



Achieving Excellence from Your Customers' Perspective

The Road to Market Share Gain

Enhancing Loyalty Among Your Patients, Employees and Physicians

Joe M. Inguanzo, Ph.D. *President & CEO*



Current Hospital Environment

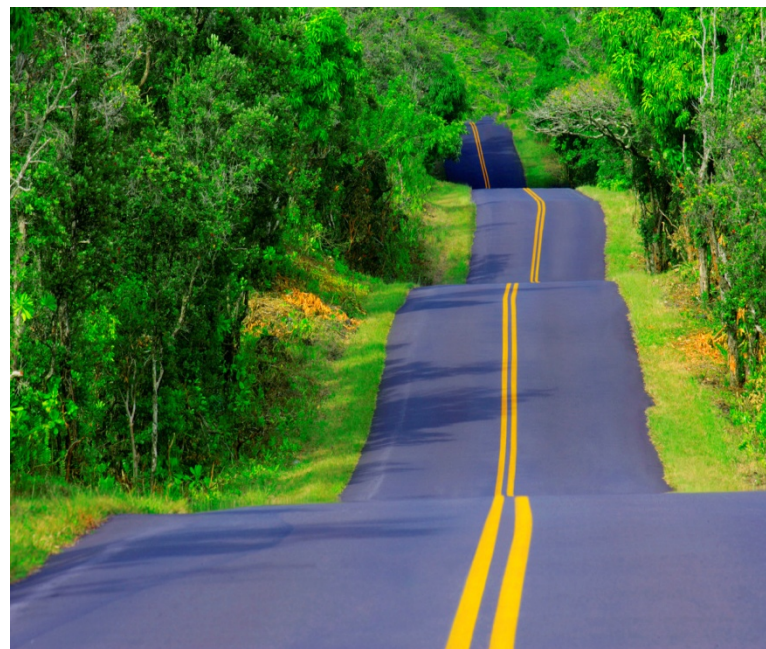
- Declining Reimbursement
- Heightened Competition
- Increasing Costs
- Myriad Impacts of the Economic Downturn

What can a system do to find stable footing and pursue a future of growth and prosperity?



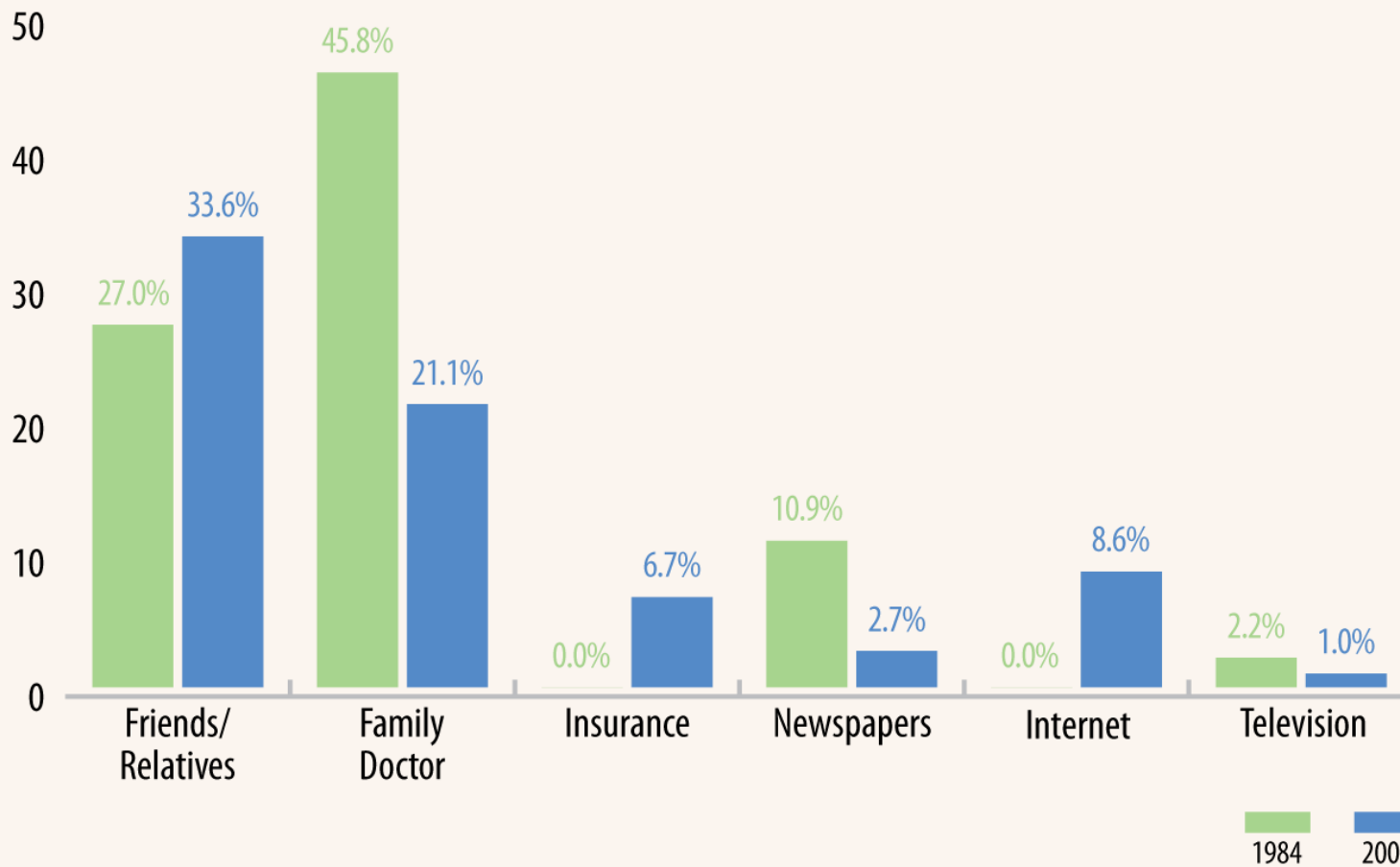
A Future of Growth

- To grow **market share**, you must have more **loyal** patients, physicians and employees.
- To have more **loyal** patients, physicians and employees, you must become **Excellent** from their perspective.



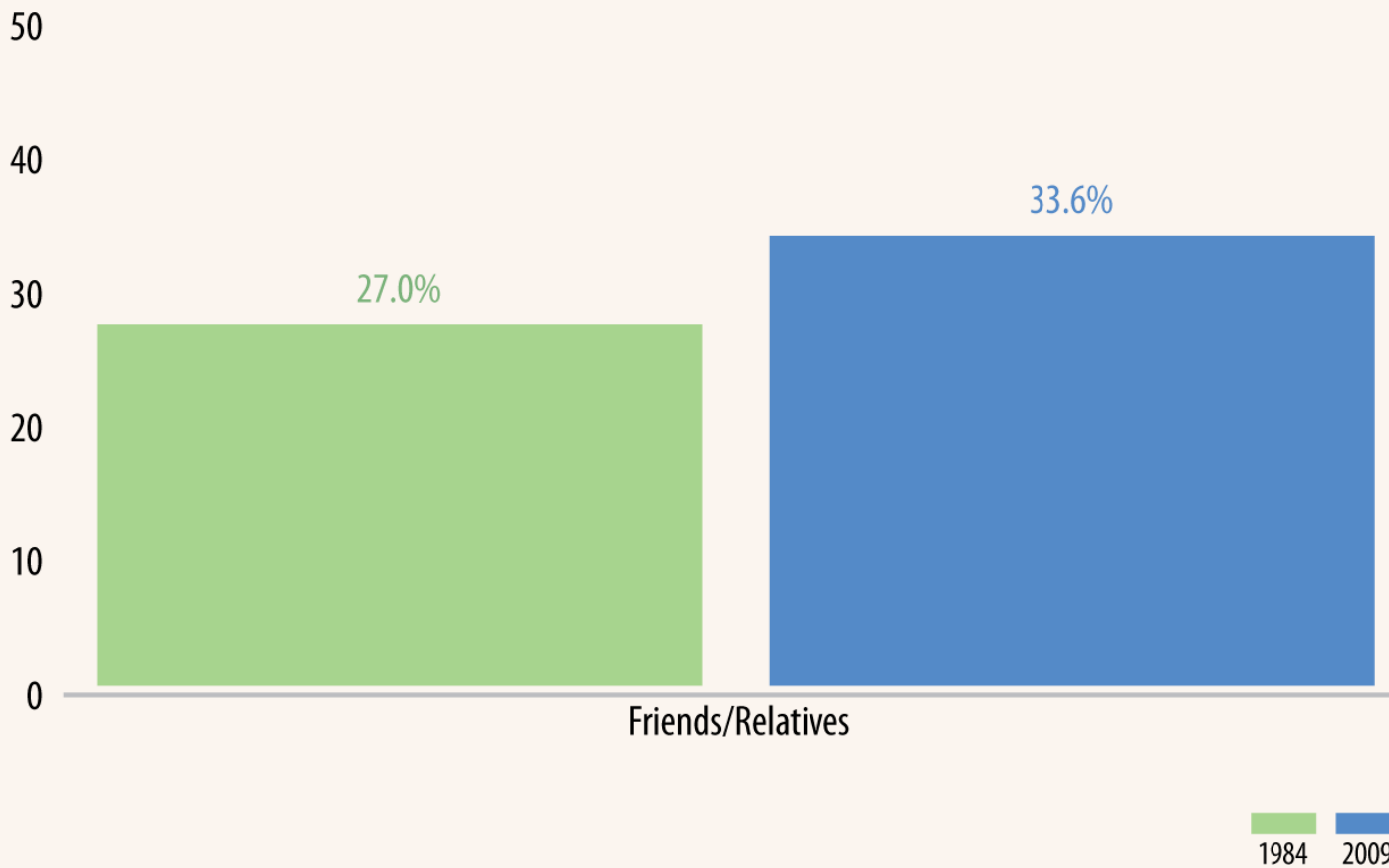


Primary Source for Local Healthcare Information





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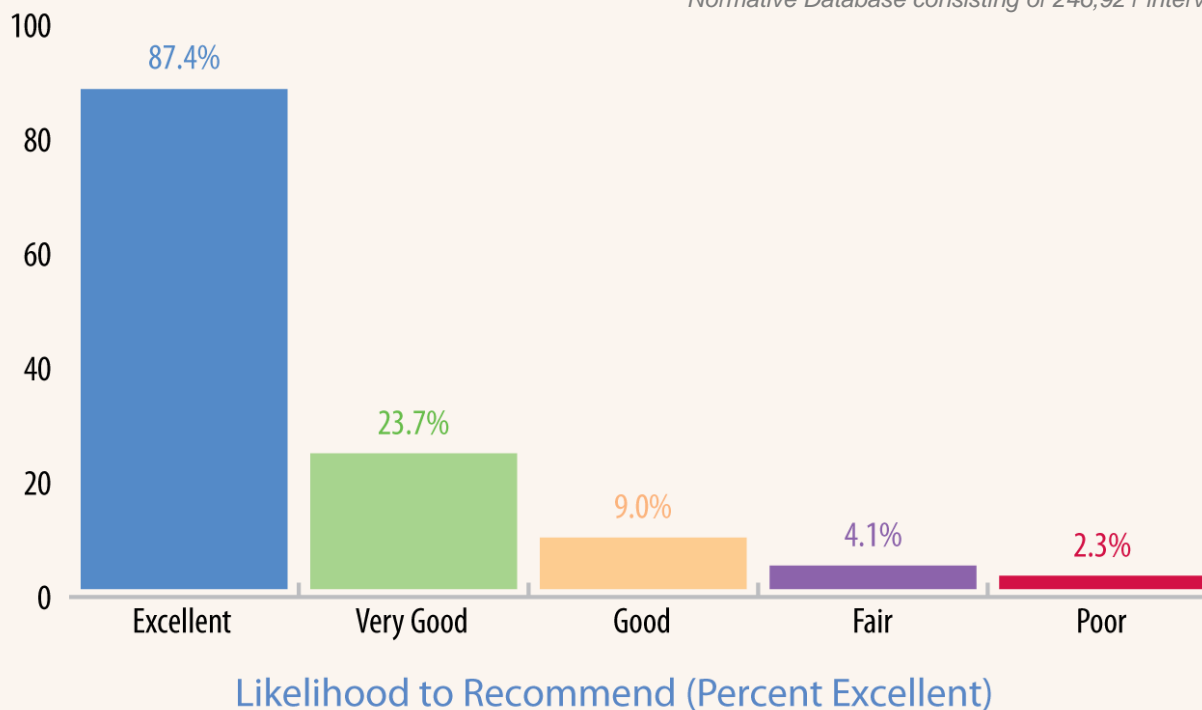
Patients



Building Patient Loyalty

Inpatient Perceptions of Overall Quality of Care

Based on data from PRC's 2009 National Inpatient Normative Database consisting of 246,921 interviews





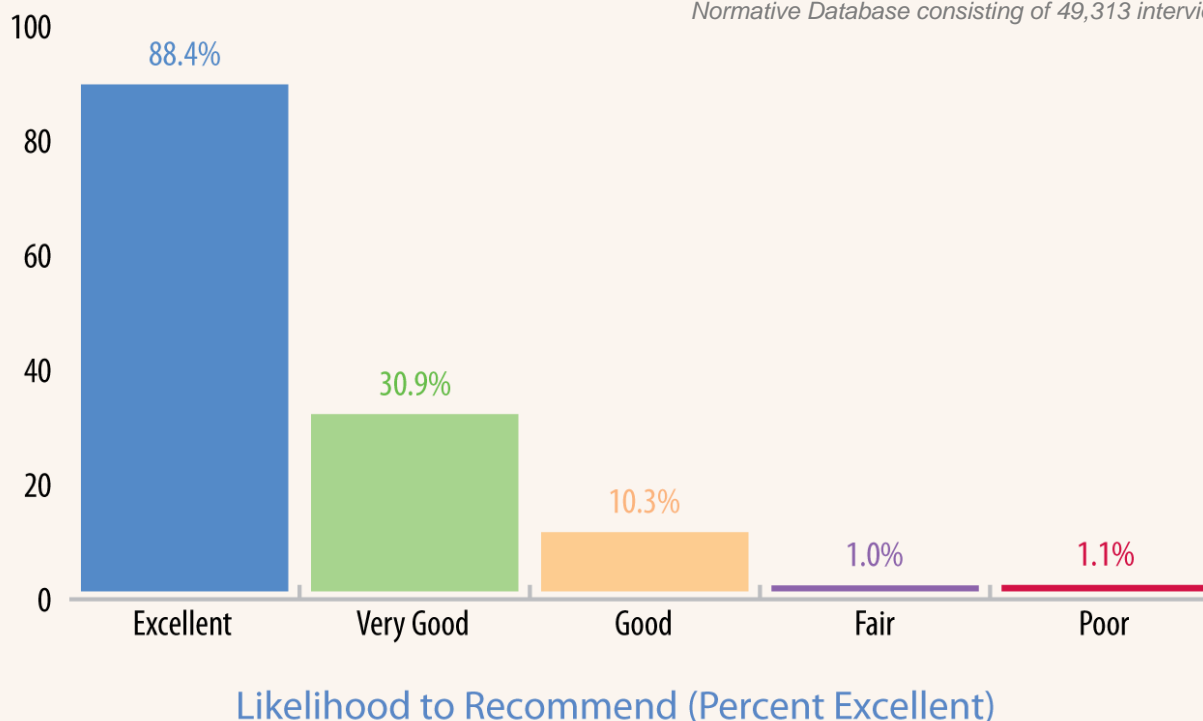
Physicians



Building Physician Loyalty

Medical Staff Perceptions of Overall Quality of Care

Based on data from PRC's 2009 National Medical Staff Normative Database consisting of 49,313 interviews



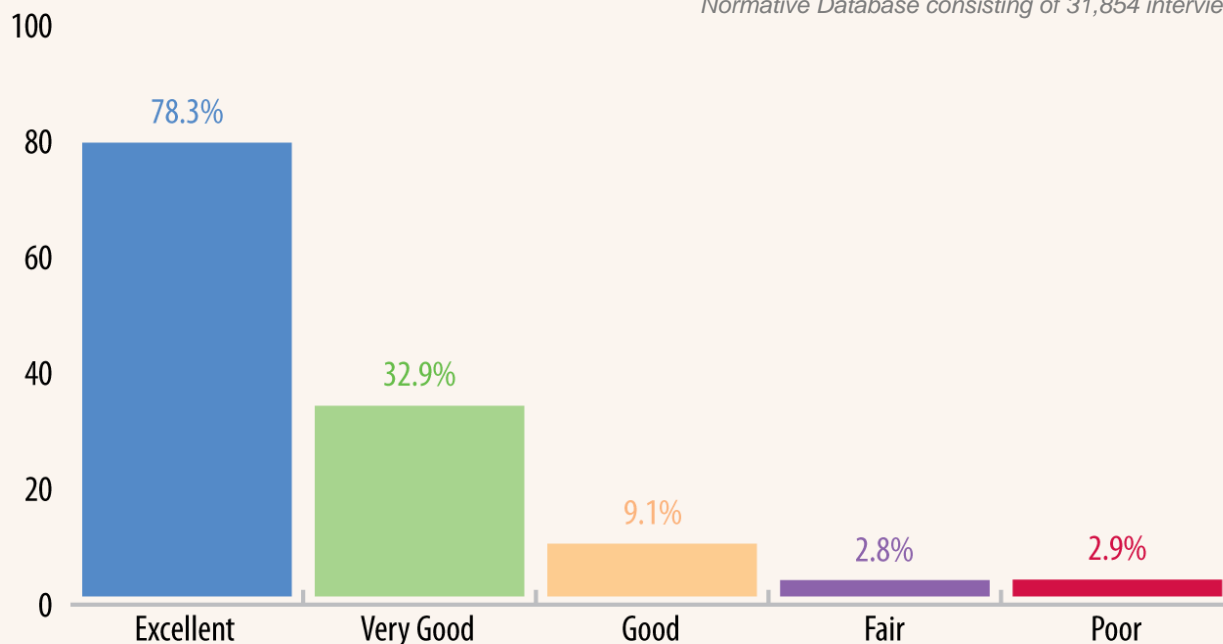
Employees



Building Employee Loyalty

Employee Perceptions of Overall Quality of Care

Based on data from PRC's 2009 National Employee Normative Database consisting of 31,854 interviews



Likelihood to Recommend (Percent Excellent)





PATIENTS



PHYSICIANS



EMPLOYEES

**All three customer groups need to
feel that you are **EXCELLENT**
from their perspective!**



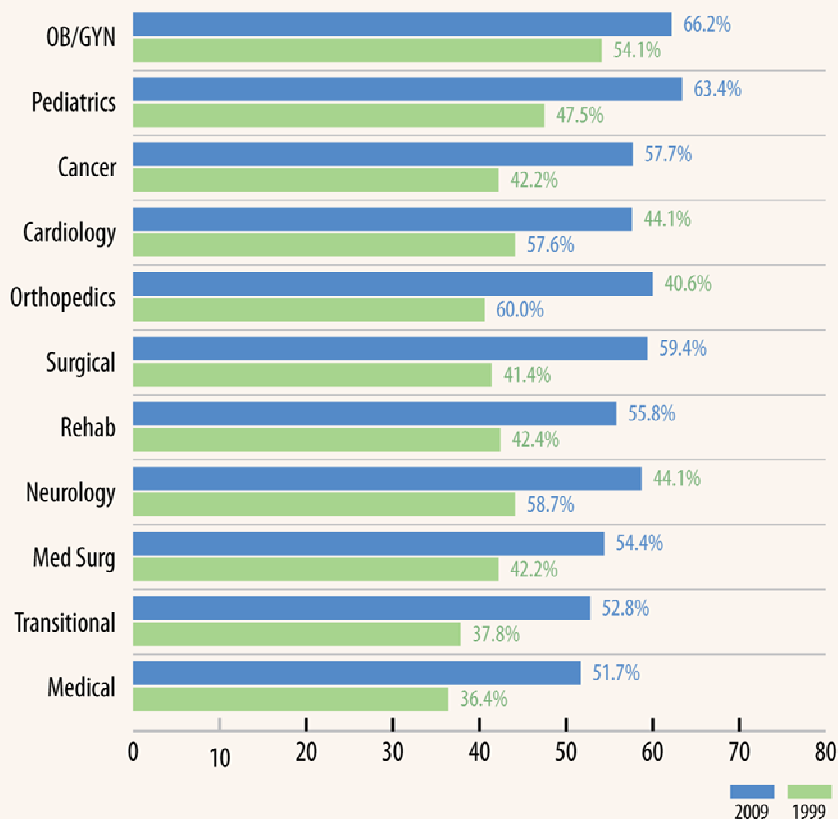
Focus on Excellence

- Understand and use customer perception measurement as a **tool for improvement.**
- Put data into the hands of those that can improve it – the individual departments and units.



**PRC's
Service Line
Norms** allow
managers to
know where they
really stand

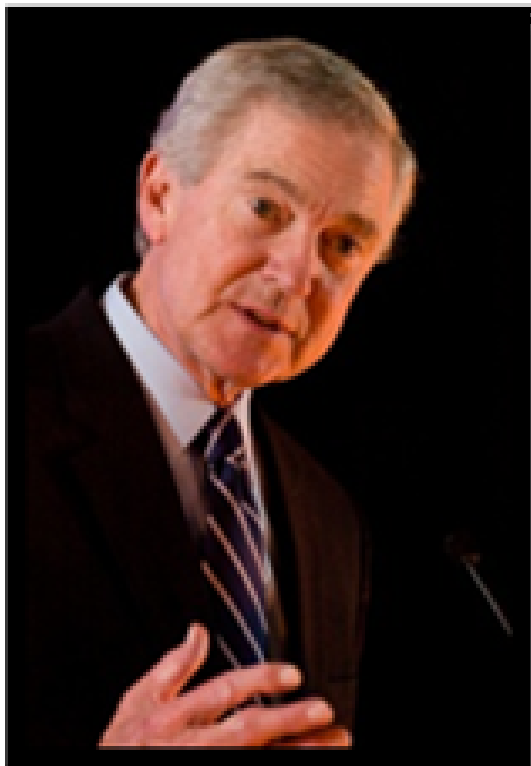
Average Percent of Patients Perceiving Their Care as "Excellent"
By Nursing Unit (1999 vs. 2009)



Focus on Excellence

“In an emerging competitive market such as healthcare, managers should focus on achieving excellent ratings to distinguish their organization from others. The long-term survival of hospitals depends on loyal patients who come back or recommend the hospital to others.” (Otani et al, 2009)





***“If you achieve
excellence, financial
results will follow.”***

***~ David Dunlap, CEO, Roper St.
Francis Healthcare***



Value of Loyalty

- **Resources:**

- **Jones, T.O., and W.E. Sasser, Jr. 1995. “Why Satisfied Customers Defect” Harvard Business Review 73(6): 88-99.**
- **Heskett, J.L., T.O. Jones, G.W. Loveman, W.E. Sasser, Jr., and L.S. Schlesinger. 1994. “Putting the Service-Profit Chain to Work” Harvard Business Review 164-74.**
- **Otani, K., B. Waterman, K.M. Faulkner, S. Boslaugh, T.W. Burroughs, and W.C. Dunagan. 2009. “Patient Satisfaction: Focusing on Excellent” Journal of Healthcare Management 54(2): 93-102.**

- **2009 PRC National Loyalty Study**

- **2009 PRC National Consumer**



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Questions?

