

The One Metric for Cultivating Patient Loyalty and Spurring Positive Word of Mouth

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We're Not
Gossiping.
We're Networking.



- 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 visits 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*.

Differentiation in the Sea of Urgent Care Sameness



Differentiation in Retail and Services Industries



Differentiation Encompasses Product, Service, and Experience



Differentiation Must be on Factors Important to Consumers



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Reasons for Patient Dissatisfaction



*Urgent care...that's a joke.
I've been waiting for an hour,
I'm in pain, and the staff is just
standing around, joking and
talking.*

Reasons for Patient Dissatisfaction, cont'd.



I asked for a z-pak; she said it was a virus and I'd just have to get over it. I can't afford any more time off work. What a waste of a co-pay!

Reasons for Patient Dissatisfaction, cont'd.



Why is your collections agency harassing me? You took my insurance. I owe you nothing...

Reasons for Patient Dissatisfaction, cont'd.



I worked all day to pay his fee and he couldn't take five minutes for my daughter...

What urgent care consumers want and expect...



Medical Outcomes



Physical Plant



Accuracy in Transactions

- Price is fair and competitive for services performed
- Insurance accepted (in-network, assignment)
- Patient financial responsibility clearly explained (up front)
- Claims processed quickly and accurately
- No billing surprises (lag in negative responses)



In- and out- of the center in less than...



**Urgent Care EMR Focus on Throughput: Practicing Urgent Care Medicine,
Maximizing Provider Efficiency, Reducing Non-Value Added Activities**

Managing by Key Performance Indicator



Key Performance Indicators

- Yardstick by which strategy and execution are tracked/trended over time.
- Highlights areas requiring management intervention.
- Facilitates comparisons with peers (benchmarking).
- Enables a culture of continual improvement.



Net Promoter Score

- Fred Reichheld, *The Ultimate Question 2.0*
- **“Based on today’s visit only, on a scale of 0 to 10, how likely are you to refer your friends/family to this urgent care center?”**
- Promoters account for 80% of repeat visits
- Detractors account for 80% of negative word-of-mouth
- NPS enables tracking over time and comparison to “best-in-class” companies



Calculate NPS Exercise

N=100

D=15 (15%)



Undermines future business.

0-6: Detractors



N=30 (30%)



Wooed by the competition.

7-8: Passives



P=55 (55%)



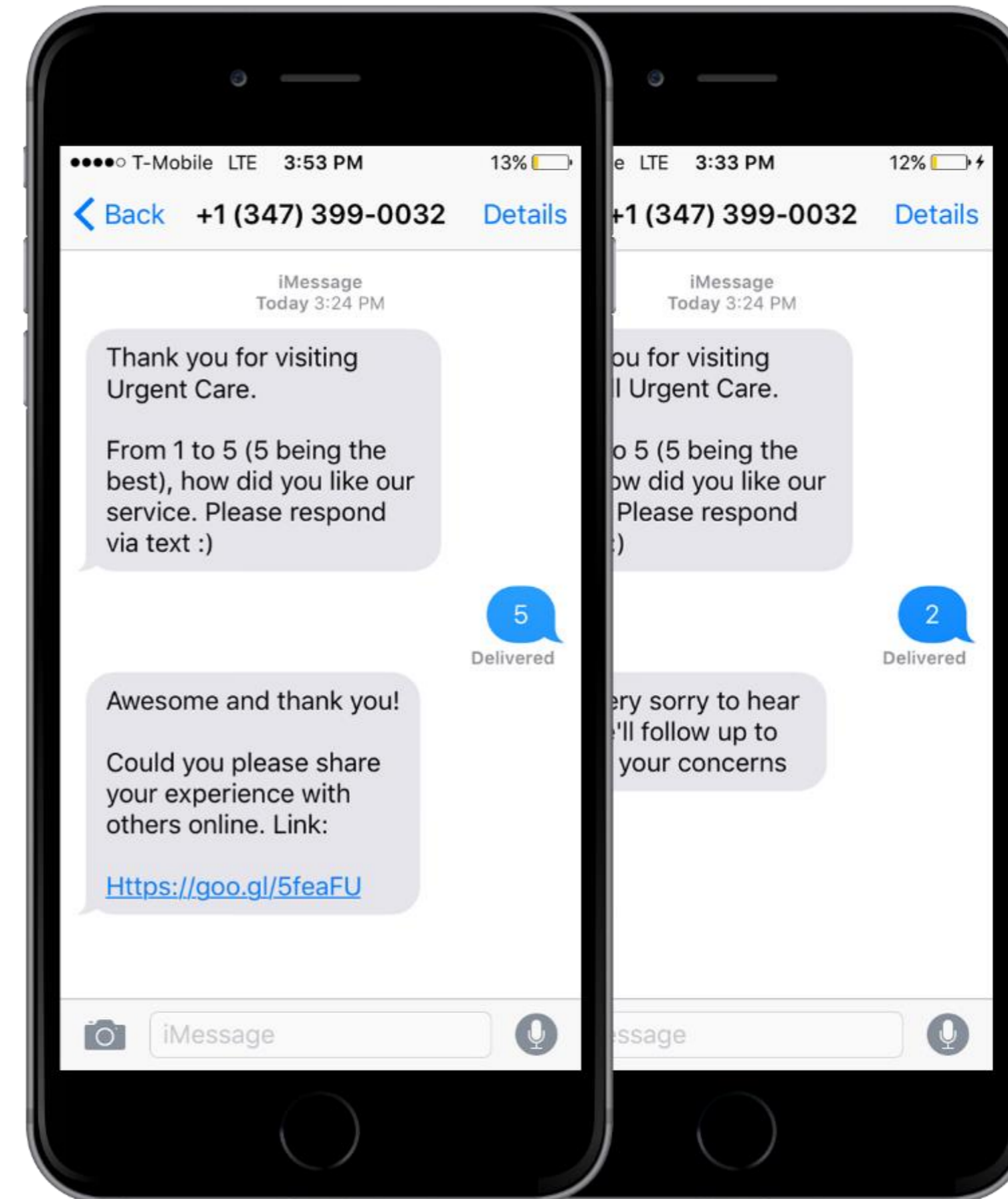
Extends sales and marketing.

9-10: Promoters

**NPS provides a framework for staff to identify and segment patients.
Goal is to neutralize detractors and convert passives to promoters.**

NPS Survey Mechanisms

- Paper at discharge
- Kiosk at discharge
- Website survey
- Email survey
- Mail survey
- Telephone survey
- Text message survey



Marketing is Understanding Customers

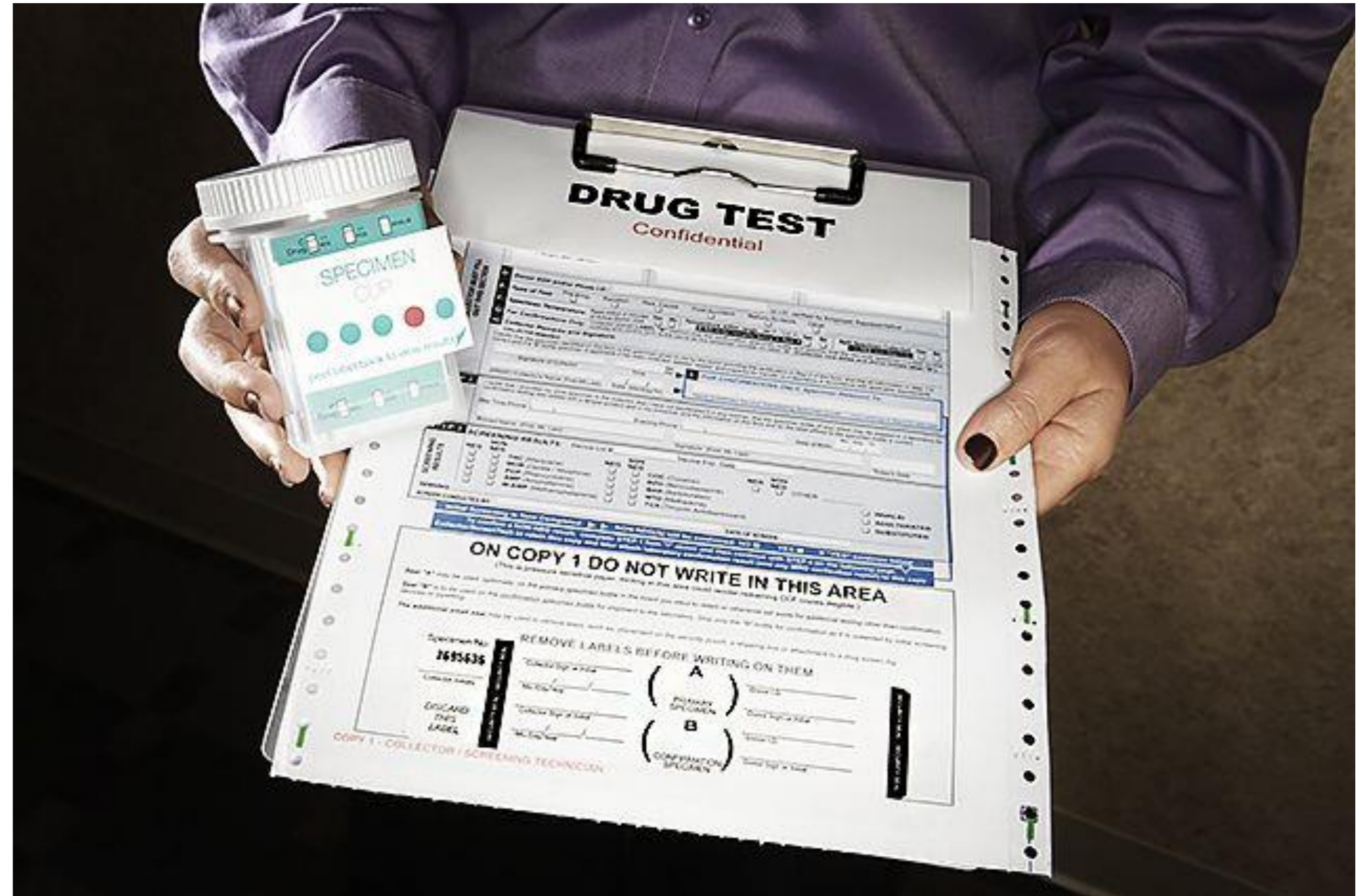
- Fantastic service organizations have “full-time” and “part-time” marketers. ”
- “Part time marketers” include retail clerks, bank tellers, airline ticket agents, and appliance repairmen. ”
- Everyone should look at how everything in the organization impacts the customer. ”
- A “moment of truth” is any instance of contact or interaction between a customer and a firm.

Inherent Advantage of Medical Providers



- Employee attitudes affect patient attitudes
- Patients did not expect or desire to spend their time and money with urgent care
- Seek employees with a positive attitude who can influence patients
- Emotional labor of appearing happy, even if you aren't, is to *assume a role*. It's easier to *act* happy than to *be* happy

Increasing NPS for urine drug screening.



Net Promoter Score is the number one determinant of sustainable revenue growth.



Differentiation Encompasses Product, Service, and Experience



96%



30%



If we cannot beat our competitors,
we beat our customers.

10%



Southwest[®]
We beat our competitors. Not you.

60%

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