice Soar: Retention and Engagement is Key

Kristin Carter, MD
Clarity Eye Care & Surgery
Tucson, Arizona
A Talented Staff Makes a Practice Soar: Retention and Engagement is Key

- No financial disclosures
Why is it important to retain and engage your staff?
A Talented Staff Makes a Practice Soar

- Patients’ first impression of practice and the doctor
- Patients leave practices/doctors due to interactions with staff
- Potentially poor reviews due to a staff member’s behavior or impressions
Why is it important to retain and engage your staff?

- High cost of staff turnover
  - Estimates are 120-300% of a staff member’s salary (recruitment, training, lost productivity in practice)
  - On average, healthcare offices experience 20% turnover per year - it is rising
  - Lowered office morale as work load increases for remaining staff
Why is it important to retain and engage staff?

A skilled and talented staff:

- Help ensure high quality patient care
- Make doctor’s and practice administrator’s jobs easier
- Help clinic run smoothly and finish on time
- Can play a role in excellent reviews of practice and great first impression of practice
- Are the eyes and ears of the practice
4 ways to retain and engage staff

1. Make sure your staff knows their work is important.
2. Respect your staff
3. Create a positive culture in your practice.
4. Offer a path to advance their career.
1. Show your staff their work is important

• Training
• Competitive pay and benefits
• Appreciate and recognize hard work
• Remind them often!
1. Show your staff their work is important

Compensation is more than just a paycheck

- Gift cards, restaurant, Starbucks etc
- Paid day off
- Recognition in front of co-workers
- Outside of work activities
- Employee recognition programs
2. Show your staff you respect them

- Respect your staff and expect the same respect for staff from your patients
- Modeling behavior
- Fairness
3. Create a positive practice culture

• How do you do this?
3. Create a positive practice culture

- Lead your practice by example
- Create a practice centered on the patient
- Create a team environment
- Work/life balance
4. Career path

- Offer your staff a way to advance their position/pay
- Advocate and pay for training to become COA/COT
- Career path from front desk to back office or front desk to billing, etc
- Pay for advanced clinical training/billing/practice management/coding courses
“Quality is the result of a carefully constructed cultural environment. It has to be the fabric of the organization, not part of the fabric.”

Philip Crosby
AMERICAN ACADEMY OF OPHTHALMOLOGY®
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Understanding how to effectively serve Millennial and Aging patients

Rob Melendez, MD, MBA
Millennial vs. Baby Boomer Patients

• As healthcare reform efforts increase demand for improved patient-centered care, providers must understand the differences in generations in order to provide effective patient engagement.
Millennial vs. Baby Boomer Patients

• Are there differences between generations and how they access patient services?
Millennial vs. Baby Boomer Patients

- Ask each patient how they prefer to be communicated with:
  - Mail
  - Email
  - Phone
  - Texting
The Eye Doctor is the focus
PATIENT CENTERED (MILLENNIALS VIEW)

- GLASSES RX
- TECHS
- OPTICAL
- LAB PERSONNEL
- EYE DOCTOR
- EYE DOCTOR
- EYE DOCTOR
- EYE CLINIC
Millennial vs. Baby Boomer Patients

- Millennials comprise 25% of the population
- Millennials check their phones 69 times per day
- Prefer to shop online, schedule appointments online, read online reviews from movies to healthcare.
Millennial vs. Baby Boomer Patients

• Millennials are more than twice as likely as older generations to search healthcare providers on third-party review sites like Yelp and Angie’s List.

• Almost 43 percent visited an urgent care in the past year, and nearly 23 percent visited a retail health clinic.

• 60 percent said cost was a significant factor when evaluating a provider.
Millennial vs. Baby Boomer Patients

• In a study of 3,000 millennials, Nuance Art of Medicine determined that younger consumers prefer strong patient-provider connections.

• A total of 73 percent of respondents stated that adequate time for discussion constitutes a better physician visit, and

• 66 percent said that verbal communication of specific recommendations would also contribute to a good physician visit.
Millennials want Telehealth and Apps

• Millennials also have unique preferences when it comes to health technology.

• In a Salesforce report published last year, researchers determined that 60 percent of millennials support the use of telehealth, and 71 percent would like for their physicians to adopt a mobile health application.
2019
Know your Patient’s Communication Preferences

20 yo 40 yo 60 yo 80 yo 100 yo

PHONE APPS
PATIENT PORTAL
CELL PHONE USER
FIRST CLASS MAIL
TEXTING
2029

Know your Patient’s Communication Preferences

- PHONE APPS
- PATIENT PORTAL PORTAL
- CELL PHONE USER
- FIRST CLASS MAIL
- TEXTING
Millennial vs. Baby Boomer Patients

• Technology is a major factor
  • Millennials value their doctors’ knowledge, but they do not view physicians as the only health resource.
  • Your practice needs a strong online presence.
Where does your online reputation begin?
Where does your online reputation begin?

- **OFFLINE (Clinic, Community, OR, etc.,)**
  - Your online reputation begins **offline**
  - Make this experience the best!
    - Aptitude
    - Attitude
    - Appearance
Patient Experience begins face to face

- Make the initial encounter amazing
- Online experience should be amazing and educational too.
  - Website
  - Patient Portal
  - Social Media
  - Claim your online review sites (HealthGrades, RateMD, Yelp, Facebook professional page).
Building Blocks to a successful online reputation

- Website
- Facebook Page (professional)
- Review Sites

Top three sites patients will see when searching your name
Millennial vs. Baby Boomer Patients

• Ask each patient how they prefer to be communicated with:
  • Mail
  • Email
  • Phone
  • Texting
Thank you!

Rfmelendez@gmail.com  Instagram: @EyeQDoctorRob
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Handling Difficult Patient Encounters

Linda Harrison, PhD
AAOE Ophthalmology Business Summit
March 23, 2019
Costs of Difficult Patient Encounters

- Time
- Revenue
- Duty
- Rapport
- Stress
- Potential for formal claim or litigation
- Impact on staff, other patients
Key Strategies: The Challenging Patient

• Preparation and self-awareness
• Communication skills
• Time management
• Written guidelines
• Documentation
• Second opinion, consultation, and referral
• Terminate the relationship
Types of Difficult Patient Encounters

• MD is behind schedule
• Patient feels staff is rude or disrespectful
• Patient is unhappy with treatment results
• Patient demands reimbursement/compensation
• Patient or family is verbally/physically aggressive
• Patient asks about another provider’s care
• An unexpected outcome or error
Where to Start?

1. Address feelings first
2. “You sound/look upset.”
3. “OK, tell me what happened.”
4. “I’m sorry this happened to you.”
5. “What can I do to help you?”
6. Propose what you are willing to do.
After an Unexpected Outcome or Error

- Disclose
- Empathize and Listen
- Consider an apology
- Answer questions
- Provide a roadmap
- Reinforce commitment
- Remain engaged