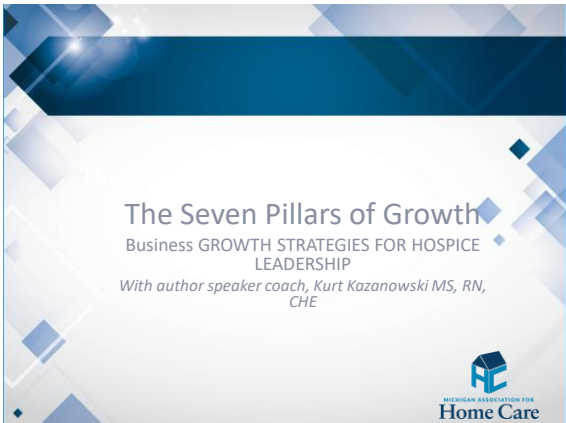
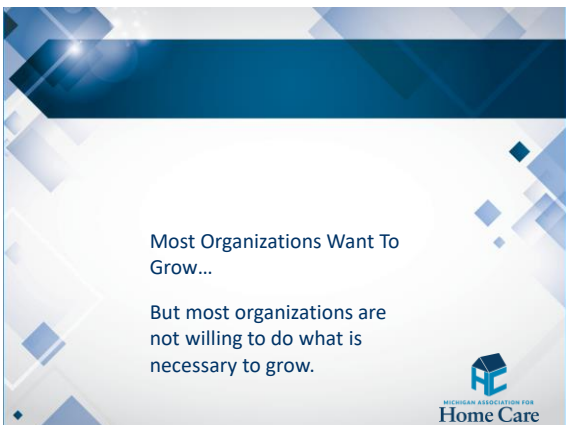




1




2



3

What is your current state?


- ◆ The first place to start is to understand the essentials to healthy, regular and sustainable growth.-7 Pillars.
- ◆ How developed are your “Pillars” in their current form?
- ◆ “Change only occurs when there is motion”
Albert Einstein



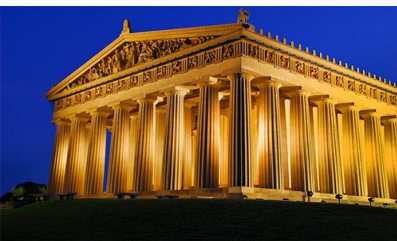
4

Assess your current reality

- ◆ After each example of a pillar, rate your organization on how developed or undeveloped the pillar is.
- ◆ Use the scoring sheet provided to keep track.
- ◆ On the comment section of webinar provide your score.
- ◆ Scoring:
1 = The pillar if not present.
7 = Fully developed
2 to 6 =somewhere in development



5





6

The Seven Pillars

1. A Culture of Growth
2. A Strong Referral Inquiry to Admission Conversion Rate
3. "Happy Feet On The Street": Professional Sales
4. Maximizing your Medical Director/Staff involvement.
5. Selling on Value: Segment Based Sales
6. Differentiation: Clinical, Programmatic and Professional
7. Presence of a Quarterly Growth Plan


eBook: "Seven Pillars of Growth" kurtkazanowski.com



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#1. A Culture of Growth


- ◆ It all starts here. The "goo" that holds the other Pillars together.
- ◆ It's about...
 1. Organizational excellence
 2. Leadership
 3. Best practices
- ◆ It's about creating a culture to serve more people, growth and improving performance.



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Continued... A Culture of Growth


- ◆ Does everyone in the organization understand their role and responsibilities to serve more people, grow and give the gift of hospice and home care?
- ◆ Do you have a strong sense of urgency around leaving no patient behind?
- ◆ Do you have clear service excellent standards in place that are measured and reported?



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How strong is your Culture of growth?


- ◆ Give your organization a score.
- ◆ 1= not at all to 7= fully developed.



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#2. A Strong Referral Inquiry to Admission Conversion Rate


- ◆ Why spend one more dollar to make the phone ring any more than it already is, if you can't convert the referrals you have?
- ◆ Structure is liberating.
 - ✓ KNOWING you are capturing ALL referral inquires (professional, soft, and "napkin referrals").
 - ✓ First-to-bed-side-wins!! Building capacity and "first-responders" abilities. Sense of Urgency!
 - ✓ Eligibility process. Preventing single-points-of-failure.
 - ✓ Building and working a superior 90-day pending list.
 - ✓ Organizational collective wisdom and commitment to the process.



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A Hospice Example

- ◆ 1% = 3 more patients served. Generating 195 DOC (days of care) x \$190 = \$37,050.
- ◆ 2% = 6 more patients served. Generating 390 DOC x \$190 = \$74,100.
- ◆ 3% = 9 more patients served. Generating 585 DOC x \$190 = \$110,200.
- ◆ 4% = 12 more patients served. Generating 780 DOC x \$190 = \$148,200.
- ◆ 5% = 15 more patients served. Generating 975 DOC x \$190 = \$179,550.
- ◆ If this organization was able to achieve the Gold Standard of 85% (a 19% improvement) it would generate \$730,950!!!!!!
- ◆ All this without making the phone ring any more than it already is!!!




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Do you have a superior Referral-Admission System in place?

- Do you have all these elements in place?
 - KNOWING you are capturing ALL referral inquires (professional, soft, and "napkin referrals").
 - First-to-bed-side-wins!! Building capacity and "first-responders" abilities. Sense of Urgency!
 - Eligibility process. Preventing single-points-of-failure.
 - Building and working a superior 90-day pending list.
 - Organizational collective wisdom and commitment to the process

1= None of the elements are in place. 7=We are firing on all these cylinders



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#3. "Happy Feet On The Street:" Professional Sales


- Is your organization practicing "Muffin Marketing" or do you have a professional sales model in place?
- "Muffin Marketing"
 - Feeding physicians office
 - Doing "milk runs"
 - Handing out chackkies
 - Doing health expo's
 - Poor use of data or no use
 - Community & Public Relations



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Cont. Happy Feet On The Street:" Professional Sales


- Elements to a successful professional sales model.
 - The right person. Focused on GROWTH
 - A defined territory to work.
 - Sells on value, not "muffins" (Pillar #5).
 - Practices using 7-step sales process. Starting with expert "cold-call" and knowing how to "weed the garden"
 - Specific admission quotes in place per month.
 - A performance based incentive plan in place.
 - A Customer Relations Management (CRM) in place.



15

Muffin” Marketing vs. Professional Sales Model.


- ◆ Do you have all the elements required for a professional sale model in place?
 - ✓ 1= Stuck in the days of “muffin” marketing.
 - ✓ 7 = Fully developed sales model
 - ✓ 2 to 6 = somewhere in between



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#4. Maximizing your Medical Director/Staff investment


- ◆ Hiring the right Medical Director(s) is a million dollar decision. The right Medical Director can not only enhance your program’s quality and reputation, he/she can be a key pillar in your growth strategy.
- ◆ Is your physician(s) willing to help the organization with its growth objectives?
- ◆ Do they help open doors to referral sources?
- ◆ Do they assist you eliminate barrier for people on your pending list.



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How engaged are your Medical Providers?


- ◆ Is your Medical Director/Providers fully engaged to assist you serve more people and grow? Or do they run in and out of the office?
 - ✓ 1 = a body that does IDG meetings and performs minimal requirements.
 - ✓ 7 = Actively engaged to assist create a culture of growth
 - ✓ 2 to 6 = somewhere in between



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#5. Selling on Value to Key Referral Segments.

- ◆ It starts with understanding the value proposition for each segment you are focusing on.



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It Is ALL About Delivering Value



To deliver value, you first need to understand what each referral segment (and their sub-segments) want, value and need!!




Value Propositions usually revolve around the following:

- Strengthening quality
- Revenue enhancement
- Reduction in expenses
- Reduction in inappropriate admissions
- Reduction in mortality stats
- Increase in patient satisfaction
- Lowering litigation risk.
- Assist in growing volume.
- Lessen the "hassle" factor.



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10 Referral Segments

Acute Care Hospitals	Skilled Nursing Facilities LTC	Senior Living Communities /AL/GH/L	Physician Offices
Rehabilitation Programs/Units	Disease management groups	Skilled Home Health Companies	Non-Medical Home Health Care (Private Duty) Companies
	Professionals	Faith Based	



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Is your approach organized around 10 key segments?

↓

Do you sell on VALUE and use that approach in your 7-step sales process?


1 = Do you have an organized approach to 10 key segments based on value	7 = You sales approached is diversified around 10 segments with a clear understanding how to deliver value?	2 to 6 = somewhere in between.
-------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------	--------------------------------



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#6. Differentiation

- ◆ In today's competitive hospice market place requires that you are able to tell your referral sources what sets you apart from others.
- ◆ There is a great deal of confusion about what a differentiator is and is not.
- ◆ Be UNIQUE!!




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organizational differentiators

Every hospice is required to provide the basics per the hospice Medicare benefit. What sets you apart?

- We are an independent nonprofit organization governed by a local board of directors.
- Hospice company owned by caring individuals whom have had their own personal hospice experiences.
- Focus entirely on the care of our patients and families - no matter their age, diagnosis, or ability to pay.
- We are focused on quality - High scores on our hospice compare.
- Our full-time physicians certified in hospice and palliative medicine.
- We have a hospice house or general inpatient unit.
- Comprehensive bereavement programs offered free to the community.
- Community education
 - Trained volunteers
- Highly trained clinical and interdisciplinary holistic approach to our hospice care.
- We are highly responsiveness and have great ease of use for our patients and families, and referral sources, and we committed to our communities
- Same day admissions



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Step One

WHERE TO START & HOW TO DEVELOP

- Simple SWOT of your hospice organization related to your possible differentiators, listen carefully to your referral and perspective referral sources and know your competition.
- Don't add the same differentiator just because of your competition. Be UNIQUE!

S <i>strengths</i>	W <i>weaknesses</i>
O <i>opportunities</i>	T <i>threats</i>




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Step Two

- What are your Top referral Segments + hospice patients and their families


Hospitals (there are many sub-segments)	Rehab programs/units	Skilled home care
Assisted living centers	Independent living centers	Skilled nursing centers
Personal care home health/private duty orgs	Physician practices	Disease organizations



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Step Three
Harmonize differentiators

<i>partnerships</i>	<i>clinical</i>
<i>professional</i>	<i>programmatic</i>



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Do you have a differentiator (s) that set you apart?


- ◆ Where does your origination stand?
 - ✓ 1 = no unique differentiators in place
 - ✓ 3-4 = work on developing
 - ✓ 7 = Have 1 or more differentiator in place
 - ✓ Somewhere on the scale?



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#7. Quarterly Growth Plan

- ◆ A Quarterly Growth Plan is a detailed plan that each sales person develops and executes.
- ◆ It is updated on a quarterly basic.
- ◆ It includes:
 - ✓ An environmental scan of the sale's person territory.
 - ✓ Admission projection by month for the quarter.
 - ✓ Specific accounts that will be focused on during the quarter with admission projections.
 - ✓ Universal list of accounts by segment.



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	April 2024	May 2024	June 2024
Baseline	3	3	3
Admission Goal	4	5	6
Actual Admissions			
Variation			



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Example of Strategies


- ◆ Discuss holding an IDT meeting at this facility as a way of further engaging their staff into our care model and develop a stronger relationship.
- ◆ With the reimbursement changes occurring in Skilled Home Care in 2024, work with the agency to examine their census to refer patients that meet hospice eligibility and hamper financial performance.
- ◆ Provide our CNAs in this facility more training in service excellent so we continue to deliver quality care and services.
- ◆ Install differentiators
- ◆ Complete a Facility Care Plan.



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Do your Sales Staff (or organization) have a quarterly Growth Plan in Place?


- ◆ 1 = No written plan in place
- ◆ 7 = a fully developed plan is in place and being worked.
- ◆ 2-6 = somewhere in between.



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How did you do?

- ◆ What did yourself assessment tell you?
- ◆ Any epiphanies?
- ◆ For your consideration:
 - ✓ 0-7 = Need life-support.
 - ✓ 8-15 = There is hope and the beginnings of something to work with.
 - ✓ 9-26 = Your Pillars are in place. Create a plan on how to focus and improve.
 - ✓ 27- 35 = You have strong traction. Look for opportunities to strengthen.
 - ✓ 36-49 = You have well developed Pillar. Seek one or two to "turbo-charge"



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The End



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