Adapting to The New Health Care Environment

Attaining Operational Efficiency in Occupational Health and Urgent Care Services

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Learning Objectives

- Aligning user segments (SIC codes for occ med and patient demographics for urgent care)
- Transforming the clinic culture from employer-centric to patient-centric
- Understanding when and how to use a care map
- Enhancing the patient experience
- Attaining operational consistency in multi-clinic networks
### Occupational Medicine

- Proximity to density of business in industries that utilize occupational medicine.
- Convenience/accessibility to the employer.
- Sales and account management to create and foster employer relationships.
- Relationships with workers compensation payers, third-party administrators.
- Providers focused on prevention, injury outcomes, compliance, and cost containment.
- Detailed communication with the employer expanding scope of services provided.

### Urgent Care

- Proximity to density of “urgent care” demographics.
- Retail adjacencies, signage visibility, traffic counts, easy turn-in, ample parking.
- Paid advertising, referral relationships, and grassroots marketing to attract new patients.
- Group health payer contracts, provider directory listings.
- Providers willing to treat infections, women’s health issues, children, and to refer longitudinal conditions.
- Outstanding patient experience spurring repeat visits and positive word-of-mouth.
Pure-Play Occupational Medicine Model
High-Utilization SIC Codes for Occupational Medicine
Focus on the Employer
Urgent Care Launch, 2006-2007
Urgent Care Marketing Plan

Employer Direct:
• Benefits Cost Savings Focus
• 300+ Person Sales Force
• 100,000 Employer Clients

Conversion:
• Captive Audience
• 25,000 Patients per Day

Acquisition:
• No Prior Relationship
• In-network Insurance
• Paid Advertising
• Grassroots Promotion
Urgent care is in the “patient satisfaction” business— in consumer eyes comparable to retailers, restaurants, banks, and other service providers.

Long-term success requires capturing repeat business and generating positive word of mouth.

Patients evaluate the quality of their urgent care visit based on clinical outcomes and their feelings about the experience.

Patients who don’t like the experience provided, don’t value it, or don’t think it meets their needs or expectations won’t come back.
First Impressions...
Waiting Room
Brand Identity: Utility, Efficiency and Outcomes
## Refocus: The Patient Experience

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• Conducted consumer focus groups
• Conducted Voice of the Customer, Patient, and Colleague focus groups
• Conducted messaging review for specific demographics
• Benchmarked best-in-class customer care organizations (both retail and medical)
Consumers feel health care companies focus too much on their financial bottom lines, rather than a dedication to individual patient care.

The combination of a retail experience with quality health care is a unique offering.
Mission, Vision, and Values

Our Mission
Improving America’s health, one patient at a time.

Our Vision
We will redefine patient care by treating individuals to a welcoming, respectful, and skillful experience.
We will raise the standard of health by putting individuals first, treating them with clinical excellence, and focusing on their ongoing wellness.
We will succeed through innovation and the expertise of our colleagues in an environment of trust, support, and community.

Our Core Values
A healing focus
A selfless heart
A tireless resolve
Changing the Mark
## Infrastructure Changes

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Net Promoter, NPS and Net Promoter score are trademarks of Satmetrix Systems, Inc, Bain & Company and Fred Reichheld.
Service Delivery

- Hiring/Firing (Predictive Index)
- On-boarding
- Training/Modeling
- Coaching
- Recognition & Reward
- Job Redefinition
The Orange Book is a little book with a big goal: to redefine the patient experience by performing welcoming, respectful, skillful actions -- every colleague, every day, every location -- for the over 7.5 million patients Concentra sees every year.
Forecasting Model Components

Density: Trade Area Factors
- Households or Establishments
- Population or Employees
- Demographics or SIC Codes
- Propensity to Utilize Services

Site: Real Estate Factors
- Adjacencies/Draw
- Signage Visibility
- Traffic Counts/Accessibility
- Aesthetics

Operations: Delivery Factors
- Operating Hours
- Medical Providers
- Equipment/Training/Capabilities
- Customer Service

Marketing: Limiting Factors
- Payer Penetration
- Competition
- Marketing Budget

Volume Projection
Addressing the Real Estate

- Residential Density
- Target Relocation Area
- Big Box Retail
- Theme Restaurants
- Convenience Services
- Industrial Rooftops
- Apartments
- Hospital
- Current Location
Urgent Care Demographics

Married Couple with Children Present

College Graduate Age 35-54

Owner-occupied Single Family Housing

Growing Suburbs of Major Cities

Employer-Provided Health Insurance

Household Income $50,000 to $100,000
Urgent Care Retail Adjacencies
Traffic Counts and Signage Visibility
Urban Streetfront
Light Industrial/Flex-Space
First Impressions...
“Welcoming Room”
Front Office
Clinical Corridor
Procedure Room
Provider Workstation
X-Ray
Consistency in Signage
Colleague Uniforms
The goal is to increase net promoter score by “neutralizing” detractors and “converting” passives.

The Ultimate Question -- “on a scale of 1 to 10, rank likelihood to recommend us to others.”

- Undermines our future business. 0-6: Detractors
- Easily wooed by the competition. 7-8: Passives
- Extends our sales/marketing. 9-10: Promoters
Accountability: NPS Dashboard
NPS: April, 2008

Net Promoter® Score 10%

Detractors: 35%  Passives: 20%  Promoters: 45%
NPS: August, 2013

Net Promoter® Score 63%

Detractors: 10%
Passives: 17%
Promoters: 73%

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Spreading the Word

- Radio
- Billboards
- Direct Mail
- Shared Mail
- Social Media
- Paid Search
- Organic Search
- In-Center
- Workplace
- Grassroots
- Banner Ads

Improving America's health, one patient at a time.
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