



Case Studies in Achieving Highest Customer Satisfaction



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Insights on Maintaining Overall Customer Satisfaction

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Annette Grosz-Ringdahl
Director of Claims Operations and
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Dean Health Plan, Inc.

Customer Relations/Claims Operations

It starts with mission/commitment

We will provide the best customer care in our market. Whether dealing with internal or external customers, we will not simply meet, but exceed customer expectations. Our customers include members, employers, providers, agents, and Dean Health Plan staff.

Company leadership will champion the delivery of excellent customer service. Leaders will dedicate the necessary resources, establish the necessary policies and empower employees with the authority needed to provide this level of service. Leaders will themselves model excellent customer service, and will provide feedback, coaching, and counseling to their staff.



Dean Health Plan

- Who we are
 - Regional Health Plan
 - Approximately 310,000 members
 - Varied Membership
 - Physician Owned
 - 50% of our business comes from our owners
 - Helps us put out a superior product

- What we do
 - Provide insurance solutions
 - Preventive Service
 - Health and Wellness
 - Disease and Case Management
 - Claims Processing
 - Physician and Member support
 - Phone
 - Face to Face
 - Email



Key Insights for Customer Service

- Few Dean members report problems in the first place
 - Make the product do what it is supposed to
- Hire the right number of people
 - Workforce analysis is key
 - *It isn't just the phone*
- Hire and retain the right people
 - Management team is key
 - Job Fairs
 - Group interviews
 - Calibration
 - New Hire training
 - End to end training
 - Nesting
 - Ongoing support
 - Performance Management



Hold People Accountable

- “Above the Line” Expectations and Principles
- Agent Scorecards
 - Adherence
 - Quality
 - Production
 - Team Behavior
 - Acquired Skills
- Agent Rankings
 - Shift Bids
- Know What Our Members are Looking At
 - Mailings
 - Periodicals
 - On-line
- Create a repeatable Quality Assurance program



Take Care of the People You Serve

- How do they get to your staff?
 - Inbound Phone
 - Call flows
 - On hold messaging
 - 1st call resolution
 - Proper handling of Escalations
 - Face to Face opportunities
 - Home office
 - Clinic representation
 - Email
 - Timely /accurate responses
 - Build email template library
 - No breach of PHI
 - Outbound Phone
 - Resolution calls
 - Correcting errors
 - Preventing Inbound Calls



Keep Your Customers Close

- Support face to face interaction when possible
- “Customer Care Cards”
- Show what you do
 - Routine articles / bios on Customer Service Staff and what they do both in the office and out of the office
- When you make a mistake acknowledge and correct quickly
- Survey, listen and respond
- Personalize communication



Keep Your Staff Engaged and Motivated

- Grill out; and let them wear jeans! (Casual days are huge)
- Incentives tied to performance
- Over communicate
- Don't assume; ask them what it will take to keep them happy
- Form a “cheerleader” group
- As a leader
 - “Breakfast with Annette”
 - Recorded messages
 - Connect the dots constantly
 - Corporate Goals to Individual Goals
 - What they do matters and effects the bottom line
 - Show them career paths outside your department
 - Develop your supervisors / Skip level 1-2 every year





The Valley Hospital: Very Good Care, Always. Every Patient. Every Time.

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Andrew Deraney

Data Analyst II, Strategic Planning

The Valley Hospital

The Valley Hospital: Leaders Set the Tone for Patient Service and Satisfaction



- The Valley Hospital is proud of its history of quality patient care and community service
- Its current licensed capacity is 451 beds. In 2011, 51,730 individuals were admitted to Valley, 73,932 people were treated in the Emergency Department and 3,085 babies were born. According to the most recent statistics available, Valley is the second busiest hospital in the state of New Jersey, based on admissions.
- Valley has been recognized nine consecutive times for service excellence under the J.D. Power and Associates Distinguished Hospital ProgramSM.



The Valley Hospital has a strong commitment to provide an outstanding patient experience

- **The Valley Hospital Mission Statement:** The Valley Hospital serves the community by healing and caring for patients, comforting their families and teaching good health.
- **The Valley Hospital Vision Statement:** The Valley Hospital will be the hospital of choice for patients, doctors, employees, and community volunteers. We will remain committed to excellence in clinical care and service delivery; responsiveness to community needs; and investment in our people, programs, services, facilities and technology. We will provide superior service to patients, their families, our doctors, and each other.



Build Patient Loyalty... one patient at a time

- We looked at the data from our **JD Power** Distinguished Hospital results from the past 9 years and focused on the loyalty metric because loyalty is a key driver of choice.
- We also focus on loyalty because loyalty is based on customer perception. Two additional key performance indicators Valley uses, data from the Hospital Consumer Assessment of Healthcare Providers and Systems (**HCAHPS**) and **Press Ganey** surveys, also measure customer perception.
- We then focus on developing a culture over time that will result in patient, employee and physician loyalty.



Build, then sustain...

- We developed a tool I like to call the “triangulation correlation,” which resulted in our motto “Let’s build and sustain a culture of ‘very good, always’ to build and sustain customer loyalty.”
- Very good care, always, every patient, every time, is the right thing to do.



Triangulation Correlation...

- **JD Power's loyalty metric:** loyalty means the customers return for consistent, high quality care. Customer loyalty drives volume which brings in revenue.
- **HCAHPS' consistency metric:** always do the right thing, every patient, every time. Consistent behavior drives volume which brings in revenue.
- **Press Ganey's quality metric:** give very good care. High quality drives volume which brings in revenue.



Very good, always...

- The desired goal of “very good, always” behavior is customer loyalty and ultimately advocacy.
- Very good care, always behavior adds compassion to courtesy. Patients then are not only satisfied, but also loyal. Additional byproducts of this behavior are increased volume, increased revenue and enhanced teamwork. Teamwork improves efficiency which helps to decrease expenses.
- However, volume/revenue increase and expense reduction are not the emphasis of “very good, always”. They are a byproduct of staff doing the right thing for the customer very well, always.



SERVE...

- We enforce our SERVE behavior standards to build and sustain consistent behavior
 - Service
 - Excellence
 - Respect
 - Values
 - Ethics

Each individual controls his or her behavior and each have a choice regarding how they behave in certain situations.



AIDET...

- We utilize the AIDET tool from **The Studer Group** as a resource to enforce the SERVE behaviors
 - Acknowledge
 - Introduce
 - Duration
 - Explanation
 - Thank you

Each individual must be prepared for the opportunity to be the customer's next "MOMENT OF TRUTH".





Putting the Member and Patient First

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Kaiser Permanente Mail Order Pharmacy Program

March 14, 2012

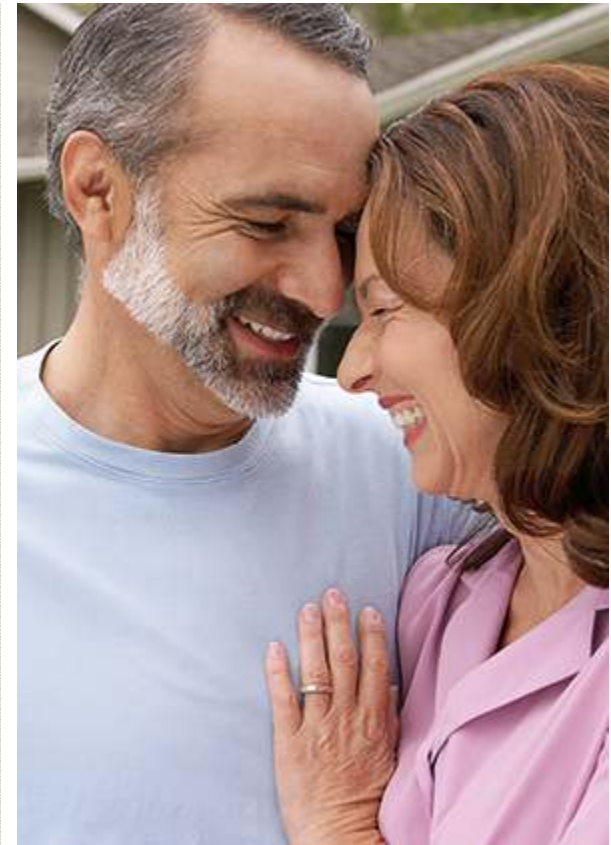
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It Starts at the Top and Resonates Throughout

- Kaiser Permanente's Service Credo
 - Our cause is health. Our passion is service. We're here to make lives better.

- Four Cornerstone's of the KP Promise
 - Quality you can trust
 - Caring with a personal touch
 - Convenient and easy
 - Affordable



Our Coordinated Care Model Provides Distinct and Positive Benefits for Our Members

- Our **total approach to health care** includes keeping our member's needs in the forefront of everything we do
 - All of our employees, clinicians and front-line staff are guided to put the member and patient first
- We offer health care that **centers on the individual**
 - members can refill most prescriptions online
 - email their doctors office anytime
 - enjoy affordable coverage, a connected group of doctors, services and online tools
- Our **physicians and pharmacists work in close partnership to make care decisions based solely on the needs of members** as do our entire healthcare team in our integrated model.



Our Patient-Centric Mail Order Program

- Help members **maintain health**
 - Our Division of Research found patients who ordered by mail were more likely to take them as prescribed than patients who went to a local pharmacy
- Help members receive **better service**
 - Mail order means shorter wait times in general; and better service during busy times such as cold and flu season
- Help members **save money**
 - Members pay normal cost; or save one co-pay with 100-day supply
- Help members **save time** and **be more green**
 - Avoid traffic, crowded parking lots or standing in line at the pharmacy
 - Save on gas



Putting the Member and Patient First

Kaiser Pharmacy: Highest in Customer Satisfaction with Mail Order Pharmacies, Three Years in a Row.

— JD Power and Associates



Putting Our Members and Patients First

■ Prescription Delivery

- We deliver what we promise: On-time delivery resonates with customers.
- Meet or exceed expectations

■ Cost Competitiveness

- We ensure some of the best prices in the industry
- We also deliver value through our belief in total health

■ Ease of Ordering

- JD Power points to our Web site as a best practice
- Registering and prescription ordering ranked as “very easy” experience for everyone including first-time user



Our Brand is Trusted; Our Members are Loyal

- Kaiser Permanente is **a trusted brand**
 - 82% of members say they are pleased
 - 51% of members say they are delighted
- Kaiser Permanente **members are loyal**
 - 90% are likely to fill their next prescription with Kaiser Permanente
 - 82% are pleased or delighted with the pharmacy experience
 - 96% are likely to recommend Kaiser Permanente
 - 94% say they are not likely to switch to a different pharmacy



Service Excellence Summary

- **Be able to deliver on your Promise ... Communicate**
 - “Surprise is the enemy of satisfaction”
- **Have Systems that are Easy to Use**
 - Focus on a member’s seamless experience
- **Focus on the Individual (Patient/Member)**
 - “No score, no game”

