

PEN: Primary Eyecare Network
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Board:

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Primary Eyecare Network (PEN):

- a. Founded 1984: by approx. 10 UCB grads
- b. Started as a buying group, all independent ODs
 - i. 2200 ODs, mostly work as an advocacy group but still have a buying group division
- c. Highest number of independent practices are over 50 years old, white men
 - i. Many have problems making the transition to the new world of optometry
- d. Why go to a more expensive independent OD?
 - i. Costs \$43 every 15 min to see a patient (Dr. Liu: \$159 per visit compared to \$49 at Costco)
 - ii. Many people still prefer to go to independent OD because of the experience
 - iii. Ultimately Independent ODs make more money
- e. Every 5 years a Hilton changes there Hotel rooms
 - i. Same outlook on staffing and improving patient experience
- f. Disney Approach to Customer Service
 - i. Never let back stage come onstage:
 1. No one ever goes into the tunnels under Disney Land
 2. Never have employees have personal conversations around patients (not that staff shouldn't enjoy themselves at work)
 3. No food and coffee cups out front
 4. No cell phones
 5. Examples of onstage:
 - Parking lot
 - Reception area
 - Clinic
 - Exam rooms
 - Street
 6. Examples of Backstage
 - Eating/drinking
 - Office clutter
 - Garbage cans

- ii. Patient Stupid/Not Stupid questions
- iii. Telling patients that they should come in 15 min before an appointment is an example of putting backstage onstage
- iv. Approx. 100 cars are lost at Disney Land everyday
 - 1. Disney has dedicated people employed to solve this problem (even though it wasn't a problem they created)
 - Men 19-30yrs old are hired to solve this (based on demographics)
- v. Little WOWs add up:
 - 1. Ex. A beautiful sink to wash your hands in
 - 2. Videos for kids in waiting area
 - 3. Big HD "fish tank" screen
 - 4. Smiling
 - 5. Calling people by name
 - 6. Paying attention to kids (ice cream Rx for kids, pocket magic tricks)
- vi. If you don't want to engage with your patients, private practice is probably not for you
 - 1. Dr. Liu: try to get your patient to laugh
 - Bring them to the a step up from where they're at
 - "People don't care how much you know until they know how much you care"
 - 2. Many of the Instructors in clinic don't engage with patients in the manner that great independent ODs do
 - You are being taught techniques not how to engage w/ patients
- vii. Adding Flare to Care
 - 1. Don't focus on your transactions (every test is a transaction)
- viii. Look for the right personalities for the right job amongst your staff
 - 1. Sometimes you don't need the most detail oriented person to be your front desk person
- ix. Have Fun: No matter how miserable you feel
 - 1. Don't use "they" instead of "we" when referencing the office (no ownership)
 - 2. Facial expressions signify boredom
- x. Don't be a customer service robot
 - 1. Automated responses
 - "Please hold", "next", "how are you" in monotone
- xi. Pay attention to details:
 - 1. Dress code: many different body types
 - 2. Piercings, tattoos

3. Avg. age of patients is 45 years old: you don't want to offend your demographic
- xii. "Never Say its not My Job"
 1. A sense of personal responsibility
 2. Employee ownership
 3. "I don't know" should be followed by "let me find out" ("I don't know" is a close cousin to "it's not my job")
- xiii. Many ODs are not great with dealing with their staff
 1. Ex. Closing the office 1 hr. every Friday to work with staff (RMI: return on mental investment)
 2. Track bad yelp reviews
 - Ex of funny looking optic nerve just being drusen but complains that it was misdiagnosed
- xiv. Online Presence
 1. Marketing/ online presence is a huge part of the future
- xv. Figure out what Ticks off your customers – And do something about it
 1. Disney has the right to make there own Lexus keys (to solve the problem of lost keys)
 2. "That's just the way it is"-the kiss of death in business
 3. Challenging patients are an opportunity to go to the next level in service
- xvi. Take Responsibility for your own Success
 1. Always learn
 2. Work hard and smart
 3. Be passionate
- xvii. 3 Kinds of people
 1. People who make things happen
 - Always are in demand
 2. People who watch things happen
 3. People who wondered what happened
- xviii. Managing details
 1. Saving a patient money even if it costs the OD a little
- xix. The Independent ODs are not expanding into The most populated areas
 1. Statistically woman don't move far from where they grew up
 2. White men go anywhere for work