

Engaging Local Assets To Build Market Share

*Taking Customer Service Excellence
and Community Engagement to a
Powerful New Level*

Presented to Delta Rural Hospital Performance
Improvement Project Conference

September 17-18, 2009

Thank you for inviting us to join you today.

- I am Charlotte Englund with The Solutions Group, proudly based here in Mississippi.
- Our CEO speaker is Mr. Richard Manning of Montfort Jones Memorial Hospital, Kosciusko, Mississippi.
- Today we will discuss some of the challenges most of us are facing---and, moreover, we will talk about what we can do to strengthen customer relations and increase our market share with some *proven* and *very affordable* techniques.

Brief Description of MJMH

- 71 acute care beds, including 7 in ICU/CCU and 11 in GeroPsych.
- Located in Attala County, population 19,671, with an average household size of 2.55 and an average family size of 3.07. The median income per household is \$29,289 (2008), compared to the state median of \$31,330.
- 9.5% Unemployment; National Average 9.7%
- We have good schools in the area, including Holmes Community College locally and in Goodman, just 25 miles away. Also, MSU in Starkville is only 45 miles from Kosciusko.

MJMH Situation Description

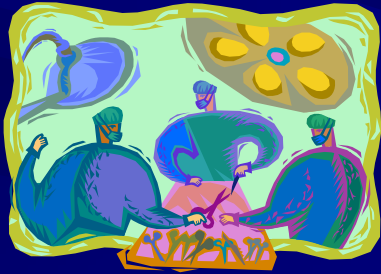
- Per 2002 statistics, Attala County was the highest in MS for % population 65 years+.
- The average level of education in Attala County finds 63.4% w/ HS Diploma; 11.6% BS Degree or higher.
- We have a base of quality physicians living in Kosciusko: a new surgeon & 11 primary care physicians, including a pediatrician. The MJMH Radiologist works on site 5 days/week. We also have 12 specialists who see patients at Kosciusko Medical Center and/or at the hospital, usually with weekly or bi-weekly clinic days.
- Specialties include: Cardiology; OB/Gyn; Orthopedics; Plastic Surgery; Urology; General Surgery; Podiatry, Ophthalmology & Psychiatry.
- ER is covered 24/7 utilizing a contract service.

Situation Description Cont'd

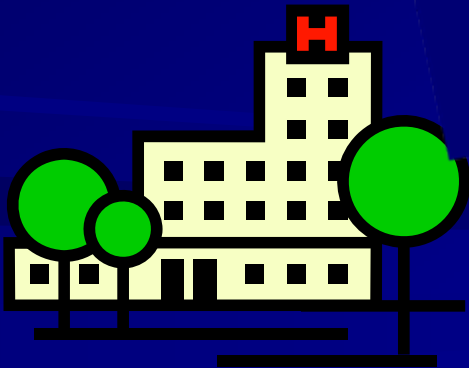
- MJMH is well staffed (200+ excellent employees) w/a full line of hospital ancillary services, including digital mammography, 64 slice CT, nuclear medicine, USN, Physical Therapy, etc.
- Sounds great...right????
- Yes, indeed! ~ ~ ~ With a modern building, competent, loyal staff and all. Sure enough --- It sounds *really good!!!*
- So why is Mr. Manning out there with his artillery??????



So...what could be wrong with this perfect picture?



Ouch!
It's Competition!



So what's the answer?

Market Share Success or Failure?

These are The Difference Makers

Customer Service Excellence

Community Engagement



Yes, we already know...back to the basics...

Customers are our reason for being... without them, we would not be here... without them, we could not survive.



OK, Charlotte and Mr. Manning...that's simple...and it's all good and fine, but how do we grow?

The reality is...there are 2 key steps:

- 1) We must **keep** the business and resources we have by doing an exceptional job.
- 2) Then, in order to grow, we must **add** new business and expanded available resources.

The truth is that our markets are more competitive than ever before

Hospital markets---and our rural markets especially---are competitive for resources of all kinds:

- ✓ physicians and nurse practitioners
- ✓ nurses, pharmacists, therapists, medical records specialists and other necessary health care personnel
- ✓ business contracts for clinic and hospital services
- ✓ grants, donations and more
- ✓ and yes, we are always in competition for the right mix and volume of patients

So when you are at battle for
resources of all kinds...

How do you compete?



Today virtually all hospitals and clinics compete for resources

- via advertising, marketing and public relations
- addition of new equipment
- higher salaries and perhaps sign on bonuses
- renovation and expansion of buildings
- extended hours and easier access
- the list can go on and on...and pretty much everyone pursues the same type strategies

So what can be the tie breaker? What will give us the competitive edge?

When our goal is to keep talented human resources working locally and to keep as much business at home as we can provide in a quality manner, then...

Customer Service Excellence is one of the primary

Difference Makers

This is a vital first step.



Indeed, this simple factor can make us or break us...yet it is the one area typically not covered in the academic backgrounds of our employees and physicians.



Thus, one important strategy for success is the training of **all** hospital staff in this vital area

When our goal is to keep as many human resources and as much business at home as we can provide in a quality manner...

Customer Service Excellence is
The Difference Maker



Next, what do we do to *grow* the business?

- OK, we've greatly diminished or eliminated the "Attitude Virus" (curing negativity in the workplace) We've developed employee skills, and we've created a more positive, interactive workplace.
- But the outpatient volume and the census remain the same.

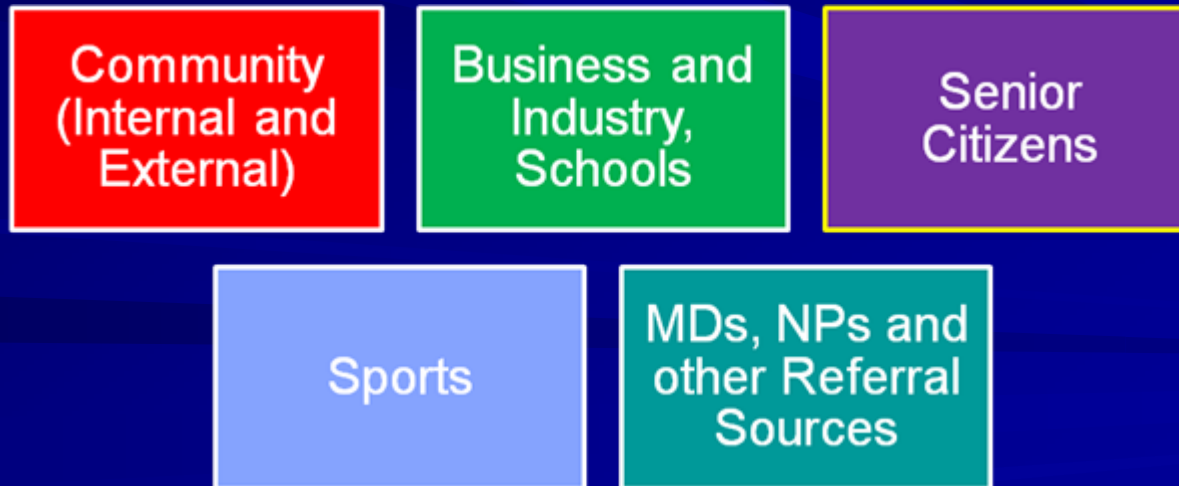


Community Engagement

The next vital step for **business growth**...indeed it is the **second Difference Maker**.



We must develop strategies and tactics **specific** to our marketplace --- and engage!

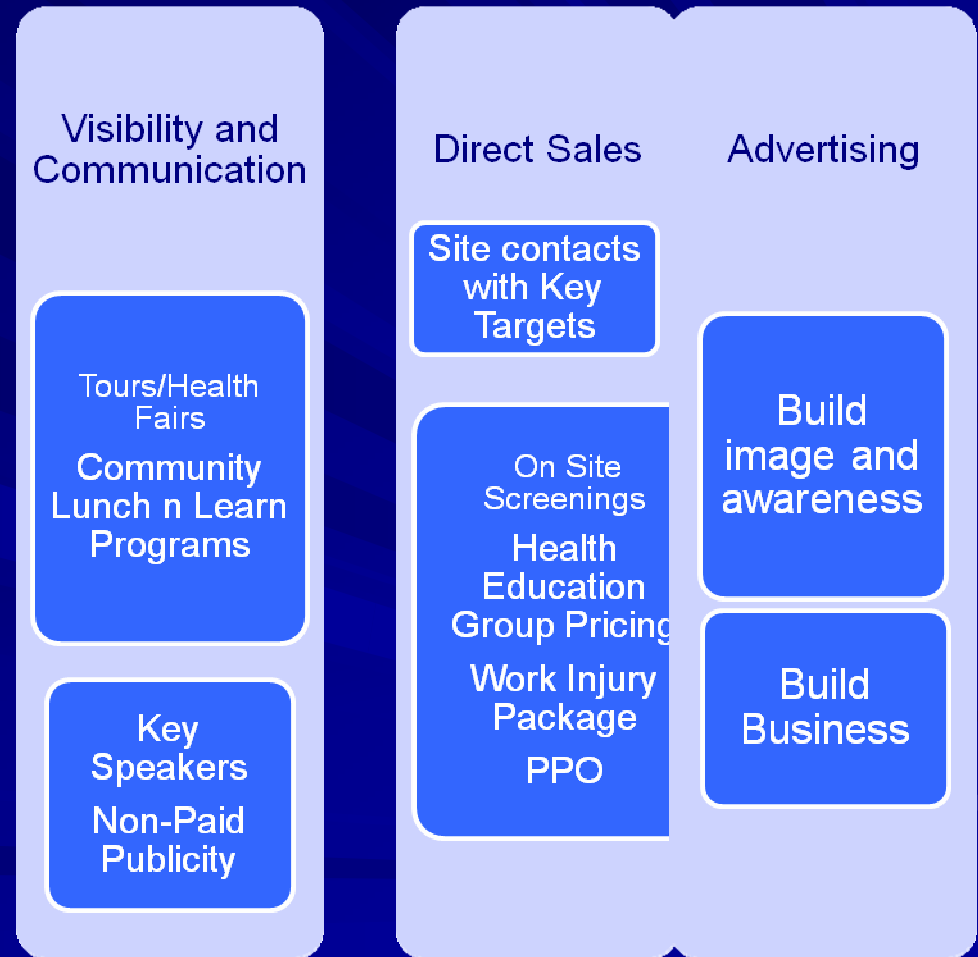


Community Engagement

Effective tools are needed.

They need not be highly expensive, but they must be consistent.

And measurable.



All good...but what about the time and consistency to carry it out?

P.S. Does it take a Full Time Manager & Staff?

- **Customer Service Excellence**
 - Training
 - Implementation
 - Reinforcement
 - Put the resources to work to carry out the plan
 - Make work more fun!
- Internal CSE Team
- Service Hero of Month & Year
- Team Talk
- Fundraising Events
- Team Spirit Day
- **Comm'ty/Business Engagement**
 - Survey
 - Develop Market Growth Plan
 - Direct Contact/Sales, Speaker s
 - Indirect Contact/News, Radio, Signage, Word of Mouth
 - Messaging/Reinforcement
 - Monitor, Evaluate, Update
- Regularly Involve Staff
- Wellness Wednesday
- Adopt the VA Home
- Coats 'n Winter Clothes for Kids
- Seniors Day at The Fair **+ More!**



Examples



Date: January 21st
Time: 12 Noon

Wellness
Wednesday
Lunch n' Learn

Where: Attala Education Building



Mark your calendar for the third Wednesday of each month. Your friends at Montfort Jones Memorial Hospital are giving back to the community in the most meaningful way possible – improved health and wellness for you and your family. What a terrific investment in Attala County's future this will be!

This month's topic is
Make This Year's Resolution Count! "Eat Healthy"

Featured speaker
Angelee C. Mayo,
Registered Clinical Dietitian

Join us for a healthy lunch, interactive discussions and fellowship

RSVP today !

This is a Community Service Event sponsored by Montfort Jones Memorial Hospital

Food arrangements and seating for up to 50 participants can be accommodated at each month's program. Please call early to reserve a spot: Call Jean Huffman at (662) 290-3362

Our Approach

First you will notice the word “our”...

This must be our program. Should you choose us, Solutions Group will be your facilitator, but Customer Service Excellence and Community Engagement belong to your organization.

- ✓ Its importance must be a new way of being throughout your system
- ✓ Employee input, training and buy-in are essential
- ✓ Administration/Medical Staff /Board/Department Manager reinforcement and participation are vital to success. This is a “we” responsibility versus a “they” responsibility.
- ✓ Service Excellence and Business Development/Community Engagement are a 365 day/year commitment.
- ✓ Monitoring, evaluation, reward and recognition are key elements to the program’s continued momentum.
- ✓ Periodic retraining (recharging the batteries) is great, while orientation and training of new employees in these priority service area must not be overlooked.

Our Approach

Our approach— a partnership---is highly effective.

Hospital provides: meeting space & tools, refreshments, door prizes, fees, reimbursement of out-of-pocket costs. An on-site coordinator is also recommended.

Solutions Group provides: surveys, report writing, consultation with management and directors, trainers, video tapes and materials. We can also provide monitoring and evaluation mechanisms, direct sales and future speaker programs.

We facilitate plan development for Community Engagement and will either provide or train/manage your staff to achieve direct selling results. We track contacts and progress and report to the CEO or his/her designee.

A Very Effective Approach



Site Visit and Agreement

Week 1 of Training Cycle

2 modules each class

Tuesday: 7:30 AM – 9:30 AM
3:30 PM – 5:30 PM

11:00 AM - 1:00 PM

Wednesday: 7:30 AM – 9:30 AM
3:30 PM – 5:30 PM

11:00 AM – 1:00 PM

Week 3 of Training Cycle

Same schedule
2 additional modules

Weeks 5 & 7

Same schedule
2 additional modules

Week 8

Graduation Celebration

Week 9-11

Interviews & Plan Development

Week 12

Community Engagement Launched

Questions? Special requests?

It has been our pleasure to briefly introduce effective Customer Service Excellence & Community Engagement strategies with you today. If you would like to move forward with specific recommendations for your health care organization, please complete an inquiry card. We will provide the requested information shortly.

We thank you!

The Solutions Group

...on time, on target, within budget

(601) 833-5345

(601) 695-1733

Supplemental Info: May be needed for Q & A Session

Monitoring & Evaluation Recommendations

- Written nominations can be made and are encouraged by physicians, co-workers, patients and guests
- Customer Satisfaction Surveys * monitor performance each month
- Mgr/Owner/Occup RN Survey: Business/Industry
- Mystery Shopping * provides a valuable and objective third look
 1. telephone calls to schedule appointment, get test results, to seek information, etc.
 2. on site patient experience with checklist of criteria

** Services available by The Solutions Group*

Reporting & Recognition Recommendations

- Monthly review of CSE becomes a part of standard operational reporting
- Quarterly Senior Management provides a progress report, recognizing outstanding employees of each month during the quarter
- Reward and recognition goes a long way with our greatest asset: our human resources. Thus, good thought and preparation should go into each session with Senior Management recognizing achievements.
- Publication in the local newspaper furthers employee pride in personal achievements
- Continued assistance is available by The Solutions Group, as may be desired.

Supplemental Info: May be needed for Q & A Session

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Let's talk about some of the topics we will cover

- Overview and purpose of training components
- Defining customer service in your environment
- Who are our customers?

Patients

Employees

Physicians and NPs

Community

* Women

* Senior Citizens

* Children

* Sports

Business and Industry

PPOs, Insurance Networks, et al

Supplemental Info: May be needed for Q & A Session

More about the topics we will cover

- The importance of taking ownership in every customer encounter
- The customer is boss! How does he/she evaluate us?
- Problems we encounter, especially in health care!
- How to handle customer complaints
- How to gain the competitive edge by giving the customer that little bit extra that makes an entire world of difference

Supplemental Info: May be needed for Q & A Session

More about the topics we will cover

- How do our customers see us today? Would I want to use me???
- How do our co-workers see us today? Would I want to manage me???
- And this is one is essential: Wiping out the “Attitude Virus”...curing negativity in the workplace.



More about the topics we will cover

- Adapting to change. It can actually be fun!
- Managing stress while maintaining excellence.
- The 7 traits of highly effective people, no matter what the job.
- Our Customer Service Expectations/Standards for the future
- And what to expect in monitoring and evaluation...employee input will be an important component of what will guide us forward.

Supplemental Info: May be needed for Q & A Session

We must remember, Customer Service Excellence must become our organization's way of life

- No matter how busy we are
- No matter how short staffed
- We must lead and participate by example
- We must hire and train correctly
- Customer Service Excellence is everyone's job



To grow and compete in today's market, this is an irreplaceable tool

When our goal is to keep talented human resources working locally and to keep as much business at home as we can provide in a quality manner, then...

Customer Service Excellence is
The Difference Maker



Brief Recap of Benefits

- Community image speaks volumes about the type patients you will attract and retain at your facility
- It boils down to the people factor. People make the difference in customer perception.
- Retention of existing customers and the attraction of new customers are the main ways we can grow.

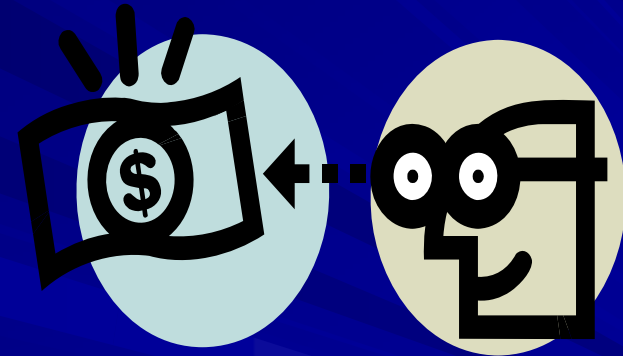
*Consider the financial benefit of just one new satisfied patient.
Now multiply that by 10.*



Brief Recap of Benefits

- The Solutions Group brings these tools to your facility. Being based locally, there is minimal travel expense and optimal availability to suit your schedule.
- Employees can be trained locally, minimizing time off work and employee travel costs.
- In some situations, CEUs have been awarded for employee completion of programs. If this is desired, we will pursue specific associations for CEU accreditation, as available.

Training at home focuses on Customer Service energies that will work in your own marketplace --- and it is more cost effective, too!



Brief Recap of Benefits

- The programs are great for team building.
- The programs are motivational and fun.
- To employees, it shows that management values their contributions and will help build the skills of all to achieve important goals.
- With your support, the results will be long lasting and will increase in value over time.
- So, let's get started!

To move from average to excellent in any area is a great achievement to be celebrated by all.



Questions? Special Requests?

It will be our privilege to serve the Customer Service Excellence needs of your hospitals and clinics. With your input as to expectations, a proposal will be forthcoming.

We thank you!

The Solutions Group

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