”Keeping Top Decile Patient Satisfaction, Even While Rightsizing”

By Brenda DeBastiani, MBA, CRA, FAHRA, RT(R)





Disclaimers:
This presentation contains my experiences, as well as cited information (at end of presentation).

The purpose of this presentation is to share my experiences, provide education, and hopefully help you improve your customer service satisfaction, decrease turnover, as well as increase your employee engagement.

This is intended for educational purposes only and does not replace independent professional judgment. Statements of fact and opinions expressed are mine only and are not to be perceived as the opinion of anyone else.

ICE2020

IMAGING CONFERENCE & EXPO

FEBRUARY 9-11, 2020 • SCOTTSDALE, AZ



Please remember to spend time with and thank all of the sponsors at this conference.








ICE2019
IMAGING CONFERENCE & EXPO
FEBRUARY 17-19, 2019 • TAMPA/CLEARWATER

Objectives:

- Learn what occurs during a rightsizing event.
- Learn how patient satisfaction and employee engagement are tied together.
- Learn how to improve employee retention.
- Learn how to stay in the top decile of patient satisfaction ranking by providing proper training, holding employees accountable, and keeping a positive work environment.

House Rules

1. I want this presentation to be fun and interactive, so PLEASE stop me if you have questions.

2. If you have a personal story to interject related to my slides, please feel free to stop me to share. I believe that we should all learn from each other!

3. The only dumb question is the one not asked. Please don't sit and "wonder" about something.

RIGHTSIZING IS EVERYWHERE……

Natural Gas Intelligence

4Q2019 Earnings: Halliburton Right Sizing North American ...

Halliburton Co. CEO Jeff Miller said Tuesday the company is prepared to face the “biggest test” for the U.S. natural gas and oil industry in five ...

3 days ago

Boston Business Journal

Encore Boston Harbor is down 200 employees amid 'rightsizing' efforts

Officials from Encore Boston Harbor have been saying they'd have 5,500 workers on staff when the $2.6 billion gambling resort opened in June ...

1 week ago



CNBC

Kohl's CEO: Planet Fitness, Amazon partnerships are critical to right-sizing our stores

... that partnering with companies, such as Planet Fitness and Amazon, will be integral to cutting costs and rightsizing its stores in efforts to drive ...

Apr 10, 2019



What is Rightsizing?

- Gets organization to the right size for its new business objectives.
- Allows companies to then hire additional employees who have new skills and levels of expertise that the company needs.
- Allows companies to shift employees to new roles to better use their in-house knowledge and functional expertise in other areas.
- Often adds a new layer of management to increase guidance or reduce vertical layers to improve communication flow.
- Often results in larger departments to increase deliverable output.
- Streamlines functional or project-based teams so that they can work on new initiatives

What is Downsizing?

Reduces the number of employees a company has so that the company can then increase profitability and reduce redundancies.



Downsizing Might Save Your Company ...

What are layoffs?

Terminates employees for lack of work. This term denotes that the termination is temporary, but it may well become permanent.



Local Headlines in Newspaper



Mon Health suspends employee pay raises for a year

BY **DAVID BEARD, THE DOMINION POST** JULY 25, 2018 0

MORGANTOWN — Mon Health Medical Center has suspended employee raises for a year, effective July 15, according to a memo provided to The Dominion Post. The memo, dated July 19, from interim ...

READ MORE

Mon Health finishes fiscal year in the red, hopes for turnaround strategy in 2019

BY **DAVID BEARD, THE DOMINION POST** AUGUST 19, 2018 0

MORGANTOWN — After finishing fiscal year 2018 more than $26 million in the red, Mon Health System hopes a turnaround strategy can return it to break-even status during 2019, the interim president ...

READ MORE

Dominion Post

Beckers Hospital Headlines

www.beckershospitalreview.com › hospital-management-administration

More than 20 Mon Health physicians voice concern about CEO

Feb 7, 2018 - -based **Mon Health Medical Center** have signed a letter of no confidence in president and CEO Darryl Duncan, according to WVNews.com. ... Two other cardiologists are leaving the **hospital**, and though the administration has known since December, patients were only informed Feb.

www.beckershospitalreview.com › finance › mon-health-plans-turnar...

Mon Health plans turnaround after losing nearly $27M in 2018

Aug 20, 2018 - Mon Health is the parent company of Morgantown-based **Mon Health Medical Center**, Kingwood, W.Va.-based Mon Health Preston Memorial ...

You visited this page on 1/16/20.



- System wide plan developed to “stop the financial bleeding”.
- Experienced a ~$40M swing from $20M positive to $20M negative in just a few months
- Pay raises placed on hold.
- All departments and employees involved to identify money-savings plans, including low-census when volumes low, working with less personnel when possible, etc.
- No savings too small!
- Results: In less than 12 months, recovered $20M from identified savings and increased revenue streams to be at break even.

Why wasn’t this caught and prevented, you might say…….

Financial Management



59 hospital outlook and credit rating actions in February

Alyssa Rege - Tuesday, February 28th, 2017 Print | Email

15. Fitch affirms 'A-' rating on Mon Health System's bonds
Fitch Ratings affirmed the "A-" rating on Morgantown, W.Va.-based Mon Health System's bonds.

Beckers Hospital Review

5 Common Mistakes in Managing Hospital-Owned Medical Practices

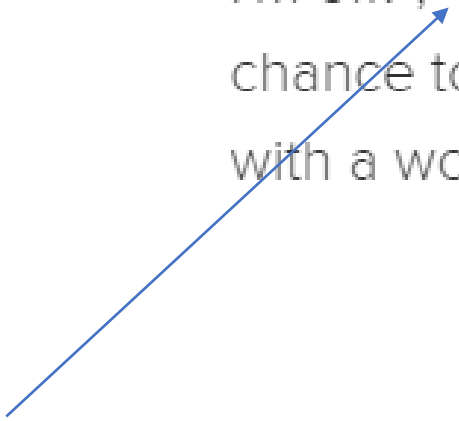
4. Not having dedicated resources for the practice. Hospitals often assume they can successfully manage a physician practice because they pale in comparison to hospitals in terms of size and revenue generated. However, hospitals must ensure practices are overseen by dedicated managers experienced in the management of physician practices. "Even though physician practices may be small, they are a different beast, and in their own way very complex. They require different management techniques than hospitals," says Ms. Jacobs. "Physicians manage pennies, and hospitals manage dollars. It takes a different skill set to manage a physician practice." Practice administrators, like physicians, must be held to certain performance metrics and should have some level of compensation dependent on performance.

Another common error hospitals make is having the hospital billing office manage the billing for the practice. "[Physician practice billing] doesn't get the attention it deserves under the hospital umbrella," says Ms. Jacobs. Not only is practice management coding markedly different from coding for inpatient services, but bills for physician's services are relatively small compared to hospital bills, meaning they can easily be overlooked by billing staff used to working with large outstanding hospital accounts.

Beckers Hospital Review

Hospital owned physician practices

Other benefits of employment: "academic opportunities"; "avoiding the financial ruin of Medicare and Medicaid"; "life-work balance: when I'm off, I'm off!"; "more vacation time and no loss of income during vacation"; "the chance to work with incredibly bright colleagues"; and "a chance to work with a world-class stroke team."



Medscape.com

My part in the Operations Improvement Plan

- Reduce costs
  - ❖ Renegotiated isotope contracts (both PET and Nuclear isotopes)
  - ❖ Looked at different vendors for IV contrast to save $$
  - ❖ Reduced supply options when possible to reduce overhead
- Identify new revenue streams
  - ❖ CTA Cardiac
  - ❖ MRI Cardiac
  - ❖ US Arterials
- Get to at least 50%tile or under in every modality when looking at Premier benchmarking by reducing FTE's either through attrition or by eliminating positions (rightsizing)
  - ❖ MRI is staffed according to ACR whitepaper with 2 employees present
  - ❖ Some departments flexed multiple hours daily, taking no pay or PTO

How did we get over-staffed in the first place?

- Release of information duties were assumed by medical records (HIM).
- Duties for imaging library and front desk (order entry) were combined and physically relocated to one location. (Through attrition, moved from 5 employees to 2 employees doing necessary order entry and PACS functions on dayshift.)
- Since # of support staff shrunk, the support supervisor position was no longer needed.
- Volumes in diagnostic radiology dropped significantly. We needed to decrease 1.5 FTE's based on our volume changes in diagnostics alone, which we did through attrition.
- Our radiology nursing needs shifted over the years. We no longer needed 2 RN's. One RN position was eliminated.

10% RIF required , but used attrition as much as possible, and only let go of 2 employees.

Maslow's Hierarchy of needs:

Lowest needs must be met first:

1. Physiological needs
    - Air
    - Food
    - Shelter
    - Sleep
2. Safety needs
    - Stability
    - Physical security
    - Law
    - Order
3. Love/Belonging
    - Friendships
    - Intimacy
    - Acceptance
    - Belonging to a group such as family

Maslow's Hierarchy of needs:

Lowest needs must be met first (cont'd)

4. Esteem Needs
    - Self
        a. Dignity
        b. Status
        c. Self-Confidence
        d. Recognition
        e. Freedom
    - The desire for reputation or respect from others
        a. Status
        b. Prestige
    - Self-actualization needs-becoming everything you are capable of becoming through
        a. Creativity
        b. Learning
            i. Opportunity
            ii. Challenge
            iii. Problem-Solving

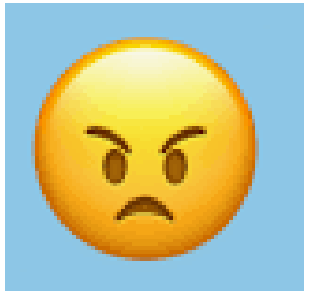
Rightsizing-associated feelings

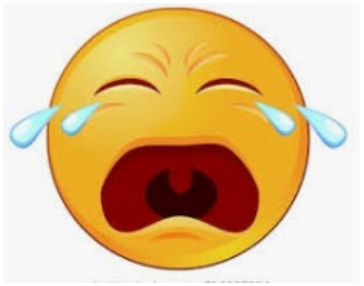
- Our Basic needs felt very threatened (and possibly unmet) for several months.
- Eliminations occurred multiple times, weekly, for several months.
- Good employees, bad employees, long-term employees, new hires, administration, management, and/or front line workers were all vulnerable to be eliminated.
- Everyone wondered who was next to go.

How we dealt with it:















What does all of this have to do with Customer service?

- Glassdoor reports a strong statistical link between employee well-being and customer satisfaction.

- A happier workforce is clearly associated with a company's ability to deliver better customer satisfaction, particularly in industries with the closest contact between workers and customers, including health care.

- The state of our employees' well-being was obviously less than optimal, yet our customer service satisfaction scores remained in the top decile, and we provided quality care. How was this possible?

"FAKE IT 'TIL YOU MAKE IT"-

Create a culture that requires great customer service at all times!

Employee Engagement

- Right sizing the organization and employee retention are closely linked.
- Job security is threatened during right sizing.
- High value employees may choose to leave, which causes further discomfort for remaining employees.
- Open and honest communication is critical to employees to ease tension and built trust with its team.

If you have an engaged team of employees who have the structure and resources to maximize their potential with the organization, the company is able to more effectively plan for the future and meet its strategic objectives.





A quick way to improve employee engagement:

SWOT Analysis –
Map your employee's journey to make improvements, then ACT on findings.

- Under 1 year employees
- 5 years employees
- 10 years employees
- 10+ years employees



Generate greater engagement as a leader

- Social Media presence on a personal level, not a company level.
- Don’t broadcast promotional messaging.
- Connect with people by interacting personally!
- You are the stories that you tell. Create excitement for your team!



Spin news to establish thought leadership

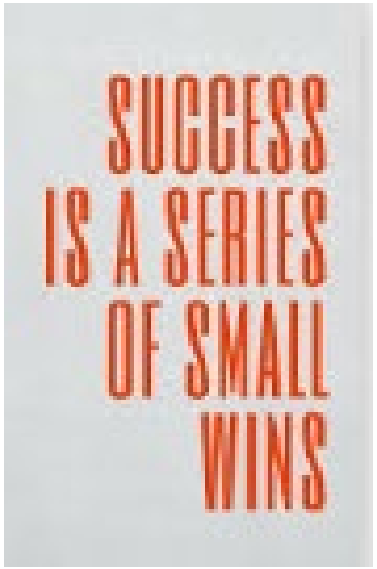
- Support expansion of other hospitals publicly to eliminate fear or rumors.
- Articulate vision, share why you are happy to work at your company.
- Share challenges and what you're overcoming. People will route for you!
- Share and re-share company content and add a blurb on why its meaningful to you.
- Include human info so that people know you're not a robot (hobbies, travels, family, etc.)



Recognize good behavior and celebrate the small stuff!

- Saying, “Good job” is not recognizing someone, and can actually cause mistrust. Specify exactly what was good when recognizing others!

- Know your team. Meet their needs.
  - ❖ Public recognition might be horrifying for some employees. Know what your people want!
  - ❖ Thank you notes to employee’s families for a site visit or big project goes a long way.
  - ❖ At hire, ask new employees personal questions regarding favorites (candy bars, drinks, etc.) so you can reward.





Mon Health System turns tide, reports positive financials

BY **DAVID BEARD, THE DOMINION POST** JUNE 9, 2019 0

MORGANTOWN -- Last July, The Dominion Post reported that Mon Health Medical Center had suspended employee raises for a year, in conjunction with a review of compensation programs and an Operations Improvement ...

READ MORE

A LOT TO CELEBRATE!

W.Va. Hospital Recognized as High Performer in Annual Report

By KARA LEIGH LOFTON • AUG 7, 2019

Mon Health has been recognized as high performing by the annual U.S. World and News Report “Best Hospitals” report.

Mon Health Medical Center had the highest patient satisfaction ratings.

NATIONALLY RECOGNIZED

Mon Health Medical Center is the only hospital in north-central West Virginia to receive Grade “A” ratings for patient safety for the last five reporting periods by The Leapfrog Group®, an independent, national not-for-profit organization promoting transparency through data collection and public reporting initiatives.



Both great Quality Care AND great Customer Service? HOW, even when our wells were running dry?

Communication plan with employees

1. Offered honesty
2. Offered transparency-gave details at length, if requested
   Premier benchmarking
   a. Graphs
   b. How numbers are calculated
   c. Peer group comparison
3. Participated in long discussions to encourage team
4. Offered empathy
5. Offered patience
6. Used just culture algorithm-fixed bad processes without blaming employees.
7. Used consistent messages in multiple communication formats, tailored to recipients.
   a. Gave radiologists statement to garner support.
   b. Gave employees' messages tailored to how it would affect them
8. Encouraged ownership of financial problems to gain participation all the way down to modality level.
9. Shared vision frequently and powerfully.



Both great Quality Care AND great Customer Service? HOW? (Cont'd)

Communication plan with employees

10. Eliminated or squelched informal communications.
    a. Addressed naysayers
    b. Encouraged employees to send gossipers to management team to derail negativity.
    c. Encouraged team to hold each other accountable to offer solutions and not just complaints.
11. Offered fun and encouragement!
    a. Had pot luck dinners.
    b. Had snack days.
    c. Gave thank you cards.
    d. Cried with the group, when necessary.
    e. Hugged when requested.



Both great Quality Care AND great Customer Service? HOW?

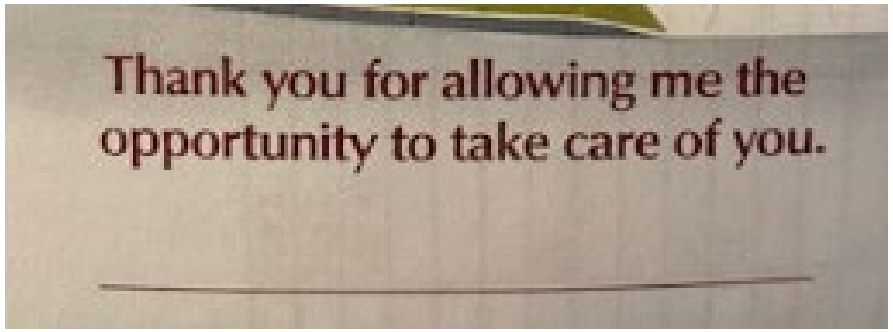
Communication plan with my supervisors

1. Gave consistent encouragement
2. Paid for frequent lunches to cheer them up.
3. Remained empathetic.
4. Remained transparent and trusted them with information.
5. Had difficult conversations when necessary
   a. “I hear you and understand your frustrations but this is where we are going. You need to get on board.”
   b. “Look, we’ve talked about this before. You need to get your head and your heart aligned. People can see through you if you’re selling something you don’t believe.”
6. Daily rounding with an agenda to hit most employees, to allow opportunities to ask questions. Opportunity for consistent information for all.
7. At least weekly huddle reports emailed out to entire team so that everyone had the opportunity to hear about what was asked and told. This allowed off-hours shifts or weekend shifts to feel informed since they had less opportunities to interact with management than dayshift.



What exactly is good customer service?

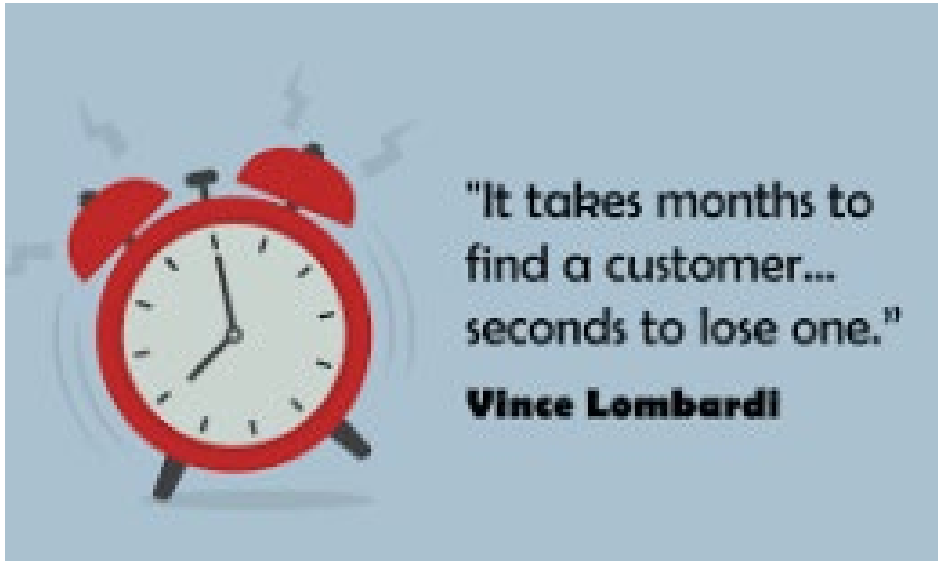




How to provide customer service…

- Know your service line.
- Be friendly.
- Say thank you.
- Train your staff properly.
- Show respect.
- Listen.
- Be responsive.
- Ask for feedback.
- Use the feedback that you receive.
- Understand GOOD versus GREAT!

The why ???



Important exercise

Ask each employee to answer this question:

“How do YOU provide excellent customer service?”



Did they really get it?

Bad service

Great service



Remain Focused on the right things!

Customer Service Excellence 24/7

- Continue training and competencies for all employees.
- Hire employees using behavioral based questions to ensure fit.
- Reeducate those who were not meeting expectations.
- Posted “We care” signs in each patient holding room and dressing room with phone number/email address which helped with employee accountability.
- Review every patient survey received.
- Share surveys with employees.
- Hold employees accountable of provided care on annual ev



Customer Service Recovery Competency

Performance Criteria:

- Actively listens to the customer to gain information and understanding about the service breakdown.
- Offers a blameless apology to the customer to let him or her know you are sorry the experience did not meet his or her expectations. Ask what resolution is desired. Adolescent – speak to the adolescent in a positive and supportive manner. Geriatric – speak clearly and distinctly, answering any questions or clarifying information.
- Act to amend the service breakdown by communicating to the customer what actions you will take to correct the problem.
- Appreciate the opportunity and tell the customer “thank you” for bringing the service breakdown to your attention.
- Avoid future occurrences of the service breakdown by communicating the situation and/or patient complaints and your service recovery efforts to the appropriate team members so processes and systems can be modified appropriately.
- Throughout the customer service recovery experience, the caregiver/service provider makes eye contact with the customer and demonstrates sincere interest and involvement through verbal and nonverbal communication skills (tone of voice, facial expressions, body language, listening skills, and questioning).

Behavioral-based questions during interviewing:

1. Please tell me about a time when you had a patient that was difficult for you, and how you handled the situation.

2. Please tell me about a time when you worked with a physician that was difficult for you, and how you handled the situation.

3. Please tell me about a coworker that you thought was difficult to work with, and how you handled the situation.



We care about your experience.



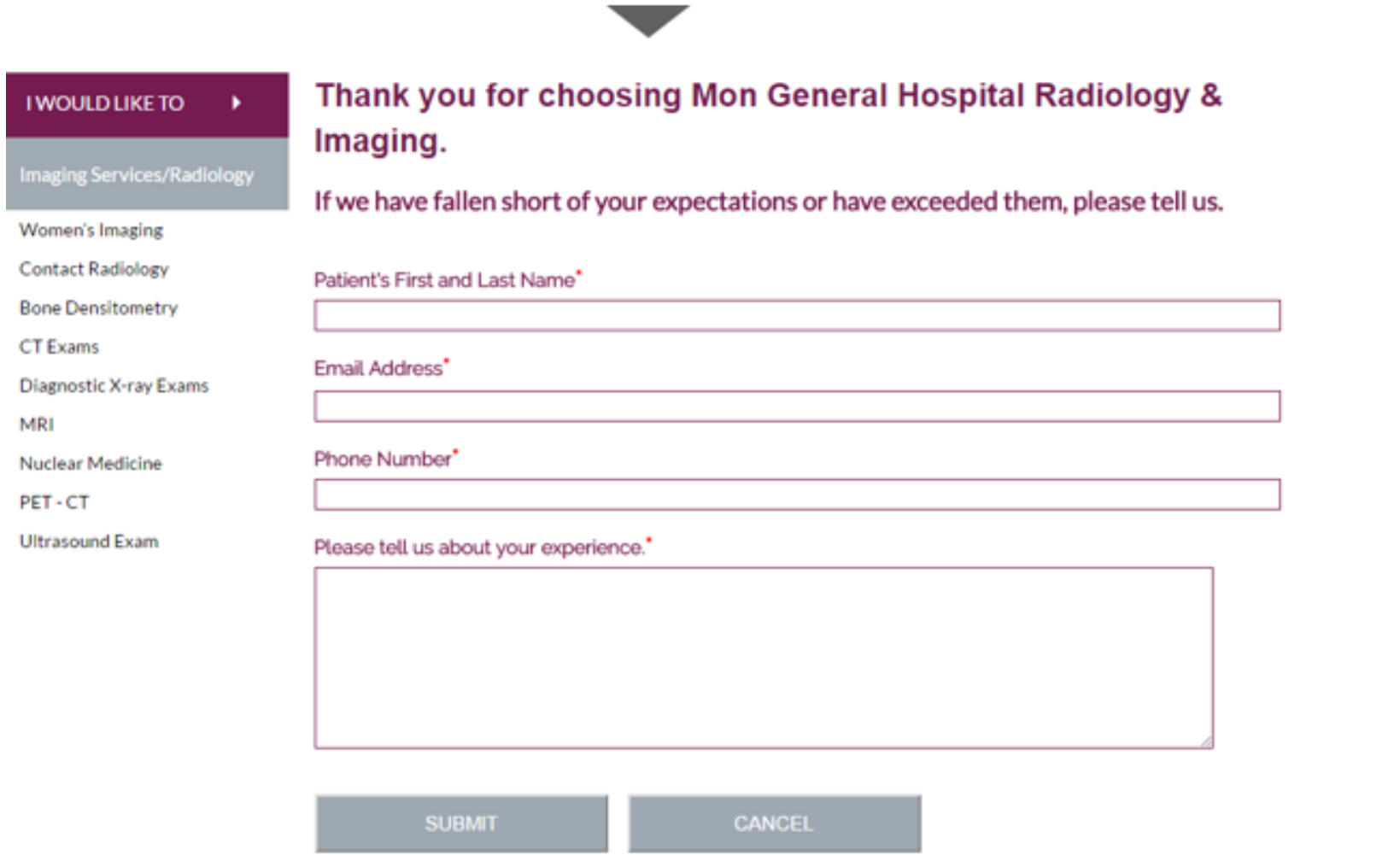
If we have fallen short of your expectations, or have exceeded them, please call **(304) 598-1280**, scan the QR Code to the right with your smart phone to answer a few short questions or visit **MonGeneral.com/RadiologyExperience**.

Scoring low on a question?

- Focus on that question.
- Give scripting to your employees.
- Brainstorm ideas for why this score is low.
- Give defined expectations to team members.
- Perform random surveys real-time on patients to ask detailed questions.
- Perform random follow-up phone surveys to ask questions of patients.
- Share data at staff meetings.
- If you talk about the issue, your team will rise to the challenge!



MonGeneral.com/Radiology Experience



Customer Service focus

Patient surveys

1. Review each patient survey, and follow up with patient, where appropriate.
2. Review surveys with employees so they can learn.
3. Talk through what could have been done differently to “wow” the patient.

Physician concerns

1. Address EVERY complaint.
2. Change processes, where appropriate.
3. Personally speak with the office staff to review process changes and to ensure satisfaction.

Making excellence stick

- Have we set clear and high targets?
- Have we properly educated all involved with the why's behind why we have these expectations?
- Have we made it clear to our employees that this behavior is not optional, but mandatory?
- Are we role-modeling proper behavior?
- When teaching, was role-playing used to ensure understanding?
- How do we measure success?
- Do we recognize great customer service when we see it?
- Do we re-educate when the behavior is not meeting our expectations?
- When the employee is non-compliant, what are the consequences?



Recognize your superstars!



Thankful Board

Employee Turnover

“60% of employees leave because of bad bosses.”

- A toxic work environment leads to turnover.
- The leader needs to manage the negative work environment.
- During a rightsizing event, you will lose employees, but it’s important to work hard to keep the good employees, if you can!



What causes a negative or toxic work environment?

- Disrespect, belittlement, accusations of wrongdoings
- Favoritism, gossiping, office politics, and shame
- Harassment, aggressive behavior or bullying
- Blaming and punishment is commonplace
- Lack of empathy, lack of appreciation, or lack of support
- Micromanagement
- Encouragement of dishonesty
- Excessive employee sick days or missed work-FMLA
- Increasing number of work mistakes and accidents
- Unsupportive leadership
- No praise for good work
- Unsafe or morally questionable working conditions



What causes a negative or toxic work environment? (Cont'd)

- High turnover
- Poor communication and unclear expectations
- Strained relationships and interactions between management and employees
- Constant pressure to accomplish more with less.
- Disrespect for work-life balance
- Unrealistic workloads or deadlines
- Working in a fear-based environment: afraid to give feedback, afraid to make a mistake, afraid to speak up, fearful of punishment or termination

How can you repair a negative environment?

Know your employees personally!

1. Know about families, spouses, aspirations, career plans
2. Offer help when possible
    - When you know employees, you can sense when something is wrong
    - Support employees at work (extra training or resources)
    - Offer employee assistance program (EAP) for those areas that are outside of your scope of work (counseling)
3. Be flexible-rules are important, but not every rule can be applied to each employee.
4. Create opportunities for your employees.
5. Appreciate employees by giving an outpouring of words (verbally or written).
6. Make time for fun!
7. Show trust!
8. Do little things that matter.
9. Be willing to let your employee go. Support career advancement.

Lessons learned:

- Act, do not react
- Remember that feelings matter, but hard core expectations must also be shared
- Order, Disorder, Reorder.
- Don’t make expectations be a different flavor every month!
- “Rip off the band-aid”
- Stay focused on your windshield (not the rearview mirror)
- 100% ownership required by all

When you've
been there,
done that
and made it
out alive,
nothing much
frightens
you.

Resources:

Ahmed, A. (2019, November 5). What Is Organizational Rightsizing? Retrieved December 16, 2019, from https://smallbusiness.chron.com/organizational-rightsizing-78217.html.Robinson, M. (2018, September 26). How Keeping Employees Happy Leads to Happier Customers. Retrieved December 16, 2019, from https://hrdailyadvisor.blr.com/2018/09/27/how-keeping-employees-happy-leads-to-happier-customers/.

5 Common Mistakes in Managing Hospital-Owned Medical Practices: Hospitals seeking to maintain a strong network of referring primary care physicians may face major challenges in the years ahead if their community does not offer an employed practice model. Many physicians coming out of residency have a different mindset of the independently minded physicians. (2010, July 22). Retrieved January 25, 2020, from https://www.beckershospitalreview.com/hospital-physician-relationships/5-common-mistakes-in-managing-hospital-owned-medical-practices.html

5 Key Strategies to Improve Customer Service in Healthcare. (2017, April 27). Retrieved December 16, 2019, from https://www.precheck.com/blog/5-key-strategies-improve-customer-service-healthcare.

Resources (cont'd):

Employed doctors report: Are they better off? (2014, May 11). Retrieved January 25, 2020, from https://www.medscape.com/slideshow/employed-doctors-6006080#6

Physician and Healthcare Job Board. (n.d.). Retrieved December 16, 2019, from https://www.hospitalrecruiting.com/blog/5729/hospital-turnover-in-2018-the-trend-continues/.

Gregory, A. (2019, November 20). 9 Rules of Customer Service for Small Businesses. Retrieved January 26, 2020, from https://www.thebalancesmb.com/providing-excellent-customer-service-2951744

Thomas, G. (2019). *The inspirational leader: inspire your team to believe in the impossible*. Port of Spain, Trinidad and Tobago?: Leadership First?

Wagner, R. (2017, February 27). Happy Employees Equal Happy Customers? Well, Yes, But It's Complicated. Retrieved December 16, 2019, from https://www.forbes.com/sites/roddwagner/2017/02/27/happy-employees-equal-happy-customers-well-yes-but-its-complicated/#251be0c87c6e.

Zhao, A. C. D. (2019, August 19). The Key to Happy Customers? Happy Employees. Retrieved December 12, 2019, from https://hbr.org/2019/08/the-key-to-happy-customers-happy-employees