

Improving Communication with Referral Sources and Your Patients

The Value of Post Acute Alignment for Census Growth and Better Patient Experience

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The Importance of Communication

The main effects of poor communication in healthcare are a reduction in the quality of care, poor patient outcomes, wastage of resources, and high healthcare costs. Communication failures often have a negative effect on patient and staff satisfaction.

Effective communication will:

1 Improve quality of care and patient outcomes

2 Enhance the patient experience

3 Improve patient satisfaction scores

4 Reduce the cost of healthcare

5 Reduce stress for clinicians and prevent burnout

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What your hospitals need from you as their partner

- Better Communication
- Collaboration
- Strong Clinical Programming
- Continuity of Care through the Continuum of Care
- Creative Discharge/Admission problem solving

Same experience, same results...how do you implement the change and evaluate what works and what doesn't?

Insanity: Doing the same thing over and over again and expecting different results. ~Albert Einstein



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Common complaints from referral partners

Poor response time	Unable to reach admissions or marketing when they need them	Poor admission experience for patients	Poor weekend or after hour service
Miscommunication or not communicating effectively	Poor patient experience	Marketing being disruptive and not sensitive to case managers	Poor service recovery

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Defining the Action Plan

Clarifying your Mission Statement, Goals and Customer Service Messaging

- What is your mission of care
- Define what sets you apart from the competition
- What are your strengths and weaknesses
- Clarify your market needs with data
- Making sure your team understands their role in Census Growth

In other words: Defining your location on the map and the direction you want to go!



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SWOT Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS

SWOT Analysis Benefits

- 1 Defines your marketing strengths
- 2 Reveals needed improvement
- 3 Uncovers new marketing prospects
- 4 Determines competitive marketing needs

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Data Driven Approach

A Data Driven Approach Can **Shape and Define** Your Strategic Plan

- Define the Clinical Needs of the Area
- Competitive Market Analysis
- Hospital Pain Points
- Evaluate the Past Referral Relationship
- Internal Tracking of Referral Trends and reasons for Non-Admits
- Physician Alignment

The goal is to turn data into information, and information into insight. - Carly Fiorina, ex CEO Hewlett-Packard



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Score Card: AHMC Anaheim Regional Medical Center (2020)

AHMC Anaheim Regional Medical Center						
Rank by Hospital Volume	Name of Facility	Amt Paid to SNF	# Discharges to SNF	% Discharges to SNF	SNF ALOS	No. Admits from SNF
SNF 1	La Palma Nursing Center	\$1,662,309	68	15.70%	36.9	18.50%
SNF 2	Coventry Court Health Center	\$1,228,504	60	13.90%	34.5	25.50%
SNF 3	Buena Vista Care Center	\$744,583	36	8.30%	32.4	19.40%
SNF 4	Leisure Court Nursing Center	\$756,057	30	6.90%	35.4	34.60%
SNF 5	Windsor Gardens Convalescent Center Of Anaheim	\$500,058	29	6.70%	20.9	46.40%
SNF 6	Harbor Villa Care Center	\$268,722	16	3.70%	29.2	7.70%
SNF 7	Gordon Lane Care Center	\$205,597	14	3.20%	29.2	22.20%
SNF 8	Anaheim Healthcare Center, Llc	\$190,708	14	3.20%	24.1	30.00%
SNF 9	Anaheim Terrace Care Center	\$249,442	12	2.80%	32.3	36.40%
SNF 10	Sun Mar Nursing Center	\$293,845	<11	N/A	56.6	N/A

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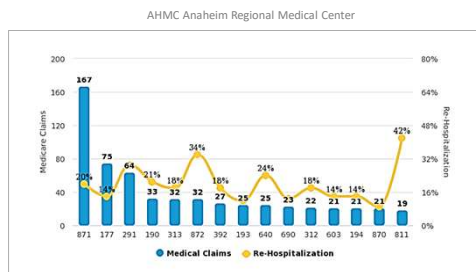
What are the clinical needs of AHMC Anaheim Regional Medical Center (2020)

ICD9	Description	Amt Received By Hosp	Total Medicare Claims	Px-Admits	ALOS	LOS
871	Septicemia Or Severe Sepsis W/O Mv 96+ Hours W MCC	\$2,882,930	167	20.40%	6	4.8
177	Respiratory Infections & Inflammations W MCC	\$1,260,131	75	14.70%	6.8	5.4
291	Heart Failure & Shock W MCC	\$702,423	64	29.70%	4.7	4
190	Chronic Obstructive Pulmonary Disease W MCC	\$301,289	33	21.20%	3.2	3.6
872	Septicemia Or Severe Sepsis W/O Mv 96+ Hours W/O MCC	\$265,049	32	34.40%	4.8	3.5
313	Chest Pain	\$123,487	32	18.80%	1.5	1.7
392	Esophagitis, Gastroint & Misc Digest Disorders W/O MCC	\$181,483	27	18.50%	3.7	2.6
193	Simple Pneumonia & Pleurisy W MCC	\$269,270	25	12.00%	5.3	4.1
640	Misc Disorders Of Nutrition, Metabolism, Fluids/Electrolytes W MCC	\$231,556	25	24.00%	3	3.3
690	Kidney & Urinary Tract Infections W/O MCC	\$155,611	23	13.00%	3.6	2.9

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DRG Volume by Medicare Claims & Re-Hospitalization Rate



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Physician Referrals from AHMC Anaheim Regional Medical Center

Physician's Name	Amt Paid to SNF	# Referrals to SNF	% Referrals to SNF	SNF ALOS	Hosp Re-Admit
ROGES, OCTAVIANO	\$1,181,004	57	13.20%	28	27.40%
FARUKHI, MOHAMMAD	\$1,081,804	57	13.20%	28.8	29.20%
TALEBI DOLOUEI, REZA	\$648,993	30	6.90%	37.7	27.30%
YOUNG, LUCIA	\$575,090	25	5.80%	29.3	34.80%
RAGAB, HASSAN	\$360,759	17	3.90%	33	23.10%
MAKAM, RAVI	\$351,729	16	3.70%	37.8	25.00%
TAJIK, ALI	\$161,766	15	3.50%	17.4	25.00%
SANTOS, JOEY	\$333,913	14	3.20%	44.8	7.70%
SOLEDAD O LEE MD INC	\$328,665	14	3.20%	35.7	18.20%
DANG, NGUYEN	\$279,042	14	3.20%	37.9	10.00%

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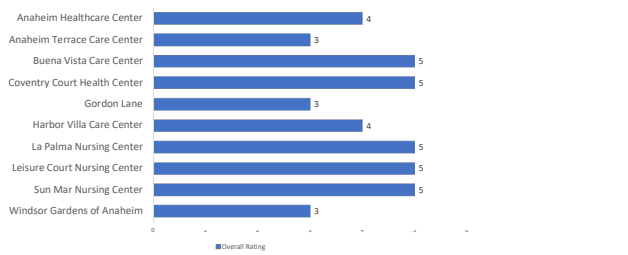
Where the top physicians send their patients

DR. OCTAVIANO ROGES	DR. MOHAMMAD FARUKHI	DR. REZA TALEBI DOLOUEI
2020		
Buena Vista Care Center	Windsor Gardens Care Center Of Fullerton	La Palma Nursing Center
Windsor Gardens Convalescent Center Of Anaheim	Advanced Rehab Center Of Tustin	Leisure Court Nursing Center
Gordon Lane Care Center	Windsor Gardens Convalescent Center Of Anaheim	Chapman Care Center
La Palma Nursing Center	French Park Care Center	Coventry Court Health Center
Buena Vista Care Center	Orange Healthcare & Wellness Centre, Llc	Buena Vista Care Center
2021 Q1		
Buena Vista Care Center	Windsor Gardens Care Center Of Fullerton	Coventry Court Health Center
La Palma Nursing Center	French Park Care Center	Lakewood Healthcare Center
Windsor Gardens Convalescent Center Of Anaheim	Advanced Rehab Center Of Tustin	Town And Country Manor
Buena Vista Care Center	New Orange Hills	Fountain Care Center
N/A	St Elizabeth Healthcare Center	Leisure Court Nursing Center

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Market Analysis – Overall Star Rating



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Leveraging Data

Leveraging data to define the marketing plan and shape the conversation

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Components to Designing a Marketing plan

- 1 Market Analysis
- 2 Define market
- 3 Positioning
- 4 Competitive analysis
- 5 Market strategy
- 6 Budget
- 7 Measurable Outcomes

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Marketing Strategy

Marketing Theme:	
Category	Strategy
What is our purpose/mission?	
What sets me apart from the competition?	
What works best with our current marketing?	
What is a new referral avenue I haven't explored?	
How could I enhance and grow our online presence/marketing?	
What are the Top 3 goals for 30, 60 90 days?	
What will trigger out referral partners to think of us?	
How much money will be needed to accomplish my goals?	

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Successfully Building a Relationship

- Transparency in your marketing efforts opens a more solution-oriented collaboration
- Focus on alternative ways of opening lines of communication
- Determine how your hospitals best communicates. Are you utilizing the most efficient methods?
- Discuss barriers to the Issues that arise on both side
- Ask Case Managers and Physicians about discharge challenges
- Examining your admission protocols and policies - Are they in line with the needs of your referral sources?

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Improving Physician Communications and Establishing Physician Alignment

- Enlisting your Medical Director's help
- Establishing clear protocols and using SBAR communication tools to improve communication
- Investing in education and training, particularly after hours and weekend staff
- Performing root cause analysis. Track and observe trends to determine common factors for education and improvement of care
- Communication of discharge plan to patient's community physician

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Online & Digital Marketing

Online marketing and messaging strengthens communications with referrals sources and customers

Messages That Matter is a multi-year research project with over 1,700 participants that **probed how marketing and advertising shape the opinions and decisions of prospective senior living residents and adult child influencers**

Two groups surveyed: prospective resident and **adult child influencer** categories. The finding show the most utilize form of accessing information about care was through:

1. Websites
2. Internet search
3. Word of Mouth

According to Pew, 62% of internet users ages 65 and older use Facebook, and 72% of 50- to 64-year-olds use it. Facebook has the highest number of users in these age ranges.



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Websites and Social Media Marketing

- Use online marketing to outreach directly to new consumers
- Utilize all free opportunities for marketing your facility and highlighting what you do best
- Spotlight your staff and what they do best this offer genuine connection and personalize your facility
- Highlight Patient Success Stories
- Does your website reflect what sets you apart and what makes you unique?
 - Virtual tours
 - Admission policies
 - Clinical Capabilities
 - Payor types
 - FAQ page



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Customer Service - Improving the Patient Experience Through Better Communication

- A great patient experience starts with a great first impression
- First impressions establish the relationship with the patient and their families
- Clearly communicated expectation sets the patient and your staff up for a successful stay
- Service recovery plan for when something doesn't go as expected
- Consistent training of staff on the expected customer service delivery
- Establish a "Customer Service Excellence Team" to encourage a culture shift
- Communication doesn't end with the patient's discharge
 - Follow-up calls or emails
 - Reminders to leave reviews and follow-on social media

"Everything in your physical environment makes an impression on the customer experience. This training tool helps to ensure that your work environment is always giving a positive and excellent impression by getting employees involved in the upkeep of their areas."

Teri Yanovich, "Unleashing Excellence"

Best Practices



Tour-ready facility



After hours protocols for new referrals



Virtual tour options



Website personalized & informative



Phone interaction protocols



Quick facts for staff to lead tours and answer questions after hours



Follow-up in inquiry call and non-admits



Encourage patients to give feedback and online reviews

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