



Over the Top Success: Creating Raving Fans of Your Urgent Care Center

Alan A. Ayers, MBA, MAcc

National Urgent Care Convention

March 17-20, 2014
Paris Las Vegas Hotel & Casino
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Objectives

- Explain how positive and differentiated patient experiences cultivate patient loyalty and positive word-of-mouth.
- Identify and implement tactics that differentiate their center's offering from other health care options in the community.
- Develop an operational playbook to achieve consistency and scalability in urgent care service delivery.
- Engage providers, staff, and the community in their center's internal and external marketing programs.
- Evaluate front office processes to assure full and timely payment for urgent care services.

Urgent Care Success Factors

- Location/location/location: retail adjacencies, traffic visibility, consumer density and demographics
- Market Coverage: marketing scale, operating synergies, payer leverage
- Insurance Contracts/Credentialing: in-network, all major payers in the market
- Mass Media Advertising: widespread brand awareness, frequent messaging
- Grassroots Marketing: dedicated staff, community involvement
- Customer Service Culture: experience to spur repeat visits, positive word-of-mouth

Urgent Care Success Factors, cont'd.

- Lower Cost Staffing Model: part-time, mid-levels, shift flexibility, control costs (PTO, benefits), cross-training
- Extended Operating Hours: consistency, sticktuitiveness
- Smaller Center Footprint: greater flexibility in finding retail space, more efficient use of space
- Lower Cost Buildout: reduces up-front capital, ongoing depreciation hit to P&L
- Integration of Occupational Medicine

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Reasons for Urgent Care Failure

- Bad Location—lack of visibility, high rental rates, too much competition, absence of consumer demand.
- Payer Contracting—not getting contracted with major payers, soon enough, or at unfavorable rates.
- Marketing—not spending enough money, choosing ineffective tactics, or not aggressively marketing the center starting with pre-opening.
- Staffing Costs—not controlling costs including staffing to capacity instead of demand and not cross-training employees.

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Reasons for Urgent Care Failure, cont'd.

- Facility Costs—spending too much money on the build-out, going “all out” on furnishings, fixtures and equipment.
- January or First Quarter Opening Date—effectively missing out on the January-March “busy season.”
- Exhausting Working Capital

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Value of Positive Patient Experiences

- 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*.

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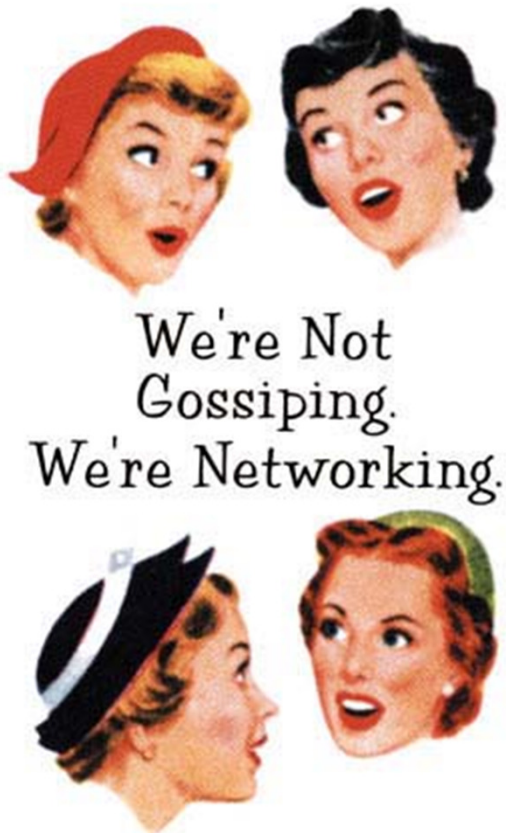
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New Era of Word of Mouth Marketing

9



- Patients with negative experiences will tell others, complain to external agencies, and switch to competitors.
- Internet social media has accelerated the diffusion of good and bad experiences.
- Reach has expanded from a handful of “real” friends to potentially thousands of “virtual” friends.

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Online Feedback Sets Service Expectations

Great news! 3,313 travelers have read your reviews



Hi, JakeATL

This Monthly Update is all about you.
Keep those reviews coming!

4 reviews
3,313 readers
1 helpful vote

Add a review

Your readers are from

91% United States

7% Germany

1% Italy

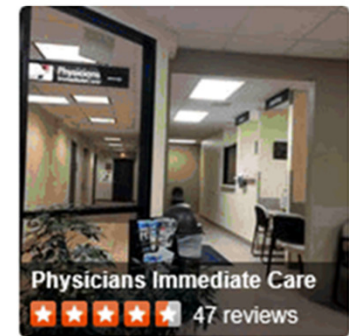
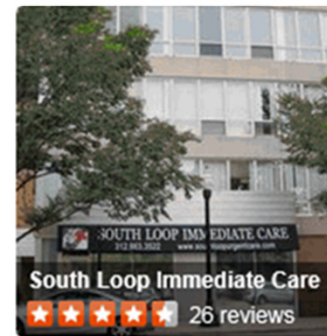
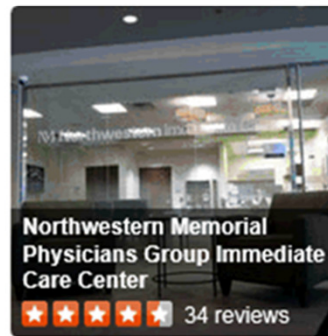
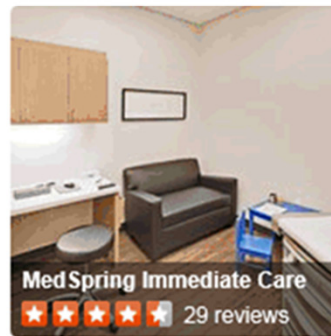
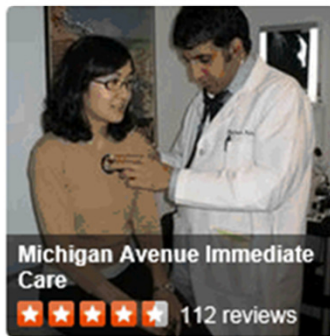
1% other countries



The screenshot shows the Yelp profile for 'Irvine Urgent Care'. The header includes the Yelp logo, a search bar with 'Near San Francisco, CA', and navigation links like Home, About Me, Write a Review, Find Friends, Messages, Talk, and Events. The business name 'Irvine Urgent Care' is prominently displayed with a 4.5-star rating and 129 reviews. Below the name is a map showing the location at 2500 Alton Pkwy, Ste 101, Irvine, CA 92616. To the right of the map are several photos of the clinic's interior and exterior. A 'Write a Review' button is visible. Below the map, there's a section for 'Recommended Reviews' with a search bar and filters. A review by Danielle D. is partially visible, mentioning a quick wrist x-ray. On the right side of the screenshot, there's a green banner for 'TIME WARNER CABLE DELIVERS.' and a clock showing 'Today 9:00 am - 7:00 pm Open now'.

Best of Yelp: Chicago - Urgent Care

See More



Spurring Positive Word of Mouth

- Starts with a good patient experience.
- Patients must have a sufficiently good experience to:
 - Return for services themselves.
 - Recommend the urgent care to others.
- A “good experience” is defined as:
 - Earned with the co-operation of patients
 - Delivers value for the price paid
 - Exemplifies “Golden Rule” behavior
 - Fosters trust and engages employees

Net Promoter Score



Detractors

*undermine current
business*



Passives

*easily wooed by the
competition*



Promoters

*extend sales and
marketing*

Neutralize

Convert

Evangelize

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What is Your “Lagniappe”?

- A little something extra.
- The 13th cookie in a baker’s dozen.
- Gratuity or good measure.



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Southwest Airlines

The Great Fare War of 1973

Dallas to Houston:

\$13 Braniff Fare Sale

\$17 Operating Cost

\$20 Southwest Regular Price

\$26 Southwest Promotion*

*80% of passengers chose the higher fare

32 consecutive years of profitability

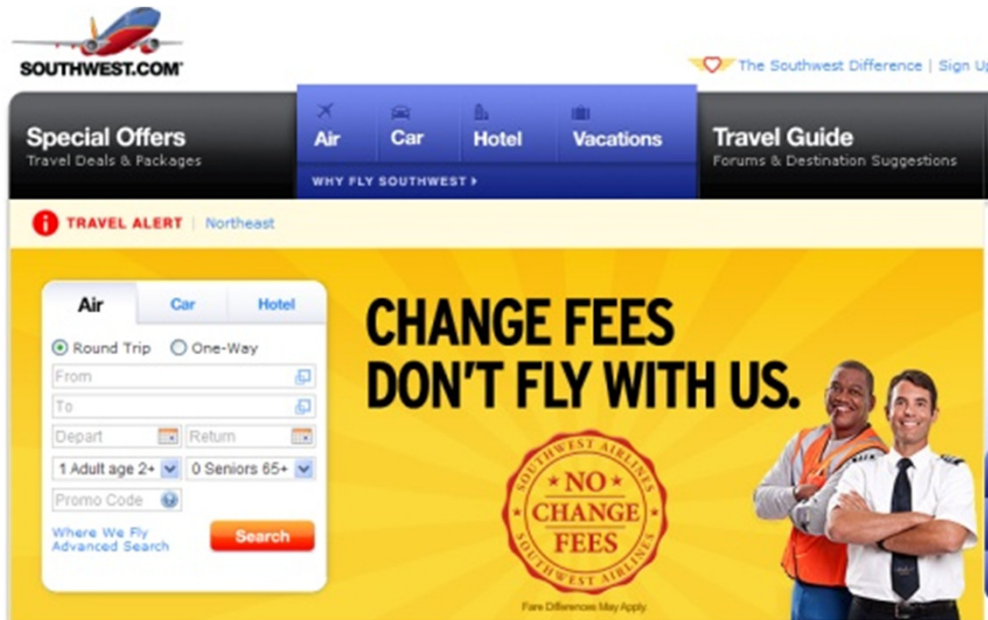


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18 years
Urgent Care
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of America

Southwest Airlines Lagniappe



© Southwest Airlines

Lagniappe is Not...

- What's important to doctors
- What patients can't see or understand
- Board certified physicians
- Digital x-ray, CLIA-certified lab, and/or EKG on-site
- Electronic medical record
- In-network insurance provider

it is...*differentiation.*



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Differentiation: Facility

- Patients who lack formal training to evaluate medical decision making look to the *physical environment* for *cues*.
- Clinical competence is generally assumed so patients focus disproportionately on *tangibles*:
 - Décor, aesthetics, and layout of the physical facility.
 - Condition and cleanliness of furnishings, fixtures and equipment.
 - Appearance and dress of providers and staff.
 - Availability of Wi-Fi, power outlets, current magazines, television programming, children's play areas, coffee or bottled water, etc.
 - Seating arrangement, spacing, and type of seating.
 - Signage and messaging.
 - Restrooms

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Focusing on Tangibles: Environment of Care



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Tangibles: Environment of Care, cont'd.



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Physicians Quality Care, Jackson, TN

Patient Concierge

Multiple Waiting Areas:

- 24-Seat Movie Theater
- Reading/Lending Library
- Children's Play Areas

Refreshments Offered:

- Fresh Popcorn
- Slushy Machine
- Gourmet Coffee
- Soft Drinks
- Packaged Snacks



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Exterior Signage



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Exterior Signage Enhancements



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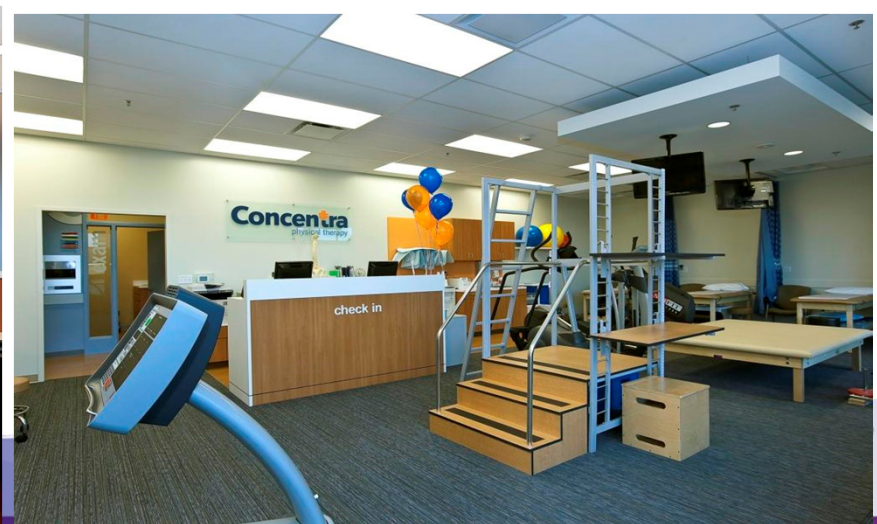
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Transforming the Environment of Care



Transforming the Environment of Care, cont'd.



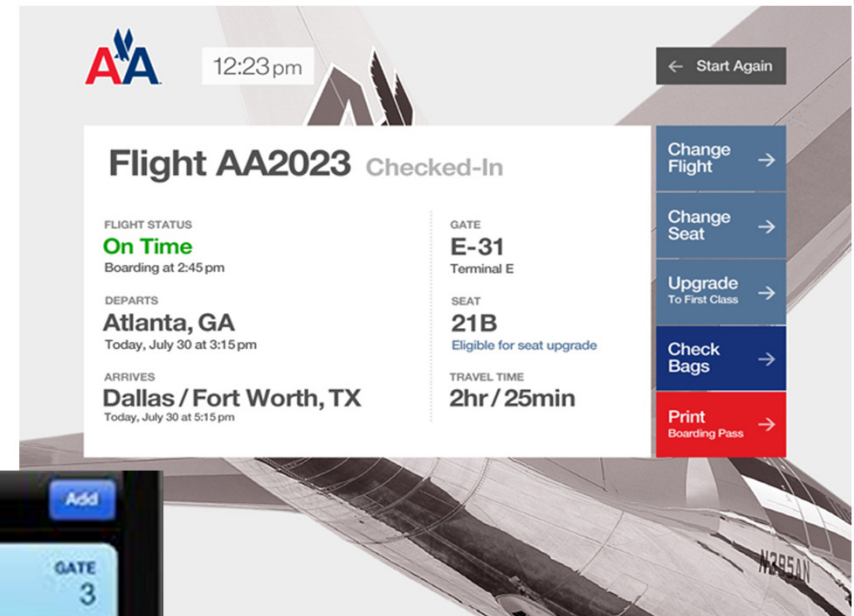
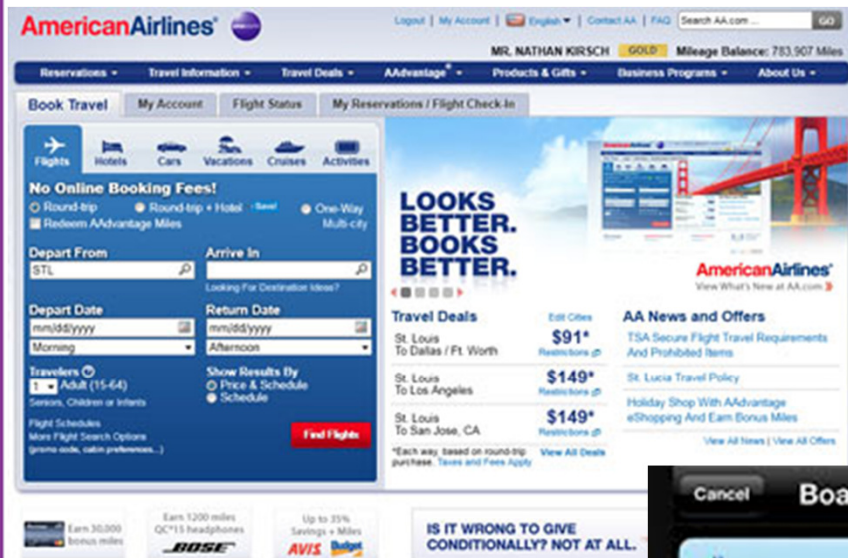
Differentiation: Technology



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 Urgent Care
Association
of America

Processes Facilitated by Technology



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Processes Facilitated by Technology



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Urgent Care Association
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New Applications for Technology



Portland


Providers

Clinics

Insurers

Prices

Help



Primary

Well

Kids

Chronic

Mental Health

Specialists


PT

Hospital

Natural


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9:00 AM

9:15 AM

9:30 AM

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- 2 Pay One Flat Price
- 3 Log in to Skype
- 4 Your Provider Will Call
- 5 Get Great Care
- 6 Be Well!

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Differentiation: People



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HOTEL COMPANY, L.L.C.



NORDSTROM



WALT DISNEY

- Marketing is understanding consumers.
- 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.

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Employee Attitudes



- Health care has an inherent advantage over other service industries—people go into health care *to help people*.
- Employee attitudes affect patient attitudes—seek employees with a positive attitude.
- Leading service firms expect employees to smile and project a friendly demeanor.
- Emotional labor of appearing happy, even if you aren't, is to *assume a role*—it's easier to *act* happy than *be* happy.

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Handling Patient Expectations

Delivery Phase	Activities
Pre-Service	Establish Rapport with Patients Learn what Patients Expect Tell Patients What to Expect
During Service	Communicate Processes and Wait Times Monitor Performance Modify Service if Possible Explain and Correct Shortcomings
After Service	Solicit Patient Feedback Measure Satisfaction Implement Grievance System Follow-up and Make Changes

Culture and Staff Empowerment

- Culture is the summation of *what's important* to an organization—why it exists, what it stands for, how it does business, and what *differentiates it* from competitors.
- Culture guides employee *behavior*.
- Culture gives *meaning and value* to work.
- Culture fills the gap between what an employee can be *trained to do* and what an employee *must actually do* to meet customer expectations across a variety of situations.
- Culture is supported by formal development programs and reward systems to reinforce positive behaviors.

Employee Rewards/Incentives Should be Based on Patient Satisfaction Measures

- If you're not *listening to your patients* in an *deliberate* and *intelligent* way, you won't know how to improve service quality.
- Measure performance *relative to patient expectations*.
- Link patient satisfaction to employee performance appraisals.
- Share "great care" stories and *recognize/reinforce* examples of "good service" as they occur.

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Language, Legends, Stories and Heroes

*“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.”*



Differentiation: Providers

An important role of the urgent care provider is to build referral relationships:

- High-volume primary care practices
- Specialists like ob/gyn, dermatology
- Retail health clinics and pharmacies
- Relationships must be peer-to-peer
- Personal visit, phone call, breakfast
- Overcome competitive threat
 - Episodic versus longitudinal care
 - Duplicative services
 - Source of referrals



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Find *quid-pro-quo*

Physician Referrals

- Identify and meet a need of the practice
 - New patients
 - Weekend, after-hours, overflow coverage
 - Specific services such as lab, x-ray, or Workers Comp
 - In-network insurance limitations
- Communicate to patients
 - Written correspondence about after-hours
 - Marketing collateral/maps at front desk, waiting room
 - After-hours notice on door, answering machine
- View referrals as a strategic resource
 - Reduce time, simplify process for referring providers
 - Refer back urgent care patients for longitudinal care
 - Forward chart, progress updates for existing patients

Differentiation: Community Engagement



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Grassroots Marketing Activities

- Chambers of Commerce
- Community Organizations
- Community Events
- Apartment Complexes
- Hotels/Motels
- Parks/Recreation Facilities
- Health Clubs
- Churches/Religious Congregations
- Local Schools (PTA, Athletic Boosters)
- College Campuses
- Ethnic Groups/Advocacy Organizations



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Grassroots Marketing Focus is Education



Front Office: Window to Your Practice

- First and last place patients interact with the practice
- Determines whether patients register and/or return and tell others
- Determines whether the practice gets paid
 - Accuracy of data entry
 - Insurance verification
 - Co-pay/deductible/ patient balance collections
- Often the lowest paid, most stressful jobs in the center

A photograph of a patient registration form. The form includes fields for Name, Arrival Time, and Change in Ins/Address, with Yes/No options.

Front Office Roles

- Diplomat—Handle difficult situations and patients with tact.
- Listener—Pick up on unspoken messages.
- Problem Solver—Handle each patient and situation efficiently and courteously.
- Crisis Counselor—Calm troubled or angry patients with compassion and reassurance.
- Time Saver—Reduce the number of unnecessary questions or issues for staff and physicians to deal with.
- Public Relations Expert—Present the most positive image of the center.
- Investigator—Decipher information from an insurance card, website, or telephone call.
- Validator—Access, obtain, and understand information about insurance and benefits eligibility.
- Enforcer—Collect patient balances in a professional, yet “forceful” manner.

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Growing Your Urgent Care Center

- Extending Hours
- Expanding Square Footage
- Hiring Additional Providers
- Introducing New Services
- Opening Additional Locations



- Increased Complexity
- Overwhelmed Staff
- Distracted Management
- Stalled Growth
- Reduced Profitability

Key to scalability is simplicity and flexibility—systems and processes that are easy to use and can be modified to fit new business scenarios.

Operational Consistency/Scalability

Tribal Knowledge

- Passed down from other employees, learned by doing, trial-and-error
- Long productivity ramp-up time for new hires
- Knowledge leaves the organization when people quit
- Changes based on people's ideas and perceptions

Repeatable Processes

- Documented, tested, and integrated with other processes before staff is trained
- Facilitated by technology
- Built around metrics
- Facilitates internal communication

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Operations Playbook

- Goal should be a “playbook” for every position in the center
- A playbook is a collection of tactics and methods
 - Roles and responsibilities
 - Policies and procedures
 - Workflows, checklists, templates, forms and job aids

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Operations Playbook, cont'd.

- Document all processes and procedures in the center
 - Utilize flow charts
 - Engage providers and staff for a 360-degree view
 - Identify measures and triggers for corrective action
- Periodically review and suggest improvements to processes
 - Playbook provides structure and context for updates
 - Pilot/test processes prior to implementation

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Contact Information



Alan A. Ayers, MBA, MAcc
Dallas, Texas
aayers@ucaoa.org
www.alanayersurgentcare.com

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