

Measuring & Improving Consumer Experience, Consumer Engagement, and Consumer Performance – A Best Practice Approach

The Coalition for Behavioral Health Business Recovery Initiative



Wednesday, August 19, 2020

Presented by Paul M. Duck, Senior Associate, *OPEN MINDS*

Executive Seminar Agenda

Agenda Item

Perspective, Context and Definitions

Raving Fan Customer Service Starts with Leadership

Raving Fan Customer Service

So What? Now What? Your To-Do's

Q & A / Discussion



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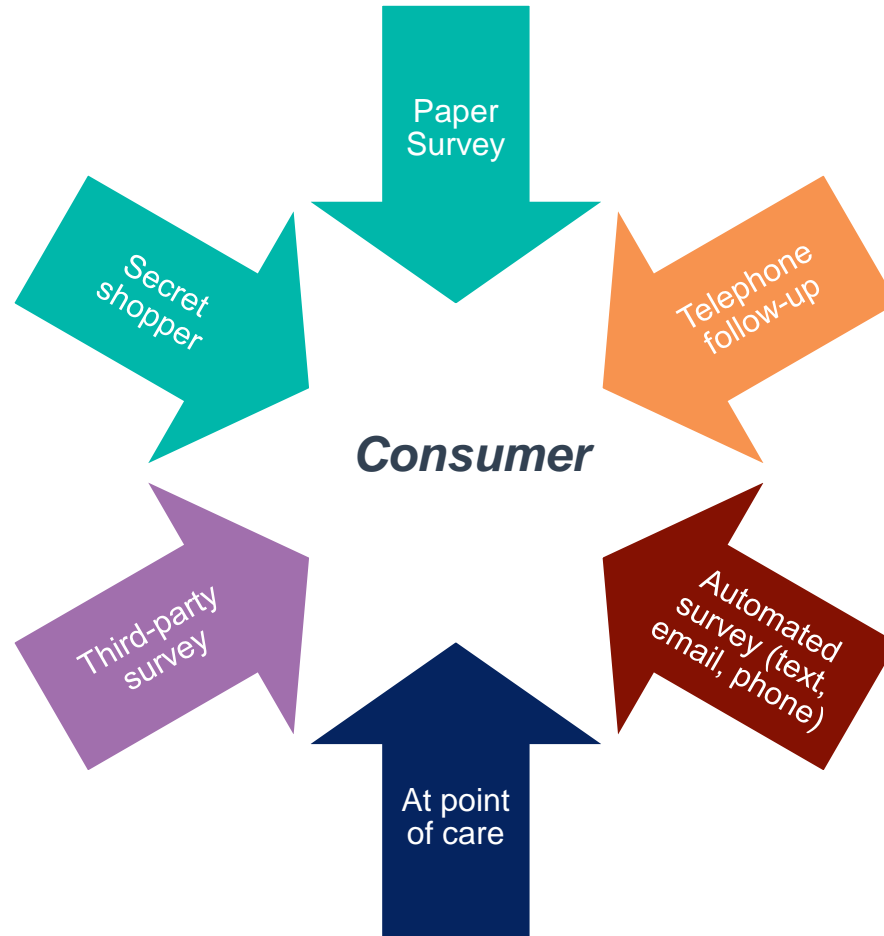


Perspective, Context and Definitions

Important Definitions:

- **Consumer Experience:** *Consumer experience in healthcare is how a patient perceives your organization based on their online and in-person experiences.*
- **Consumer Engagement:** *It is defined generally as the actions individuals take to become better informed and more directly and proactively involved in decisions and behaviors that affect their health, insurance coverage, and health care. These actions may include:*
 - *Taking deliberate steps to monitor and improve their mental health*
 - *Looking for information to learn more about health concerns and compare treatment options*
 - *Taking cost and quality into consideration when choosing treatments, providers, and plans*
 - *Partnering with providers to make treatment decisions as well as communicating and sharing information with among providers*
 - *Adhering to recommended treatment plans.*
- **Consumer Performance:** *Consumer performance is defined as a measurable monetary or non-monetary result of a consumer relationship in a defined period. Consumer performance measurement (CPM) also defined as the acquisition, analysis and the evaluation of performance-related consumer information. In behavioral health, consumer performance is also measured by clinical outcomes.*

How To Measure Consumer Experience



How To Improve Consumer Experience

1. Create a culture of raving fan customer service
2. Focus on a *CLEAN* environment
3. Respond to consumer complaints (a complaint is a gift)
4. Train on the how-to's of customer service
5. Empower your team to take action
6. Focus on first impressions
 - Telephone greeting (live or recorded)
 - Scheduling
 - Front desk
7. Manage your online reputation
8. Use social media and be responsive
9. Be uncompromised and unwavering about customer service
10. Reward extraordinary performance

How To Measure Consumer Engagement

1. Measure treatment adherence
2. Measure costs
3. Measure quality
4. Look at cost and quality together
5. Look carefully at any consumer-facing technology and its usage
6. Measure no-shows and related work process
7. Monitor and measure follow-up post-discharge and care coordination
8. Monitor and measure how your consumers rate you in online activities
9. Ask payers for their opinion – especially on access
10. Measure the use of information and follow-up provided to consumers

How To Improve Consumer Engagement

- Ensure costs are aligned with quality
- Consider consumer engagement technology
- Reminders via phone, text and email
- Have transparent information exchange with certain payers
- Be responsive to online and social media posts
- Follow-up on referrals ensuring engagement
- Ask the client(s) what would help increase their engagement

How To Measure Consumer Performance

- Measure the relationship between marketing activities and referrals
- Measure the effectiveness in social media and online efforts
 - ✓ Including paid advertising
- Benchmark performance against other providers in your region
- Measure social determinants of health and its relationship to consumer performance
- Measure consumer acquisition cost against payer sources, cost and revenue
- Measure days in accounts receivable by demographic
- Measure your responsiveness to access by payer
- Measure no-show rates
- Measure clinical outcomes

How To Improve Consumer Performance

- Respond to social determinants of health issues
 - ✓ Transportation
 - ✓ Housing
 - ✓ Access to food and nutrition
 - ✓ Access to social supports
- Respond to online comments and rating by consumers
- Ensure consumer has access to information
- Ensure consumer can access scheduling and communication via different vehicles
- Ask the client(s) how to improve

What Makes Your Organization Different or Better?

Better staff?

Better marketing?

Better facilities?

Better social media ratings?

***Why would someone with choice,
choose your organization?***

What Comes To Mind ... ?



Bad Service Examples

Where do they commonly occur?

- Restaurants
 - Car Dealerships
 - Airports / Airlines
 - Department of Motor Vehicles
 - Physician Offices
 - Insurance Companies
 - Gas Stations
 - Home Builders
 - Grocery Stores
-
- *What's your story...?*



Raving Fan Customer Service Starts with Leadership

Your Leadership Role...

“Leaders are made, they are not born. They are made by hard effort, which is the price which all of us must pay to achieve any goal that is worthwhile.” ~ Vince Lombardi

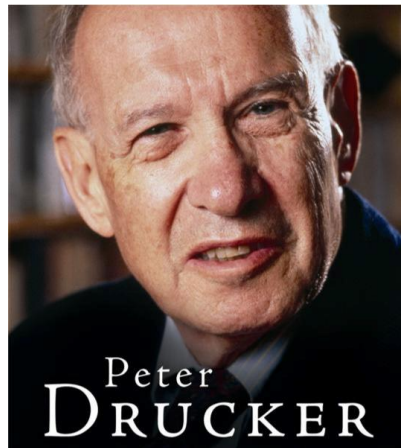


“Do not wait for leaders; do it alone, person to person.”



Mother Teresa

"THE SINGLE MOST IMPORTANT THING TO REMEMBER ABOUT ANY ENTERPRISE IS THAT THERE ARE NO RESULTS INSIDE ITS WALLS. THE RESULT OF A BUSINESS IS A SATISFIED CUSTOMER."



PETER DRUCKER
BUSINESS AND ECONOMICS AUTHOR

*"DO WHAT YOU DO SO WELL THAT THEY
WILL WANT TO SEE IT AGAIN AND BRING
THEIR FRIENDS."*



WALT DISNEY

FOUNDER

THE WALT DISNEY COMPANY

*“Don't spend time beating on a wall,
hoping to transform it into a door.”*

Coco Chanel

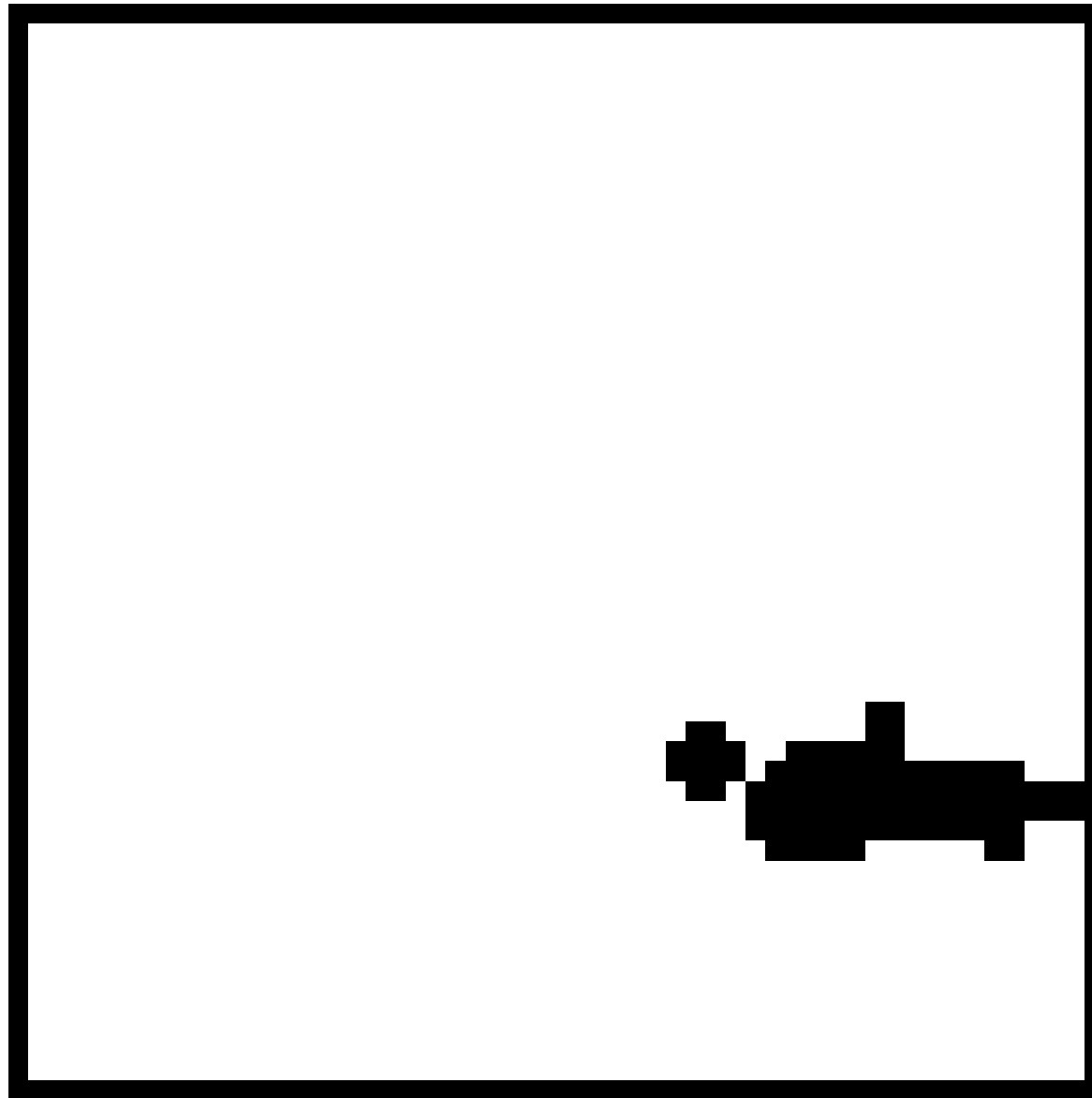




Raving Fan Customer Service

Who are you customers?

- Fellow Associates?
- Referral Sources?
- Vendors?
- Hospital administrators?
- Health Plans / payers?
- Clients/Consumers/Patients?





Raving Fans

**A Revolutionary Approach
to Customer Service**

Ken Blanchard

co-author of The One Minute Manager®

Sheldon Bowles

Foreword by

Harvey Mackay



Raving Fans Concept

Raving Fans are individuals who carry the message to other potential fans. How do you get Raving Fans?

1. **"Decide what you want."** Think so far out of the box that you can't even see the box anymore. How extreme can you take your vision when it comes to customer service?
2. **"Discover what your customer wants."** Simply, ask them. Stay in touch with our core customer. See what their needs and wants are. Blanchard explains that there may be wants from customer that don't fit our vision. These customers need to go elsewhere. *We can't be all things to all people.*
3. **"Deliver what you promise, plus one."** Exceed the customer's expectations when you perform.

Examples

- Ritz Carlton



- Domo Gas



- Nordstrom



Methods of Creating the Raving Fan Experience

- Consistency, consistency, consistency
 - Related to *how* “it’s” delivered
- Start small and get really good at “it”
- Meet first. Exceed second.
- Systems and training are key.
- Be committed to the “one percent rule”.
 - Improve just one percent per week
 - That’s 52% improvement per year!
- Be flexible
 - Related to *what* is delivered

Translation...

- Blanchard & Bowles indicate the bottom line before you ever reach page ten. “People expect bad goods and rude service, give them junk and they are not surprised.”
- “Just what they expected.” Make sure your customer service slogan isn’t seen by others as “No Worse Than The Competition.”
- We have created a world where we find our expectations easily failed. Therefore, when you do exceed your customer’s expectations, it is almost as if one has taken a yellow marker and highlighted the event. You want your customers to run out of yellow ink!

Raving Fans – What's the point?

We often spend thousands and thousands of dollars on websites, brochures and marketing to bring people to our facilities.

Unfortunately, we seldom invest in having those same people - people who utilize our services - become marketers!





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Raving Fan Behavioral Health

- **Rule #1: Decide What You Want.**
 - We want people to walk away from your offices surprised, in a good way, at the service they've received.
 - People should be amazed at how friendly, approachable and helpful you are.
 - They should be shocked when they call your offices at how well they are treated. They should know they are an important person to you and your organization.
 - The way people are treated should begin with how the phone is answered, the front desk and scheduling (Vice President of First Impressions)
 - Decide and train on how your office will handle a call from a client/patient or referring physician who is looking for information (Vice President's of Evangelism)?



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- **Rule #1: Decide What You Want.** (continued)
 - Think about people who enter your office to pick-up information or something else
 - How do they feel they're being treated?
 - The reason to exceed these persons' expectations is because you want to create Raving Fans.
 - Remember: Raving Fans are individuals who carry the message to other potential fans.
 - EVERYONE should have a Raving Fan mentality – “How may I serve you?”

What is the message you are trying to create that people will remember as they leave your facility?



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- **Rule #2: Discover What The Customer Wants.**
 - This rule seems somewhat obvious. Many individuals who utilize your services:
 - Are dealing with (or have a family member who is deal with) some type of behavioral health issue
 - First time clients/patients are apprehensive, afraid or even embarrassed
 - Worry about the outcome
 - Others?
 - Think about how YOU would want to be treated
 - Ask your clients!



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Rule #3: Deliver Plus 1. *Deliver to the client plus 1%.*

That is the way this book explains exceeding one's expectations.

- Example: Customer walks through the door. Front Desk Associate confirms client/patient is here and appointment is correct. Front Desk Associate offers the person a beverage which is then hand delivered to the patient (not from across a counter). Front Desk Associate sits down next to patient and tells them, within 5 minutes, how long their wait should be and offers them anything to make their wait more pleasurable.

How could you translate this example into something that could work in your agency?



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Raving Fan Behavioral Health

Rule #3: Deliver Plus 1. Deliver to the client plus 1%.
(continued)

The book concludes with a statement, and somewhat of a challenge, that “Satisfied customers just aren’t good enough. They have to be Raving Fans.”

Shouldn’t the same be true for your customers? Customers are simply individuals who choose to utilize your company/agency when they need your services over those of our competitor’s. It doesn’t necessarily mean that they are someone who waves our flag and creates word-of-mouth for your company. However, **Raving Fans** do *exactly* that.

How Should You Measure Customer Satisfaction?

- THE BEST measurement of GREAT customer service is referrals
- Tens of thousands of organizations spend thousands of dollars to measure customer service statistics where, most often, they already know they have a problem

SO WHY DO WE DO CUSTOMER SERVICE SURVEYS?

- 96% of unhappy customer never complain
- A dissatisfied customer will tell 9 – 15 people
- 13% of dissatisfied customers will tell 20 or more people
- For every customer complaint, there are 26 other unhappy customers who have remained silent



Better Ways To Measure Customer Service

- At the Front Deck
- At scheduling
- Anyone in contact with the consumer...

- Best Method: ASK!

- Vital Training: Service Recovery!



So What? Now What? Your To-Do's



THE ULTIMATE
PERSON IN
CONTROL OF A
BAD, GOOD OR
GREAT CUSTOMER
SERVICE
EXPERIENCE IS...

YOU

HOW ARE YOU
INVESTING YOUR TIME?

How are **YOU** investing

YOUR time?

YOU can choose!



What do we do now?!

- Strive each day to incorporate exceptional customer service into your work and life and culture of your company/agency
- Be an active member in your agency's growth and development of exceptional customer service, client engagement and customer performance outcomes
- Meet the expectations of those around you "plus one"
- Be excited and energized about who and where you are going!
- Create Raving Fans!



"WELL DONE IS
BETTER THAN WELL
SAID."

BENJAMIN FRANKLIN

Turning Market Intelligence Into Business Advantage

OPEN MINDS market intelligence and technical assistance helps over 550,000+ industry executives tackle business challenges, improve decision-making, and maximize organizational performance every day



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