

A photograph of four hands, two from adults and two from children, gently cupping a small, realistic red heart. The hands are positioned in the center-left of the frame, with the heart resting in the palms. The background is a neutral, light-colored textured surface.

# CREATING A PATIENT SATISFACTION SENSATION *with your revenue cycle*

*Pili ia i ka po'e*  
"IT'S ABOUT THE PEOPLE"

**hfma™**  
hawaii chapter



**DECEMBER 8, 2020**

**PRESENTED BY GREG WEST | HRG PRESIDENT**







Ritz  
Carlton



Amazon



Disney



Cleveland  
Clinic



Grady  
Health



## Patients expect more from healthcare than other industries

- Care in every interaction
- Accuracy
- Timely
- Respect
- Honesty
- Clear communications
- Nurturing relationship

## 2017 study from Australia – Patient expectations overlooked

- Address emotional needs
- Communication between staff
- Staff displayed skills and confidence

## Choosing your healthcare – cost, quality, service

*"The sum of all interactions shaped by an organization's culture, that influence patient perceptions across the continuum of care."*

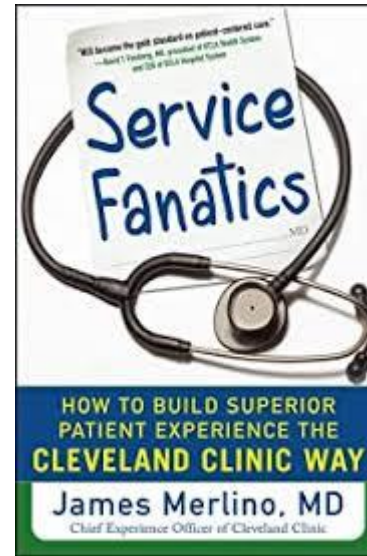


*"The customer's perception is your reality."  
– Kate Zabriskie*

# American Satisfaction Index

Municipal Energy Utilities																		73	76	76	76	73	68	72	75	73	72	-1.4
Health Insurance								68	69	70	67	68	72	71	73	75	73	72	72	73	70	69	72	73	73	74	72	-2.7
Investor-Owned Energy Utilities																		74	76	77	75	74	72	75	75	73	72	-1.4
Fixed-Line Telephone Service	81	80	79	75	74	73	72	70	71	72	71	70	70	70	73	72	75	73	70	74	73	69	70	70	70	71	70	-1.4
Internet Social Media																	70	70	69	68	71	74	73	73	72	72	70	-2.8
Hospitals	74	74	71	67	72	70	69	68	70	73	76	71	74	77	75	77	73	77	76	78	76	74	75	75	76	72	69	-4.2
Video-on-Demand Service																									68	67	68	1.5
Internet Service Providers																				65	63	63	64	64	62	62	65	4.8
Subscription Television Service								64	61	61	61	61	63	62	64	63	66	66	66	68	65	63	65	64	62	62	64	3.2





*"A patient is the most important visitor on our premises. He is not dependent on us. We are dependent on him. He is not an interruption in our work. He is the purpose of it. He is not an outsider in our business. He is part of it. We are not doing him a favor by serving him. He is doing us a favor by giving us an opportunity to do so."*

## Patient experience is not the same as patient satisfaction.

At Cleveland Clinic, patient experience is not just about making our patients happy. It's about doing what's right for them.



One of the country's top hospitals  
Because we're here for every care in the world



Patient loyalty is one of your most valuable assets

The average life value of a patient is \$250,000 up to \$650,000

This grows exponentially with referral visits from family/friends of the patient

- On average, people tell 7 friends or family members about their experiences. (5 and 9)
- With social media added to the mix, that number increases dramatically.
- Gain a brand ambassador – no cost advertising

“When you’re sitting on a plane and don’t have a gate, you’re grumpy and you tweet it out,” Mr. Duncan said. “If you have a good experience, you thank somebody and that’s it.”



- Loss of the patient (revenue)
- Marketing costs
- Effect on employee morale
- Cost and time recruiting
- Personal stress level
- The snowball effect
- Financial issues



Billing and collecting  
in essential in creating  
a positive **patient  
experience**

First and last touch  
points in the process  
for most patients

Bad financial  
experience will ruin a  
good clinical  
experience

25% drop in payments  
from dissatisfied  
patients

Poor service to  
patients is an indicator  
of a bigger problem

Billing and collections  
can be the most  
traumatic experience

Process and  
technology gets the  
press – we are a  
people industry

*“Make every interaction count, even the  
small ones. They are all relevant.”  
– Shep Hyken*



The organizations mission and values



Walk the talk with the mission



Create a department mission that supports the organization's mission



Evangelize both those missions – constantly and forever



Don't allow the naysayers

*"Customer Service is not a department, it's everyone's job"*

- Anonymous



# Our Guiding Principle and Shared Values:

*To serve as one team committed to the best patient C.A.R.E. for our community. In the footsteps of our Founders, we believe that Compassion guides our actions, Aloha inspires us in all that we do, Respect and understanding are essential for the dignity of all; and Excellence is our quest. When we bring these values to our work with patients, we honor our Founders and Live the Queen Emma Way.*



# Revenue Cycle Department Mission:

## TIP:

Personalize the mission to be understood and felt deeply by the team

*Our department will contribute to the important mission of our health system. We will deliver the financial care our patients require in a manner that shows empathy and compassion throughout the entire financial process. We believe that respect and understanding are essential for the dignity of all; and Excellence is our quest. When we bring these values to our work with patients, we honor our Founders and Live the Queen Emma Way.*

Frequent reminders



On-going training



Theme posting



Measurement

**Decide what to measure**

**Measure it often enough**

**Report it and display it**

**Accountability**

Give recognition



Don't mix the messages





### #1) Employees

- They are the essential piece to providing the service
- The largest investment
- You can't provide a patient experience without them
- We are a people care department within a people industry



### #2) Technology and process

- These are tools for the team
- More automation requires great people – The hard stuff



### #3) Free Marketing

- Word of mouth and social media
- Talent acquisition
- Counter bad publicity

Remain competent &  
confident by giving  
them the skills and  
information

Keep their skills up to  
date and relevant

Treat all people with  
respect and  
transparency

Communicate  
effectively, include  
listening skills

Have emotional  
intelligence when  
dealing with difficult  
situations

Think creatively and  
offer solutions

Maintain the mindset  
that they are customer  
service envoys

Vision of why their work matters

Clear goal and path to get there

Trust and respect they deserve

Opportunity to speak up and contribute

Recognition for doing the right thing

Tools needed to be successful

Freedom to solve problems

Permission to care

Ability to have fun







Be there – show them the care you expect them to give



Be active listener (learner) as well as a teacher



Be the role model



Deliver employees a stress free/safe environment  
Communicate effectively - Manage conflict - Problem solve



Hold everyone accountable



Report on how the team is doing

## McKenzie Howard | HRG Self-Pay Specialist

"I really appreciate how sharp McKenzie was and how capable she was when assisting me. She made the process seem a lot simpler and easy to understand. It gives me great joy and confidence to know that someone like McKenzie is working my accounts. I hope that everyone is as knowledgeable about what is going on with patient accounts as she is. Please make sure that she gets this message and that she gets the recognition she deserves"

- Kudos from Patient from Hilo



Vanessa J has received a wonderful kudos call from a Mammoth Hospital Patient. Patient stated that **Vanessa was wonderful to speak with** as she had received the **wonderful customer service and extremely patient with her to resolve account issues**. She said that Vanessa was so wonderful, **kind**, Vanessa took the time to understand what was going on and was **happy to help** fix the issues; She was **extremely caring and understanding** what needed to be done on accounts as well as how to go about fixing them. This patient stated that she would be extremely happy to work with Vanessa in the future. **In the end patient has paid in full for over \$2,000 with Vanessa.**

This patient was baffled at how her customer service was and how **she was so understanding of her situation**. She said she appreciated that she wasn't rude or aggressive and even wanted to send her flowers or go to coffee- and was sad when she found out we weren't local. **Cathy was so fantastic, comforting and absolutely accommodating as far as discussing other options for her account** as she wasn't in a place to make payments or set up a payment plan. She was **extremely thankful** that it was Cathy that had called her and discussed her account as she said usually, *she despises these calls for balances due.*

## KUDOS FROM PATIENTS

LAUREL HUMBLE IN SELF-PAY RECEIVED A KUDOS CALL FROM PATIENT FOR A PAYMENT PLAN. AFTERWARDS THE PATIENT WANTED US TO BE AWARE OF HOW GREAT LAUREL HANDLED THE CALL. THE PATIENT SAID LAUREN WORKED HARD ON THE ACCOUNTS AND HAD GREAT ATTENTION TO SMALL DETAILS!



SHERRY BROWN RECEIVED KUDOS WHEN A PATIENT'S MOTHER HAD NOTHING BUT AMAZIN THINGS TO SAY ABOUT SHERRY. THE MOTHER ADMITTED SHE WAS NOT THE EASIEST PERSON TO WORK WITH BUT SHERRY SHOWED EMPATHY AND SUPPORT. SHE DID A PHENOMENAL JOB AND WAS VERY PROFESSIONAL!

AT



PHOENIX  
CHILDREN'S  
Hospital

Good evening,

Its been about a month since I started at HRG. I am close to the end of my training in Self-Pay, and currently enjoying the most comforting workplace I've ever been apart of. I wanted to say that I can't thank you enough for offering me a chance here at HRG. I was barely making it when we had our first interaction at Yoke's, and now I am finally bringing in enough income to support myself and my partner through my schooling. Time permitting, when I have completed my Medical Billing and Coding course, I can't wait for the opportunity to use my new skills right here at HRG.

My life is finally moving forward and I'm right where I need to be. **Its all thanks to you!**



# EMPATHY

(n.) the ability to step into the shoes of another person, aiming to understand their feelings and perspectives, and to use that understanding to guide our actions.



*Empathy* is when a person accurately communicates that they see another's intentions and emotional state. It means watching our child's frustration and focusing on how life feels in that little child's body, while putting our own anger and agenda into the background.  
— Andrea Nair

Recognize that every interaction you have is an opportunity to make positive impact on others.

— Shep Hyken

Empathy is about finding echoes of another person in yourself.

Mohsin Hamid

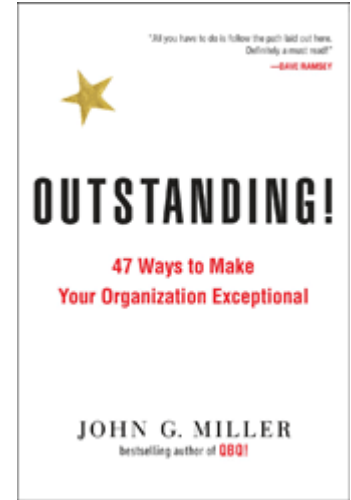
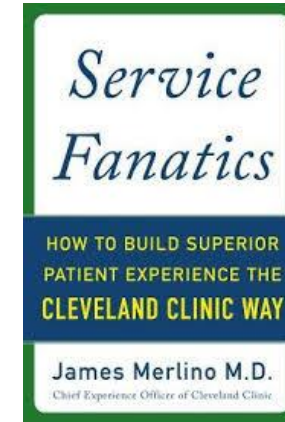
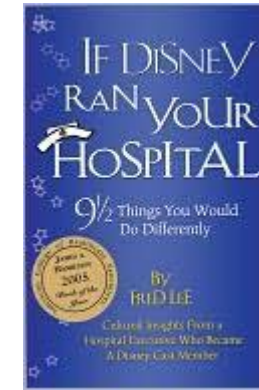
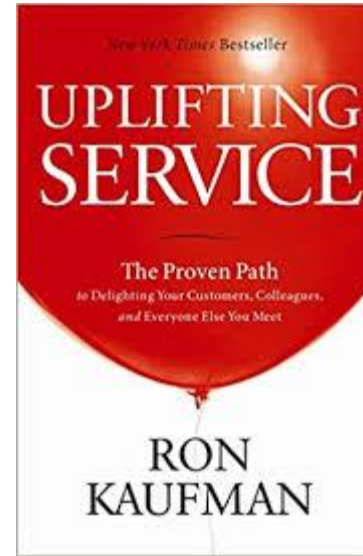
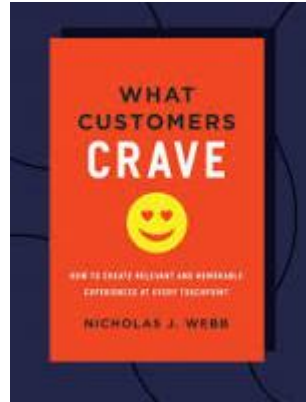
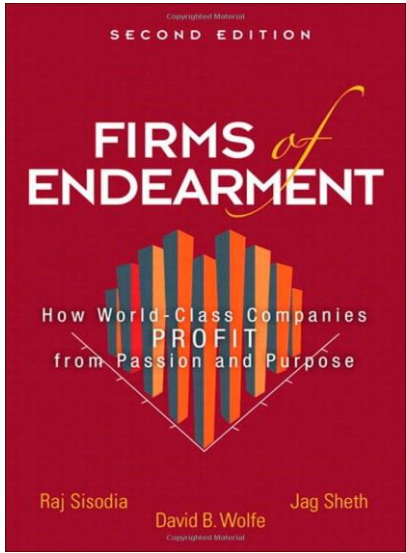


Learning to stand in somebody else's shoes, to see through their eyes, that's how peace begins. And it's up to you to make that happen. Empathy is a quality of character that can change the world.

— Barack Obama —

AZ QUOTES





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