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7 to 1 Return on Involvement (R.O.I.): Implementing Successful Revenue Teams

Healthcare organizations today must have 'surefire' results from their efforts to positively affect their budget's top line (revenue line). Revenue must be maintained and/or increased to cover the required expenses, staffing, resources and involvement to satisfy today's customers.

How do you make teaming 'pay off' for a substantial **Return on Involvement**, i.e., *Return on Investment*? Clint Maun's proven methods are detailed in this session so participants can learn how to successfully utilize **twelve-week involvement teams** to address the four critical components of a revenue cycle.

Success in all 4 of these areas is vital to achieve and sustain revenue growth. This program shows organizations not only how to overcome direct occupancy challenges, but also how to target specialized niche revenue goals such as *private pay*, *managed care* and *Medicare*. In addition, this process can be used to develop service programs for very specialized placement opportunities.



Review Clint Maun's Biography and References at <http://www.maunlemke.com>

or call Kathy Cain at 800.356.2233 for more information

4 Tips for Effective Coaching

Coaching and mentoring healthcare staff is a great way to help retain your valued employees. Moreover, coaching can help you effectively address typical performance and communication issues. In a nutshell, coaching is a great way to improve and maintain excellent staff operations. But where does one start you may ask? The following recommendations are intended to help you establish and develop your coaching skills.

1. *Establish expectations that motivate.* Without clear and concise expectations, employees don't know where or how to move forward. Further, clear and consistent expectations help employees feel connected to the organization as well as the role and value they bring to the table. Once these basic elements are in place, coaching becomes much easier for managers and employees alike.
2. *Remain flexible and open-minded.* Employees learn in different ways. Some learn best through hands-on practice, others through reading technical manuals or self-study, while others may best excel when they can solve problems with a group of colleagues. You must tailor your coaching with specific learning styles and backgrounds in mind. Whenever you have an opportunity to coach, take a minute to adjust your message to fit the individual.
3. *Always ask questions.* Coaching is all about asking questions. Effective coaches ask open-ended questions like: What does the data/information tell you? What are the key symptoms? What alternative solutions have you identified? Asking questions and identifying other resources is an integral part of coaching.
4. *Stay in touch.* Some coaches and managers don't speak to their employees for weeks. Don't let this happen to you. Set up regular meetings and get a grasp on what your people are doing and the problems they are facing on a daily basis. Remember, you can't be a good coach if you're not well-informed.

Surveys repeatedly show that employees remain with organizations when they are well-informed about organizational goals and when opportunities for professional development exist. By employing effective coaching skills, you can help ensure that your most talented employees stay within your organizational walls. Effective coaching ultimately reduces the revolving door phenomenon we often experience with healthcare professionals.

*"All coaching is, is taking a player where he can't take himself."
—Bill McCartney*

Is Great Customer Service Part of Your Policy? Measures to Consider

To make great customer service an inherent component of your healthcare organization, it's critical to weave it into your actual policies. When you implement actual policies, (as opposed to just having "unwritten rules") great customer service is much more likely to occur within your day-to-day operations. Here are some general policies and recommendations to consider:

On the Organizational Level:

- **Develop a customer service policy.** It seems like a "no brainer" but many facilities don't have a formal customer service policy in place. So, be sure to outline your expectations for staff behavior related to customer service.
- **Make customer service performance a part of your staff performance evaluations.** Employees focus on the tasks and behaviors they know they will be judged on come review time. Make sure employees know what the customer service requirements are, and how they will be scored/judged on them. This will help maintain a sense of accountability and

responsibility.

- **Provide regular and consistent customer service training.** You can't assume that employees always know what good customer service entails. Keep the topic fresh on their minds by providing consistent, high-quality training.
- **Monitor patient satisfaction.** Offer surveys or suggestion forms upon discharge or simply ask patients if they have any complaints or compliments regarding their experience. Continually evaluate your customer service and the policies you have in place based upon these results.

On the Employee Level:

Consider having employees follow these steps every time they encounter a patient/customer:

- **Meet and greet.** Employees should acknowledge and greet patients, family members and visitors with a smile. They should introduce themselves and note their role, when/if appropriate.
- **Ask questions.** Employees should ask patients if they have any questions or concerns and take time to listen to the answers. The key here is to practice empathy and critical thinking.
- **Discuss solutions.** Make sure employees know that they should involve patients in the process. Don't just solve patients' problems for them and tell them what is going to happen; include them in the decision-making process so they feel respected and that they have a measure of control.
- **Review the solutions, treatment, etc.** Make sure employees review the information they just covered with the patient and always have them ask if there are questions or additional concerns. Encourage employees to maintain the interaction with patients until they have expressed a good understanding of the next step in treatment or stated that they have no further questions.
- **Say thank you.** Make it standard practice to thank patients for choosing your healthcare facility.

It's often easy to forget that healthcare is still a business, and that patients are the customers of that business. Indeed, providing good customer service not only leaves the patient with a positive experience, but it also helps ensure top-notch medical care. After all, a positive customer service experience encourages patients to be more compliant with physicians' orders and recommendations.

*"A satisfied customer is the best business strategy of all."
—Michael LeBoeuf*

PHI Publishes Economic Findings on Direct Care Workers

A new Public Health Institute (PHI) analysis of the direct-care workforce finds that 46 percent of such workers depend on public assistance, such as food stamps, Medicaid, or other living assistance. Moreover, the median hourly wage for home health aides has declined over the past 9 years to under \$8.00 (a number adjusted for inflation).

The findings highlight the continuing crisis to produce a caregiving workforce that can deliver the basic hands-on services and support demanded by millions of elders and people requiring assistance with basic daily activities and tasks.

In 2008, there were more than 3.2 million direct-care workers—nursing assistants, home health aides, and personal care aides. Direct-care workers provide an estimated 70 to 80 percent of the paid hands-on long-term care and personal assistance for elders and people living with disabilities.

Among the findings highlighted by the annual PHI analysis:

- Almost half (45%) of direct-care workers live in households earning below 200% of the federal poverty income level.
- In 2009, an estimated 900,000 direct-care workers did not have any health coverage.

- Less than half of direct-care workers (47%) had employer-sponsored healthcare coverage in 2009, down from 53% in 2008.
- The majority of direct-care workers are currently employed in home and community-based settings rather than nursing homes or other institutional settings. By 2018, home and community-based direct-care workers will outnumber facility workers by nearly two to one.

View the [entire report](#) for more information.

"Give light and people will find the way."
—Ella Baker

How Well Do You Know Your Office Lingo?

Test your familiarity with popular culture—see if you can define the terms below before looking at the provided definition!

The term: Adminisphere

The definition: The organizational layers beginning just above the rank and file. Decisions that fall from the adminisphere are often profoundly inappropriate or irrelevant to the problems they were designed to solve.

The term: Alpha Geek

The definition: The most knowledgeable, technically proficient person in an office or work group.

The term: Blamestorming

The definition: Sitting around in a group, discussing why a deadline was missed or a project failed, and who was responsible.

The term: Chainsaw consultant

The definition: An outside expert brought in to reduce the employee headcount, leaving the top brass with clean hands.

The term: CLM

The definition: Career Limiting Move: Used to describe ill-advised activity. Trashing your boss while he or she is within earshot is a serious CLM.

The term: Dilberted

The definition: To be exploited and oppressed by your boss. Derived from the experiences of Dilbert, the comic strip character. "I've been dilberted again. The old man revised the specs for the fourth time this week."

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