

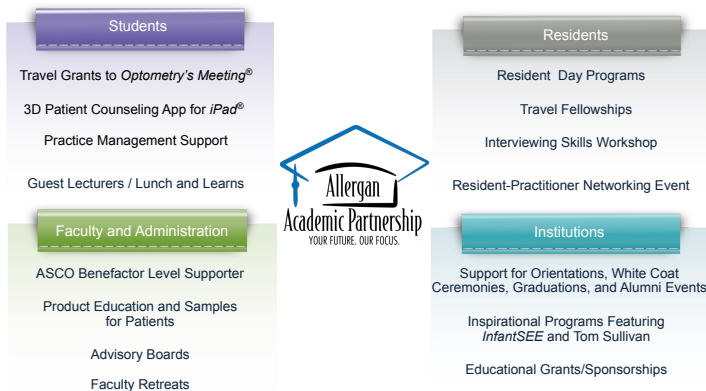
**Allergan Leading the Way to Help
Optometrists Throughout Their Careers**

- As the #1 therapeutic company in Optometry, Allergan is ready to help Optometrists treat the primary therapeutic diseases and conditions that exist in their practice – Glaucoma, Dry Eye & Allergy

- Allergan's commitment is to support Optometrists throughout their careers with innovative programs such as:



Allergan Academic Partnership Provides:



Allergan's Optometric Professional Relations Team



Dave Gibson
Director,
*Optometric Professional
Relations and Strategies*



Mark Risher
Senior Manager,
Optometric Academic
Development



Elisha Wykoff
Manager,
Optometric Marketing

Key Account Managers Leading engagement with key accounts, state affiliates, and regional conferences



Marcy DeWalt
NORTHEAST



Jared Latha
CENTRAL



John McAnally
SOUTHEAST

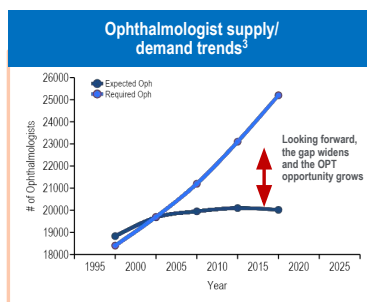
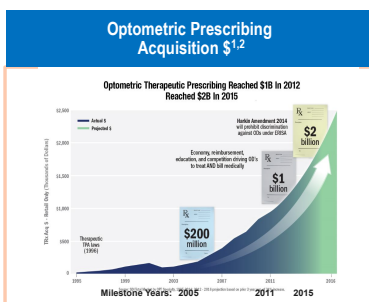


Aaron Strobe
WEST

Connecticut	New Jersey	Arkansas	Minnesota	Alabama	North Carolina	Alaska	Nevada
Delaware	New York	Illinois	Nebraska	Florida	South Carolina	Arizona	New Mexico
Indiana		Iowa	North Dakota	Georgia	Tennessee	California	Oklahoma
Maine		Kansas	South Dakota	Kentucky	Virginia	Colorado	Oregon
Massachusetts	Rhode Island	Louisiana	Texas	Maryland	Washington, DC	Hawaii	Utah
Michigan	Vermont	Missouri	Wisconsin	Mississippi		Idaho	Washington
New Hampshire	West Virginia					Montana	Wyoming

Dramatic Increase in Therapeutic Care by ODs

ODs are essential in eye care disease management
OD therapeutic prescribing reached \$2B in 2015¹



Drivers of Optometric Therapeutic Trends

- 1 Increasing demand for eye care services
- 2 Optometric adoption of medical management
- 3 Increasing number of therapeutically trained ODs
- 4 Engagement/Education by pharmaceutical companies

Optometry Is Under Financial Pressure From A Variety Of Sources

OPTERNATIVE

Eye Exams from the Comfort of Home

Cost: \$40
Eligible: 18-40yo
Reach: 27 states



1 800 CONTACTS®

We deliver. You save.

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WARBY PARKER LAUNCHES 1ST NATIONAL RETAIL PARTNERSHIP WITH NORDSTROM



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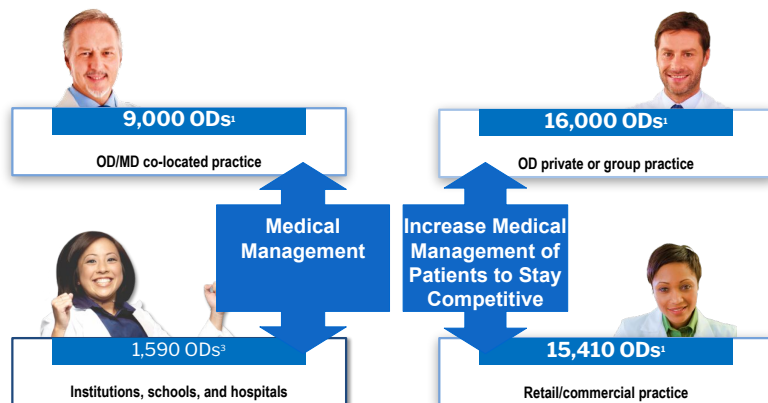


CVS
Optical

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Risk of Downward Pressure on The Optical Side of the Business



1. Number of ODs and volume per practice type are estimated based on 2010 Kaiser Association Research.
2. Optometry Eye Care Market Analysis (data through 4/04/2014) 3. Numbers are estimated based on ASCO 2013-2014 student data.

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Objectives



- 1 Discuss handling difficult patients.
- 2 Define the importance of customer service.
- 3 Improve telephone skills and the patient experience.

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There Are Thousands of Ophthalmology Practices



- What differentiates your practice?
- How are you perceived in the market?
- Who are your customers?
- Why are some practices more successful than others?
- What are the key factors that can spell success or failure for a practice?



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Who Are Your Customers?



Patients Have Changed



- Communication ... patient satisfaction.
- #1 Complaint: Wait time.¹
- The industry standard for patient check-in to exam start is?
- Patients' Concerns: care, concern, and courtesy ... they will evaluate you!
- 68% of patients quit coming because of an attitude of indifference by staff!²

1 BSM/Allergan Patient Satisfaction Survey National Database
2 How to Win Customers and Keep Them for Life, Michael Lebowitz

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Then vs. Now

Then

- A happy customer will tell 4-6 people.¹
- An unhappy customer will tell 9-15 people.¹

Now

- A happy patient may occasionally post on Facebook or Yelp!, potentially telling hundreds of people.
- An unhappy patient is more likely to post on Facebook, Yelp!, Bing, Google Places, and other sites, potentially telling thousands of people.

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Beyond Question

The primary goal of the ophthalmic practice should be to provide quality medical eye care for the patient.



"I don't know what your destiny will be, but one thing I do know: the only ones among you who will be really happy are those who have sought and found how to serve".

- Albert Schweitzer

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What is the Role of the Staff?

Accepts responsibility for providing timely customer service in a courteous manner.

Understands that the success of the practice depends on good service.

Learns and practices customer service in a positive manner.

That includes me!

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What is the Role of the Staff?

It's not just about customers and what they think ... it's more than this.

It's about staff and what they think and how they relate their thoughts to customers.

And it's going beyond customers expectations again and again.

So, what are your customer's expectations?

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Paper Patient Surveys

Date _____

Practice
Attention, Contact
Address
Address

Dear Contact:

In follow-up to your request, enclosed are 500 satisfaction surveys, cover letters, and postage-paid return envelopes as follows:

100 Surveys
100 Surveys
100 Surveys
100 Surveys
100 Surveys

The name of the provider is located at the bottom of the survey.

To receive the optimum return for your surveys, we suggest the following:

1. Surveys should be distributed to patients by the physician at the end of their exam. Please distribute the surveys for one month or until all the surveys have been distributed. The patient should be given a cover letter, survey, and a return envelope.
2. Explain to patients that the practice continues to develop and look for ways to bring better care and customer service; therefore, their input is extremely valuable.
3. Advise patients that the surveys are anonymous and their names should not be put on the survey. The surveys are sent to an outside consultant who reviews them and provides the practice with a summary report.
4. After completing the survey, it should be placed in the attached self-addressed, stamped envelope.

**This survey will close in 60 days.
Please distribute all surveys in the next 45 days.**

If you have any questions regarding the survey, please do not hesitate to contact me at (800) 832-0009, or ECBA NAME at ECBA NUMBER.

Sincerely,

Amy Pearson
BSM Consulting
Senior Specialist, Client Services
800-832-0009
apearson@bsmconsulting.com

Allergan, Inc.
Eye Care Business Advisor
@allergan.com

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Paper Patient Surveys

PATIENT SATISFACTION SURVEY - DOCTOR

Please circle your answers, using the scale of 1 to 5 below.

Please skip questions that do not apply.

	1	2	3	4	5
1. When you called for an appointment, how satisfied were you with the response from the person who answered the telephone?					
2. When you arrived at the office, did you find the receptionist to be: Friendly and courteous? Helpful?					
3. How acceptable was the amount of time spent in the reception area and examining room, before seeing the doctor?					
4. When you were called to the examining room, did you find our nurse/technician to be: Friendly and courteous? Competent and professional? Sympathetic and caring?					
5. During your examination, did you find the doctor to be: Friendly and courteous? Competent and professional? Sympathetic and caring?					
6. When you saw the doctor, were you satisfied that he/she spent an appropriate amount of time with you, answered your questions, and explained medical procedures and treatments to your satisfaction?					

PLEASE ANSWER QUESTIONS ON REVERSE SIDE

Practice Name
Provider Name, MD

PATIENT SATISFACTION SURVEY - DOCTOR

Please circle your answers, using the scale of 1 to 5 below.

	1	2	3	4	5
7. How satisfied were you with the doctor's diagnosis and treatment recommendations?					
8. If surgery was recommended, how satisfied were you with the information provided by the doctor/nurse regarding the need for the surgery and the detail provided about the recommended procedures?					
9. If you had surgery, how satisfied were you with your post-operative follow-up care?					
10. When asking billing/insurance questions, did you find our billing/insurance staff to be: Friendly and courteous? Helpful?					
11. Please rate your overall experience with our practice:					
12. Would you recommend our practice to your friends?					

ADDITIONAL COMMENTS:

Thank you!

Practice Name
Provider Name, MD

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Online Patient Surveys

PatientExperience.net

Dear Patient:

Providing quality care and meeting the needs of our patients is very important to our office. We want to be certain that we are providing you with first class care along with special and personal attention.

To accomplish this, we need your input. Your concerns and suggestions are important to us.

[Begin Survey](#)

[Comience la encuesta en español](#)

In order to continue our high quality of care and to better serve you, we are asking you to take a few minutes to complete our patient survey. We encourage you to be open and honest in your assessment. Your responses are confidential.

We strive to deliver high quality care and make your experience in our practice the very best. We welcome your feedback to help us achieve this goal.

Sincerely,

Eye Care Group

PatientExperience.net

Practice Survey (1 of 22)

Provider: Jim Jones, OD - Doctor and Optical

1. What was the key reason(s) you chose our Practice for your eyecare needs? (Select all that apply)

- ☐ Friend/Family Referral
- ☐ Physician Referral
- ☐ Reputation/Experience of Doctor
- ☐ Availability of Latest Eyecare Technology
- ☐ Practice Website
- ☐ Social Media (e.g., Facebook, YouTube, Twitter)
- ☐ Online Doctor Reviews
- ☐ Print Advertising
- ☐ Facility/Office Location
- ☐ Other:

☐ Not Applicable - I am an Existing Patient

Comments

[Proceed to next question\(s\)](#)

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The Senior Patient "Myth vs. Reality"



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Myth vs. Reality

Myth #1

"If you've treated one senior, you've treated them all!"

- ☒ Patients can differ from one another by a span of 30 or more years.
- ☒ Younger seniors want wellness information.
- ☒ Older seniors want solid information about surgery and being able to see.

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Myth vs. Reality

Myth #2

"Anyone over 50 believes they are old!"

- ☒ Aging will happen to the other guy.
- ☒ We see ourselves as being young and full of life.
- ☒ Many of us see ourselves as 15 years younger than we are.

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Myth vs. Reality

Myth #3

"Senior activities are limited by health!"

- ☒ Health in the majority of senior population is good.
- ☒ Seniors are active, participatory, and highly social.
- ☒ Seniors are sophisticated consumers.

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Why Seniors Switch Doctors?

**68% of the time
it is due to
staff indifference!**



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Flow and Efficiency Benchmarks

Total Elapsed Time (without dilation)	48.5 - 51 min.
Total Elapsed Time (with dilation)	63.5 - 66.5 min.
Doctor Exam Time (General Ophthalmology)	5 - 8 min.
Doctor Exam Time (Retina and Refractive)	10 - 12 min.

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"A customer is the most important visitor on our premises. He is not dependent on us. We are dependent on him. He is not an interruption on our work. He is the purpose of it. He is not an outsider of our business. He is part of it. We are not doing him a favor by serving him. He is doing us a favor by giving us an opportunity to do so."



Ghandi – 1947

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Opinions can be established within 90 seconds of meeting an individual.



- ✓ Attitude
- ✓ Energy
- ✓ Appearance

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"The leaders who work most effectively, it seems to me, never say "I." And that's not because they have trained themselves not to say "I." They don't think "I." They think "we"; they think "team." They understand their job to be to make the team function. They accept responsibility and don't sidestep it, but "we" gets the credit. This is what creates trust, what enables you to get the task done"



ter Drucker

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Handling Difficult Patients

"A soft answer turneth away wrath ..."

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Difficult Patient Objectives

- Keys to Interacting with Frustrated or Angry Patients.
- Ways to Manage a Patient's Anger.
- Some Difficult Patient – Types and How to Handle Them.
- A Policy for Handling Patient Complaints.

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Difficult Patients ...



Difficult patients can pose an array of challenges. Depending upon the patient, you may have to address his or her anger, non-compliance to a postoperative regimen or his or her unrealistic expectations in regard to services provided by the practice.

32

Difficult Patients ...



Difficult patients are challenging enough but when the difficult patient is also a postoperative patient, the challenge becomes a medical-legal risk.

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Difficult Patients ...



Difficult patients are not difficult because they have special medical needs. They are difficult because they challenge our defenses, stretch our tolerance and patience, or demand much more of our time than we can give.

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Difficult Patients ...

- Taking on a difficult patient can spiral into a battle of wills and wits that you are destined to lose. That is why it is necessary to understand your own limitations and personality.
- You have to manage your emotions and be as professional and calm as possible, regardless of what your patient says or does.
- It is important to avoid emotion that clouds your judgment and over-personalizes your interaction with the patient. This takes practice and a willingness to learn from mistakes.

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Anger Must be Acknowledged

Do not ignore anger or tiptoe around it.

There is something known as the communication chain ... when people communicate, they expect the person or persons they are communicating with to respond or react.



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Anger Must be Acknowledged

Do not ignore anger or tiptoe around it.

- If a patient expresses anger and we fail to respond to it, the communication chain is broken and the patient feels like they are not getting through, that you are not listening.
- You can keep your angry patients from getting angrier by acknowledging their anger and responding to it.
- You can respond to anger with a statement like, "Clearly you're upset and I want you to know that getting to the bottom of this is just as important to me as it is to you."

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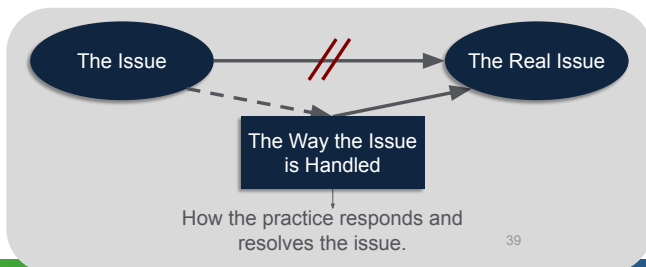


**Problem
Solve**

38

"The Issue is Not the Issue..."

- In conflict situations, the issue at hand is not usually the "real" issue.
- The way the issue is handled becomes the real issue.
- What does matter is how the practice responds and resolves the issue. That becomes the *real* issue.



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Ventilation is Crucial

- An angry patient can be compared to an erupting volcano. When a volcano is erupting, there is nothing you can do about it.
- When a patient is angry, they must experience and express their anger... through venting. *We should not interrupt them or tell them to "calm down."* A volcano erupts and eventually subsides. Your angry patient will vent and eventually calm down.



When you're dealing with an angry patient, make sure you acknowledge their anger, allow the patient to vent, and carefully handle the issue with diplomacy and tact.

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Handling Complaints

- Notify the staff member responsible for complaints.
- Take the patient to a private area of the practice (if the complaint is provided verbally).
- Listen carefully to the patient, take notes, and repeat the key messages to ensure that the complaint is understood.
- Assure the patient that the complaint will be taken seriously and thoroughly investigated.
- Document the complaint in a memorandum or file note format and place a copy in the patient's health record.

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Handling Complaints

- Record in the complaint log.
- Provide the patient with updates during the investigation to assure them the matter has not been overlooked.
- Decide an action appropriate remedy, and notify the patient verbally and in writing.
- Record all contact with the patient including written responses in their health record.
- Hold a practice meeting to review the case and to see if it could have been prevented.

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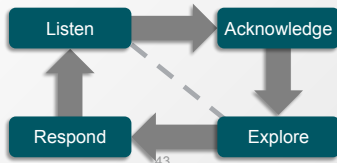
Objection Handling

Be prepared to listen

- Listen to what they are saying, not what you are thinking.
- Exercise:
 - L [listen]
 - A [acknowledge]
 - E [explore]
 - R [respond]

L-A-E-R Will:

- Initiate bonding process.
- Diffuse anger.
- Handle objections.
- Help you identify the true problem.



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Telephone Skills



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How to Take Calls Successfully

In all successful telephone calls, the following steps will be followed:

- 1 Be friendly, answering the phone in a receptive and open way, even though you may be in a rush.
- 2 Answer the phone as quickly as possible, and apologize to the caller for not getting to the phone sooner (if necessary).
- 3 Greet the caller, giving them your name and the name of the practice, then offer assistance.

95% Patient's contact with the practice takes place over the telephone.



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How to Take Calls Successfully

In all successful telephone calls, the following steps will be followed:

- 4 Help the caller explain the reason for his/her call, politely yet efficiently finding out why the caller was calling.
- 5 Offer an alternate solution to the caller's problem, if necessary, since you may not be able to help the caller immediately yourself - take down the caller's name and number!
- 6 Summarize the call, restating what was discussed, i.e. "Ok, Mrs. Smith, we have you scheduled for the Monroe office to see Dr. Baron on June 18th at 9:30 am, is that correct?"

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First Impressions

How long does it take a person to decide whether they like you or not?

15 seconds



This perception of you relates directly to your office!

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Voice Characteristics

- Caller should imagine you as smiling.
- Pitch – vary your tone.
- Say each word distinctly – be clear and concise.
- Pace your speech to ensure your message is audible.



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Phone Scripts

TELEPHONE TRAINING SCRIPT

Staff Member: "Hello Mr./Mrs. _____ My name is _____ and I am calling from Dr. _____'s office. How are you today?"

(Always listen closely to their response as it tells you a lot about their mood. Try to match your mood, tone of voice, and speed of speech to theirs. Up, down, high-low, slow-fast, whatever the tone may be. Listen closely to their personality. Are they carefree or serious, concerned or interested? In order to be an effective speaker we must first be an effective listener.)

Patient: "I'm doing fine, how are you?"

Staff Member: "I'm fine and thanks for asking."

(See if the patient makes any comments about their eyes or the doctor. If they do, listen and comment accordingly, but find a way to segue into the script.)

Staff Member: "The reason I'm calling is, Dr. _____ was looking at your chart and he personally asked me to call to let you know it's time for you to come in and have him look at your eyes. You may be a candidate for a new dry eye treatment program."

Rebutals

Patient: "My eyes are fine."

Staff Member: "As the doctor mentioned to you on your last visit, he thought it would be important to re-evaluate your dry eye condition. Also, since your last visit, there are some new medications and treatment that could help your dry eye problem."

Patient: "Well, honestly, since I saw Dr. _____ last time, I went to see another doctor about my eyes."

Staff Member: "Was the new doctor able to fix your dry eye problem?"

Patient: "If the answer is no or not really..."

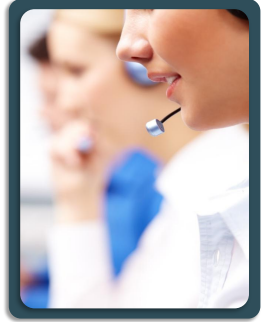
Staff Member: "Could we make an appointment with him/her to see if we could be of assistance?"

Patient: "If yes..."

Staff Member: "Well, we're glad you're doing better. What I'm going to do is put your name on our reminder list. You will receive a card reminding you of your next regular eye examination, would that be okay?"

Patient: "I have to babysit my grandchild."

Staff Member: "We have flexible appointment times." (Offer two or three different appointment times to see if one is convenient for the patient.) If one of the appointment times is not convenient, ask the patient if you can call back in two weeks to make an appointment. Then put the information in your tracking system.



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Final Thoughts ...

- The success of a practice depends on its patients, they will not return unless they are treated professionally and courteously.
- Anyone working directly with patients occupies a position of trust.
- Practices with reputations for outstanding service were built by staff like you.



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**Thank
You!**



The Leader in Optometric Therapeutics

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