Figure 1-1
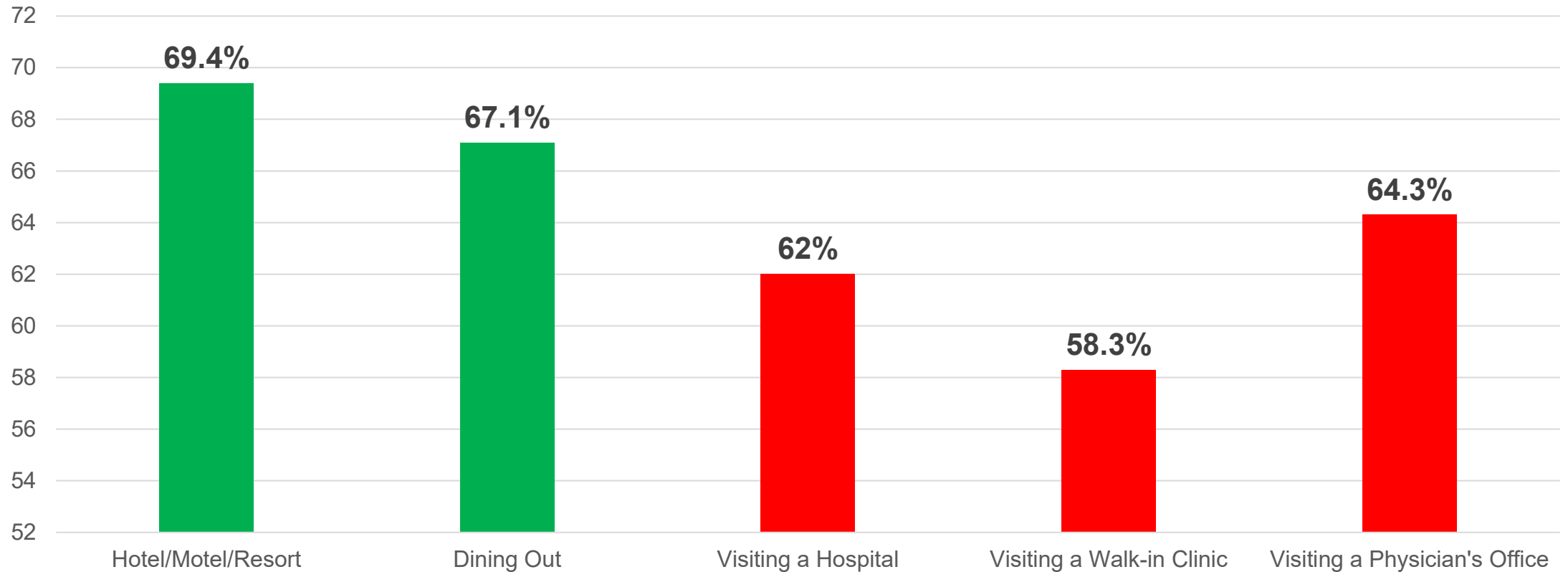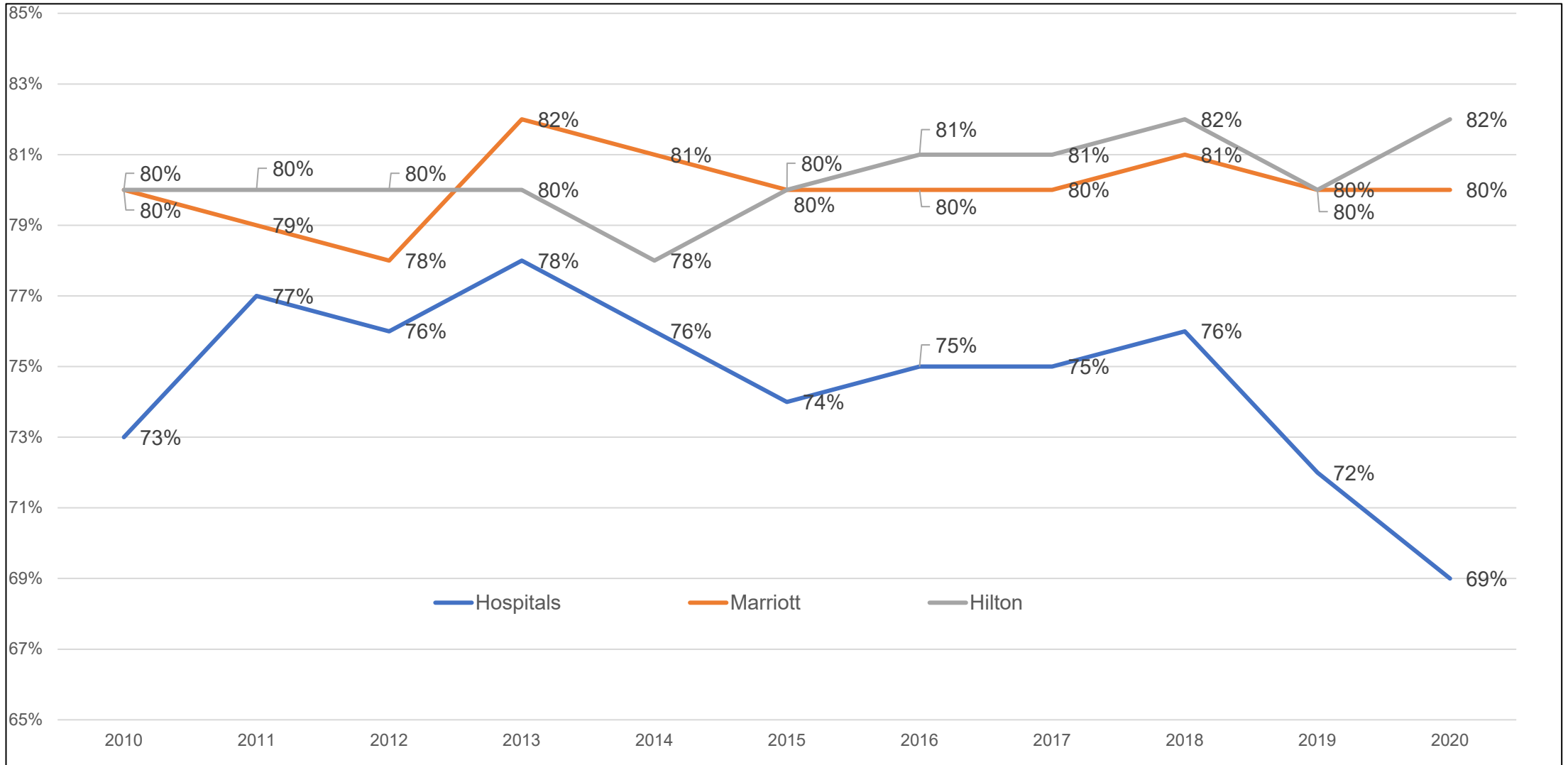**% Agree:**
"I am generally satisfied with the overall experience
I have with the providers I visit/use"
(Top three box rating on a 10-point scale)*
n = 1200

69.4%

67.1%

64.3%

62%

58.3%

Hotel/Motel/Resort

Dining Out

Visiting a Hospital

Visiting a Walk-in Clinic

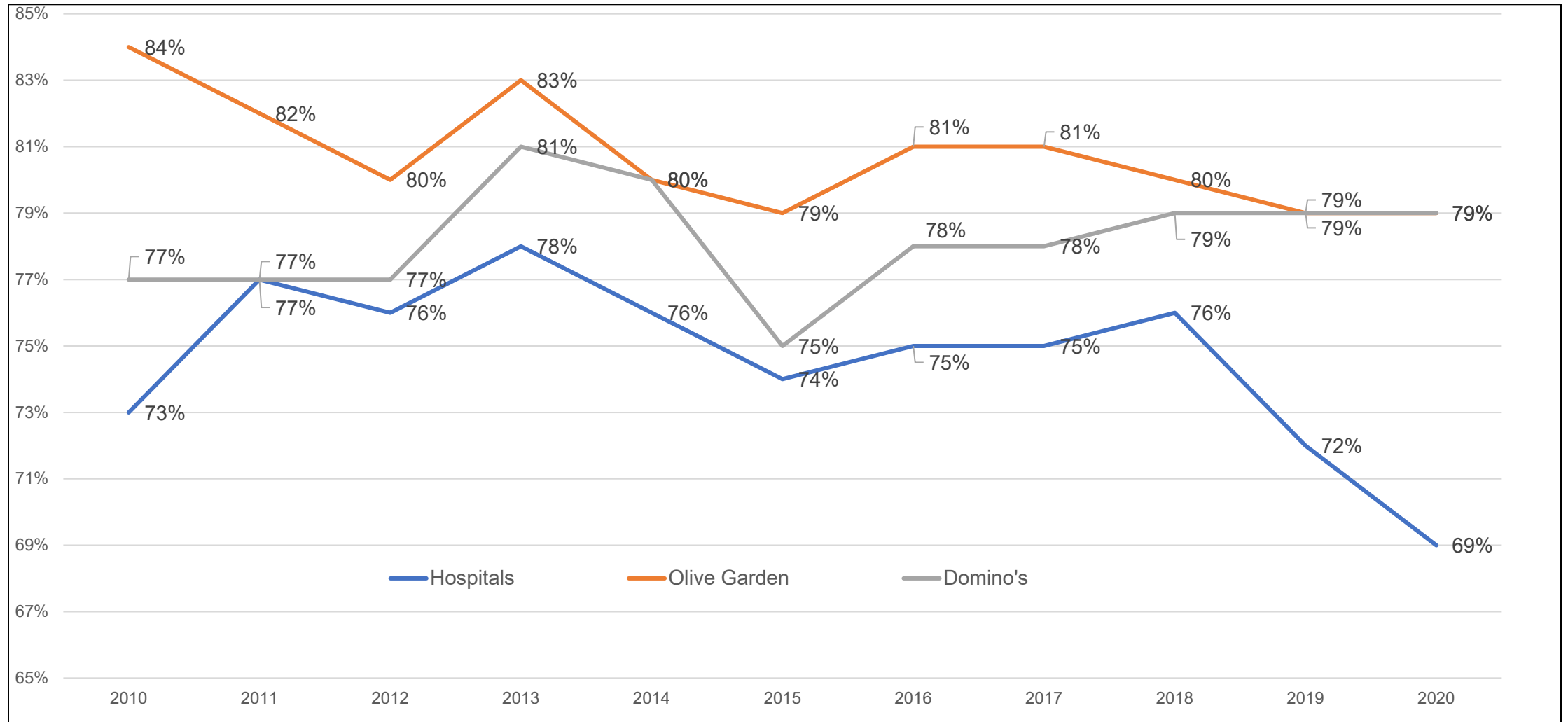Visiting a Physician's Office

*Red bar denotes a statistically significant difference from "Hotel/Motel/Resort" rating @95%.

Figure 1-2

Source: American Customer Satisfaction Index.

Figure 1-3
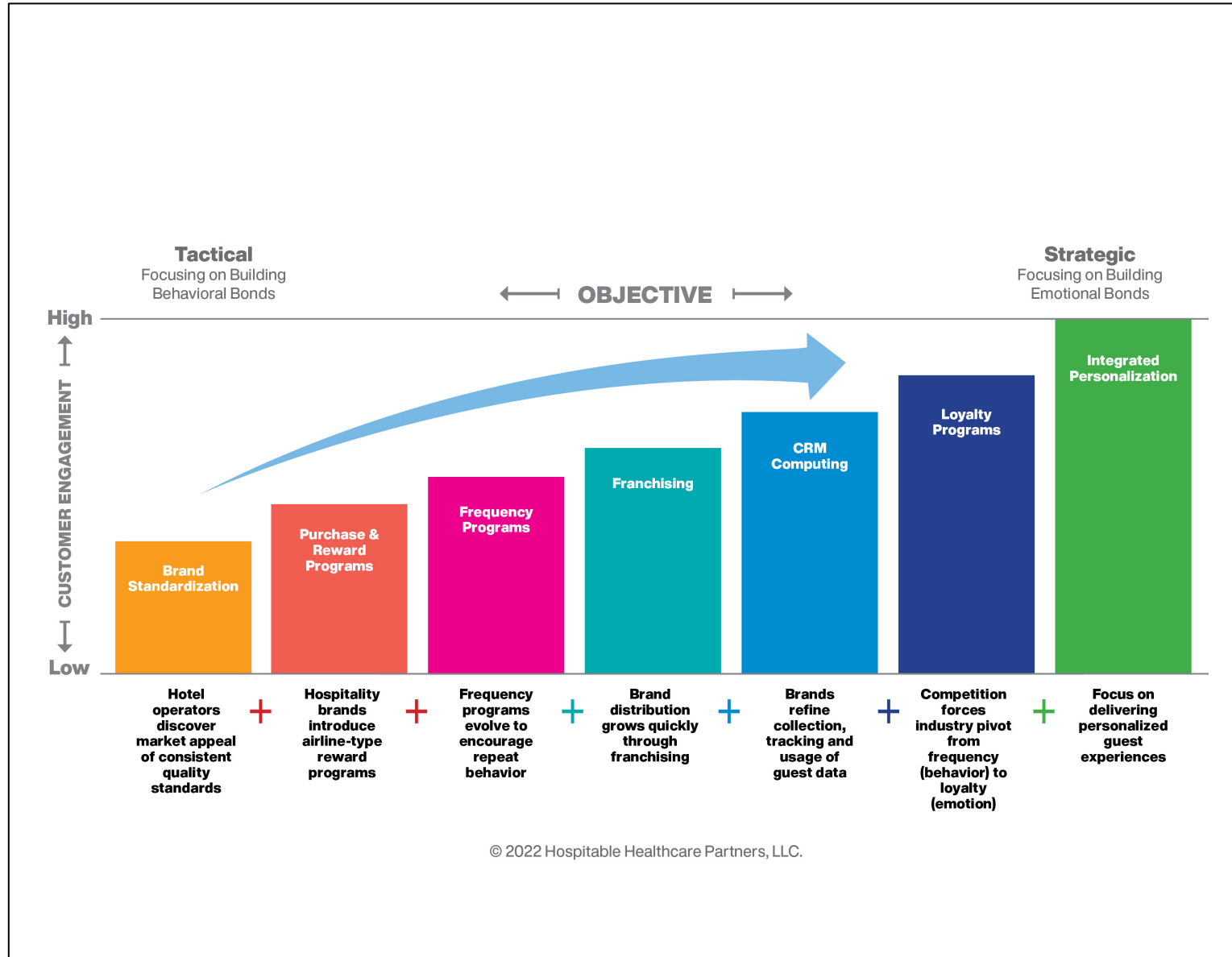
Source: American Customer Satisfaction Index.

Figure 1-4

Figure 1-5

Service Product

Service Delivery

Physical Product

Service Environment

Figure 1-6

CUSTOMER

Overall Customers' Wants → Service Processes Customers Want → Employee Interactions Customers Want → Impression Customers Develop Based Upon Firm's Communication Mix → Perception of Service Delivered

GAP 1   GAP 2   GAP 3   GAP 4   GAP 5

COMPANY

Firm's Belief about Customers' Wants → Service Processes Designed around Firm's Needs → Firm's Delivery of Employee Interactions → What the Firm Actually Delivers → Actual Service Delivered

Figure 1-7

Price

Personal Significance of Decision

Prior Experience with the Service

Availability / Exclusivity

Media Messaging

Word of Mouth (WOM)

Published Customer Ratings

Brand / Name Recognition

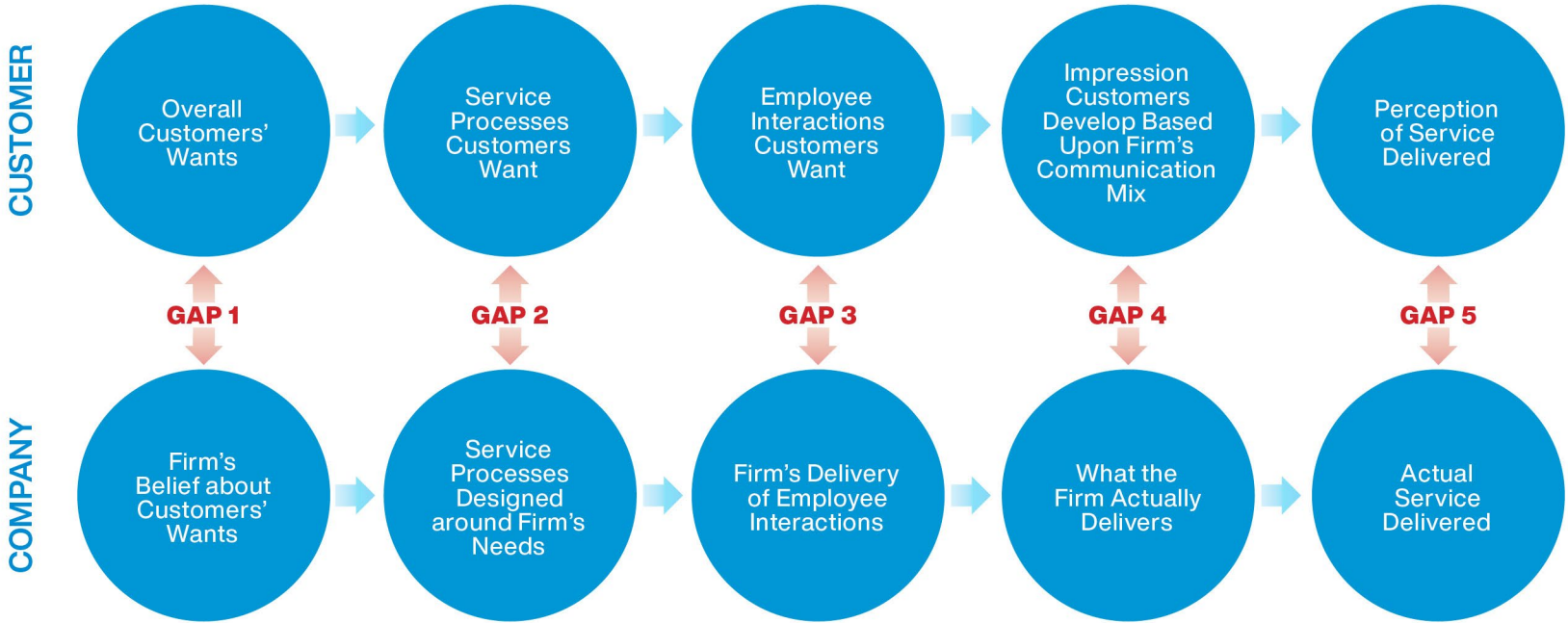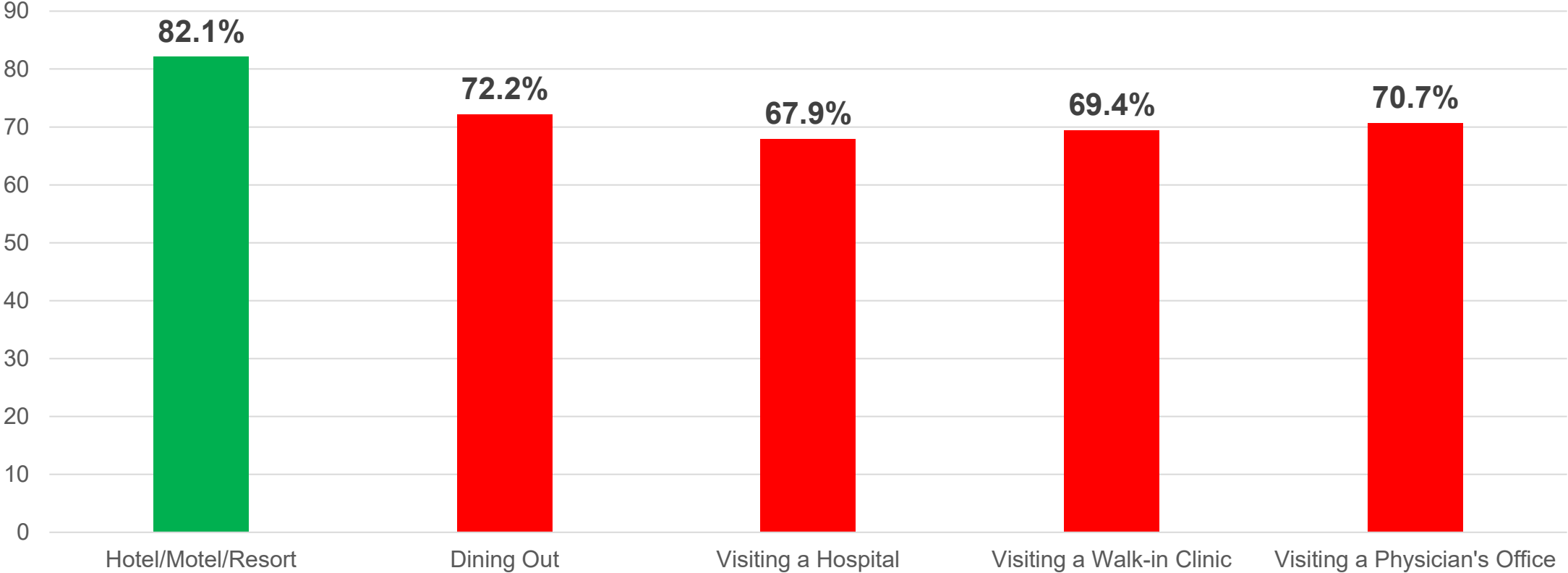Prior Experience with the Brand

CUSTOMER EXPECTATIONS

Figure 2-1
% Agree:
"Importance of knowing how much I have to pay
for the service before I receive it"
(Top three box rating on a 10-point scale)*
n = 1200

*Red bar denotes a statistically significant difference from "Hotel/Motel/Resort" rating @95%.

Figure 2-2
% Agree:
"The invoice/bill I receive is consistent with my expectations"
(Top three box rating on a 10-point scale)*
n = 1200
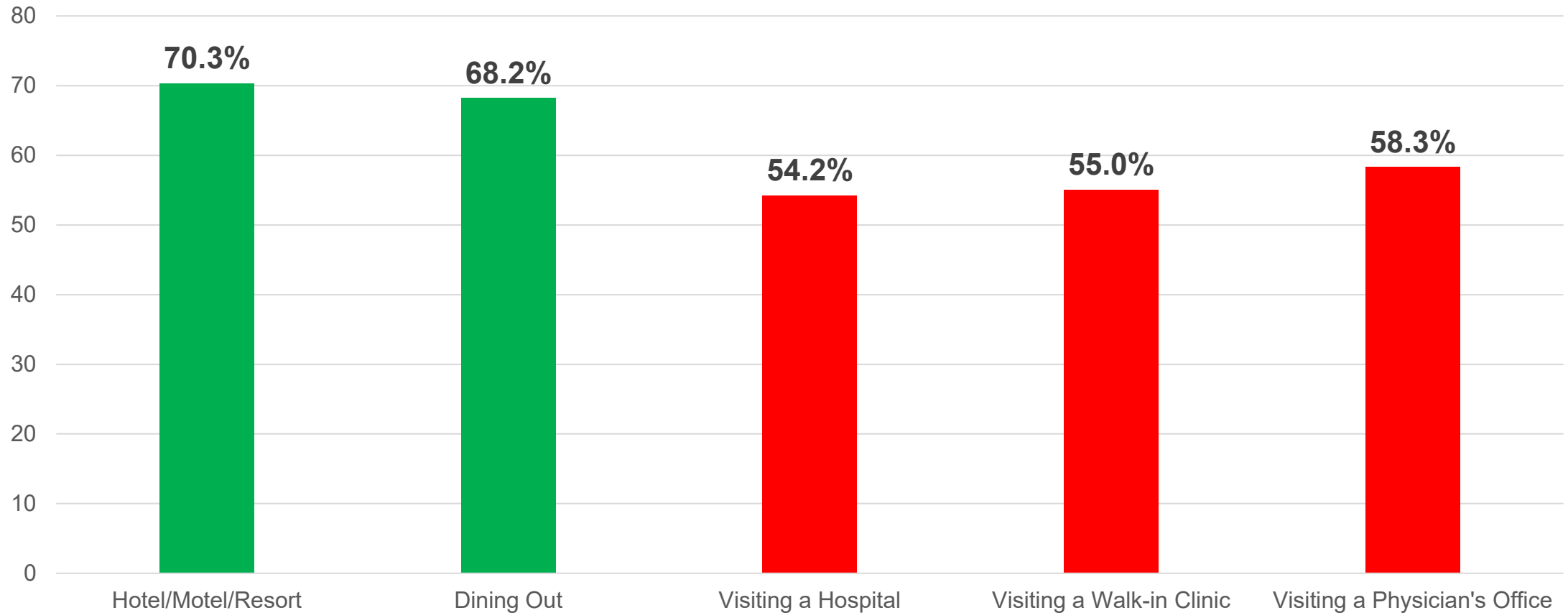
*Red bar denotes a statistically significant difference from "Hotel/Motel/Resort" rating @95%.

Figure 2-3

Pre-Purchase | Post-Purchase

NEED IDENTIFICATION

AWARENESS / SEARCH

CONSIDERATION SET

FILTERS

MOMENT of TRUTH

1
2
3
4
5

SATISFACTION

5a

6

REPEAT PURCHASE

POSITIVE WOM

7

DISSATISFACTION

5b

COMPLAIN

5c

SWITCH

5d

NEGATIVE WOM

5e

complaint handled properly
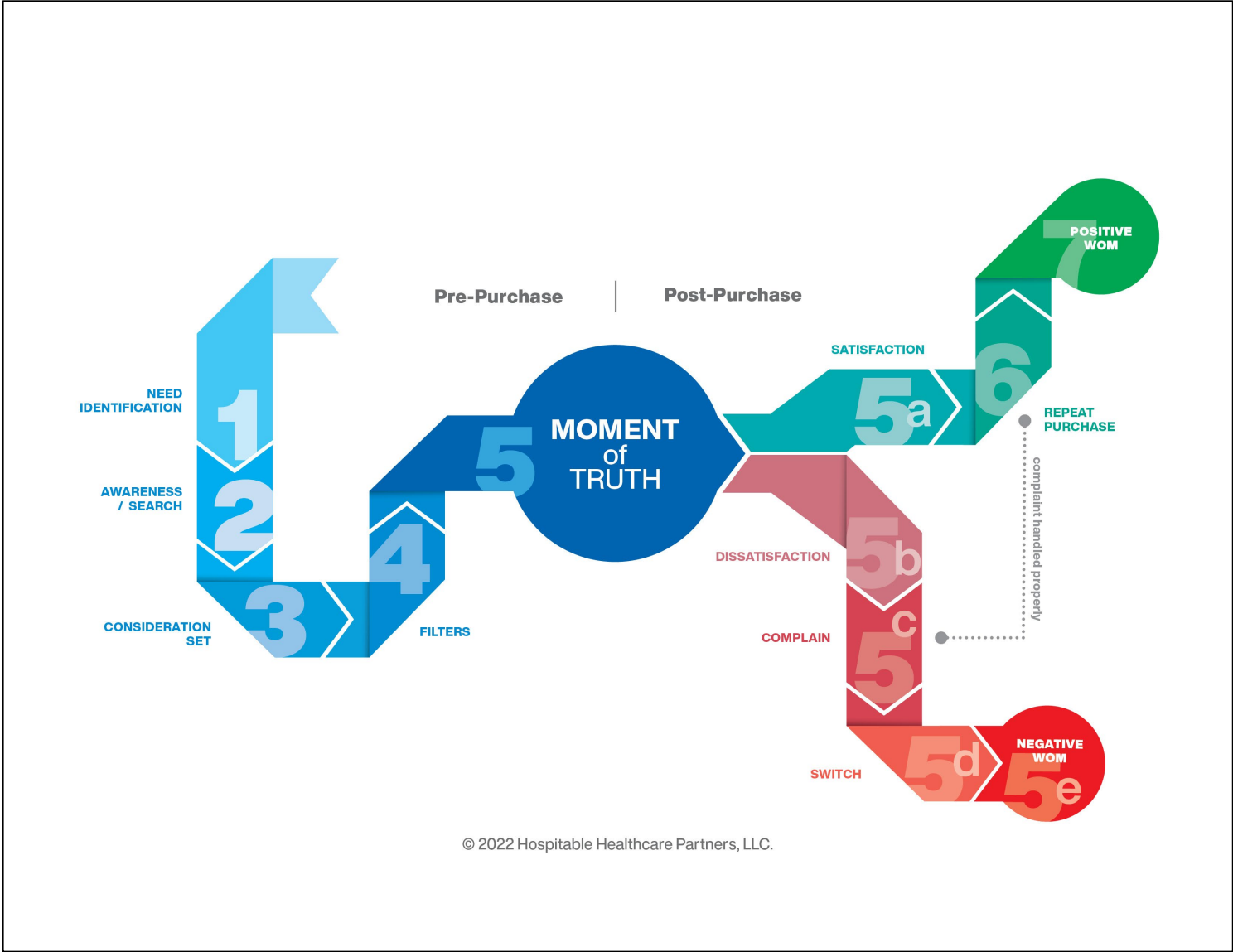
© 2022 Hospitable Healthcare Partners, LLC.

Figure 2-4
Weighted Average Hours Spent Searching For Select Services Online
n = 1200

Category	Hours
Planning A Vacation	6.9
Selecting Physician For Major Procedure	5.3
Selecting Physician For Common Procedure	4.7
Selecting Hotel/Resort For Leisure Trip	4
Selecting Restaurant For Luncheon Or Dinner	2.7

Figure 2-5

The PAEER Model™
THE PRINCIPLES OF HOSPITALITY APPLIED TO HEALTHCARE

1. PREPARE   3. ENGAGE   5. REWARD

CURRENT STATE   END STATE

2. ANTICIPATE   4. EVALUATE

© 2022 Hospitable Healthcare Partners, LLC.

Figure 3-1
% Agree:
"The provider knows my preferences"
(Top three box rating on a 10-point scale)*
n = 1200
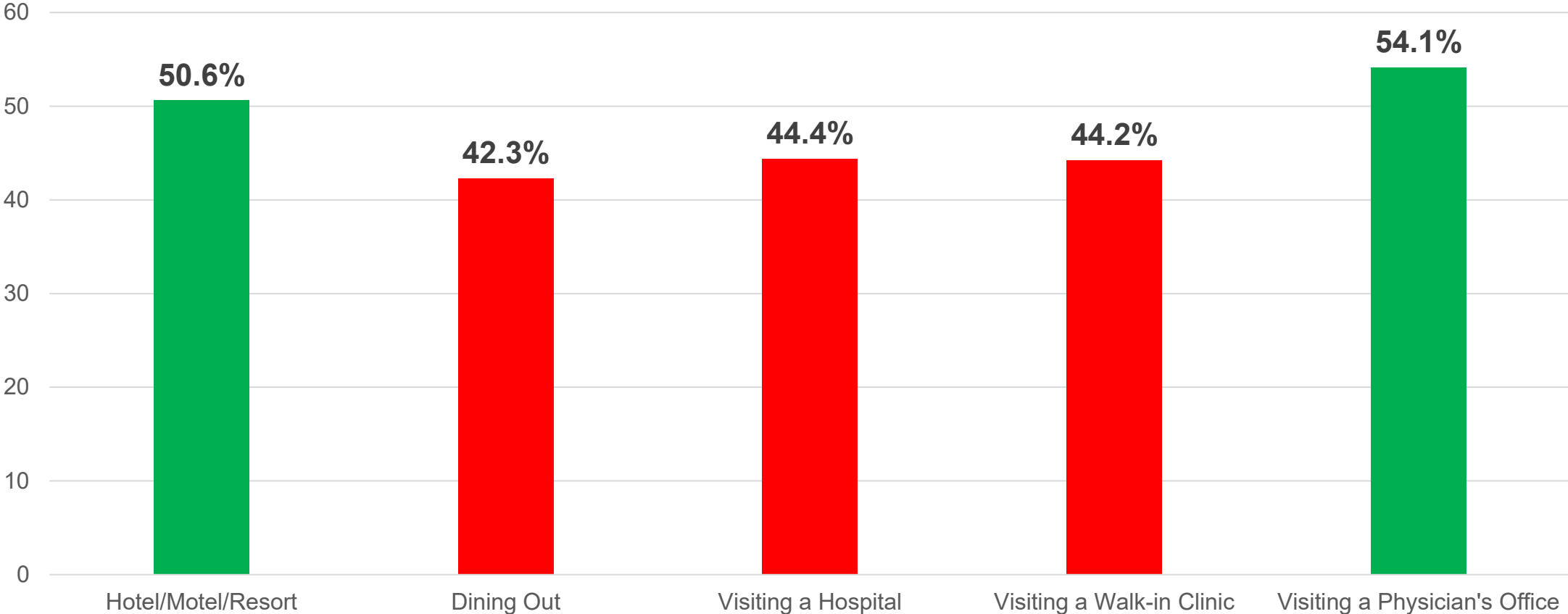
50.6%

54.1%

42.3%

44.4%

44.2%

60

50

40

30

20

10

0

Hotel/Motel/Resort

Dining Out

Visiting a Hospital

Visiting a Walk-in Clinic

Visiting a Physician's Office

*Red bar denotes a statistically significant difference from "Hotel/Motel/Resort" rating @95%.

Table 3-1

1	**Provide the patient with information necessary to ensure a smooth appointment process (an example of Assurance).**
2	**Foster a welcoming environment as soon as patient walks into CT 7th Floor-Mays Clinic and emphasize communication between the front desk and the patients (an example of Empathy).**
3	**Provide patients with the option of obtaining a pager and guarantee the paging system will be accountable and effective (an example of Tangible).**
4	**Alert the manager of any incidents/complaints.**
5	**Wear the Anderson Care button and carrying the Anderson Care trifolds (please see end of this chapter for an example of MD Anderson Care) (examples of Tangible and Reliability).**
6	**Follow the same tactics when talking with a patient over the phone (an examples of Responsiveness, Reliability, Empathy, Assurance).**
7	**Remember: You are the face of Mays Clinic CT -7TH Floor!!**

Table 3-2

1	**Utilize the "Anderson Care Greeting Acronym" with every patient and caregiver (examples of Empathy, Assurance).**
2	**Politely educate the patient to respect the privacy line within the new rope barrier system (examples of Empathy and Reliability).**
3	**Follow the "Reception Area Checklist" and cover each item on the checklist (examples of Reliability, Assurance, Empathy, Responsiveness).**

4	**Provide patients and caregivers with the following patient-related documents. The purpose of these documents is to provide more information to improve the patient experience: (examples of Assurance, Responsiveness and Tangibility)**
	    a. CT Journey
	    b. While You are Waiting
	    c. After Your Procedure Dining & Transportation Options

5	**Utilize the Glitch Report (form that details service failures) in case of an incident/complaint and email report to the manager. This will prevent the same incident from occurring again (an example of Reliability).**

6	**Utilize the pager system and ensure proper accounting of the pagers to guarantee their availability during the day. Both the front desk personnel and the nursing staff will oversee making the paging system process successful. To accomplish this, the "Paging Guidelines" listed below must be followed: (examples of Reliability, Assurance, Responsiveness).**
	    a. When patient requests to leave the waiting area, hand patient a pager
	    b. Record the Date, Patient's MRN, Name and Phone Number, Time Out, and Given By boxes in the Ready Call Pager Log sheet when handing out a pager.
	    c. Ask for the patient's phone number as another way to reach them.
	    d. Inform the patient that when the pager "goes off" they must return to the front desk with the device. Instruct them that a nurse will take them to the next step of their appointment.
	    e. When the time has come for the patient's appointment, activate the pager to call the patient.

Figure 4-1

Courtesy of Inn at the Market, Seattle.

Figure 4-2
% Agree:
"The arrival environment is welcoming"
(Top three box rating on a 10-point scale)*
n = 1200
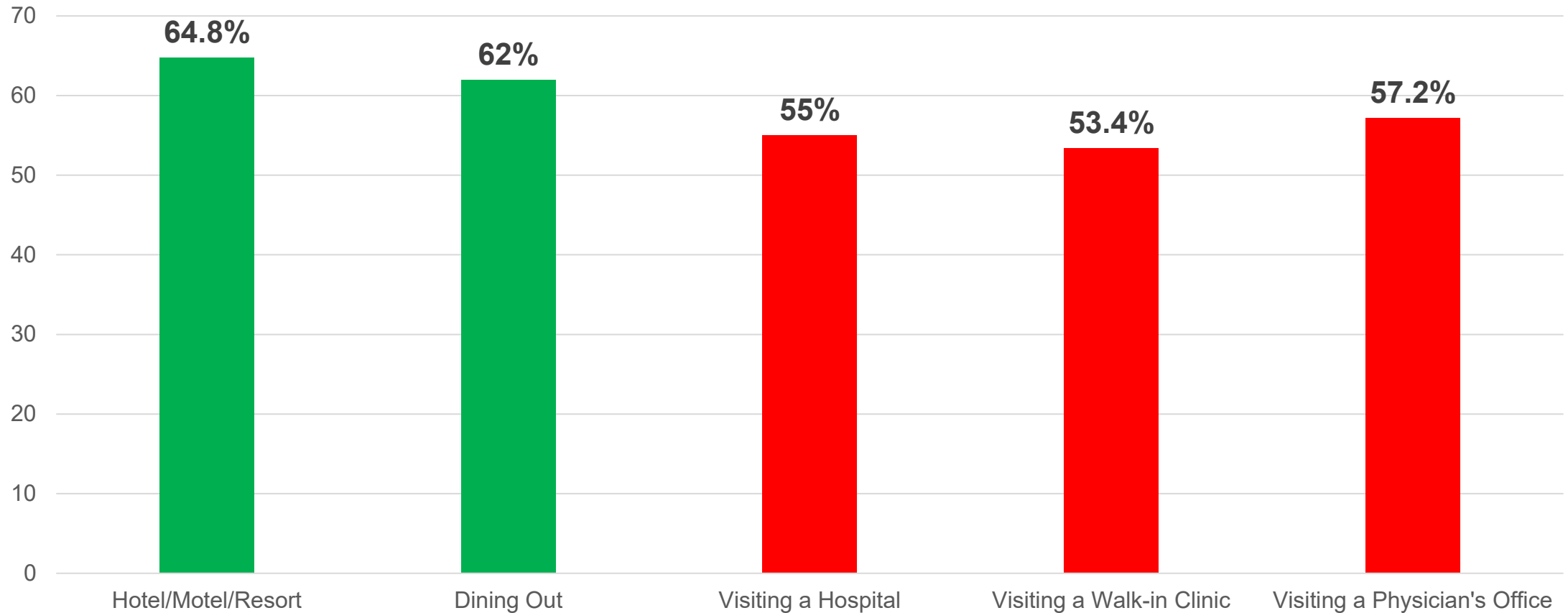
*Red bar denotes a statistically significant difference from "Hotel/Motel/Resort" rating @95%.

Figure 4-3

The Ray Hotel Lobby, Delray Beach, FL. Courtesy of Skyline Art.

Figure 4-4

Lobby of the Torrance Medical Center. Courtesy of Torrance Medical Center.

Figure 4-5

The Lobby of Hospitality Hall, University of Nevada, Las Vegas. Courtesy of University of Nevada, Las Vegas.

Figure 4-6
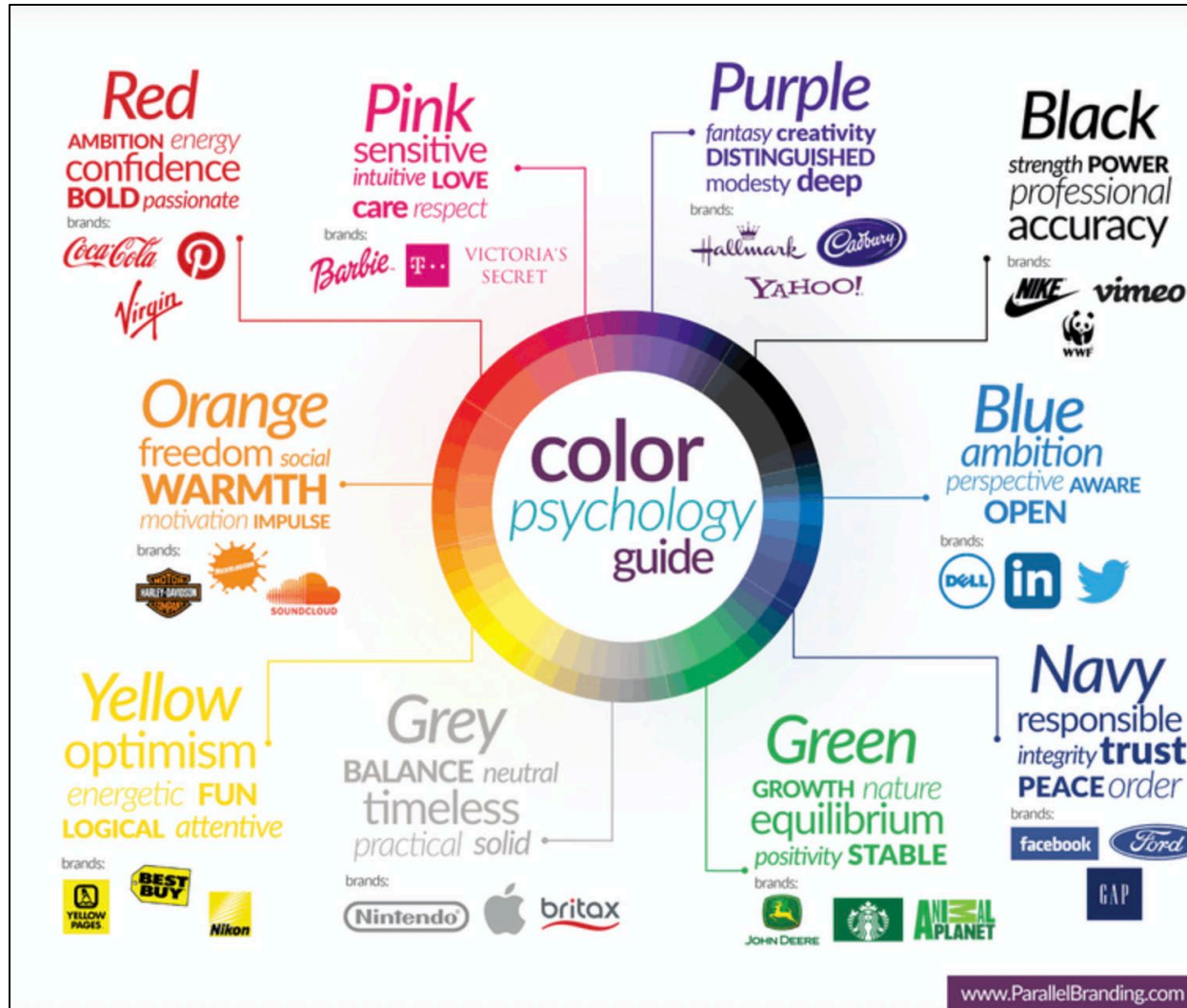
The Color Psychology Guide. Courtesy of Simexa,

Figure 4-7

Nancy Fried Pritzker Psychiatry Building, University of California, San Francisco

Figure 4-8

Nancy Fried Pritzker Psychiatry Building, University of California, San Francisco

Figure 4-9

Orbitofrontal Cortex:
Decision making
and emotional
processing

Thalamus

Olfactory
Bulb

Olfactory
Tract

SCENT

Instead of proceeding
directly to the thalamus
like other sensory systems,
scent signals first travel to
brain regions that process
emotions and memory

Amygdala:
Basic emotions

Entorhinal Cortex
and Hippocampus:
Memory
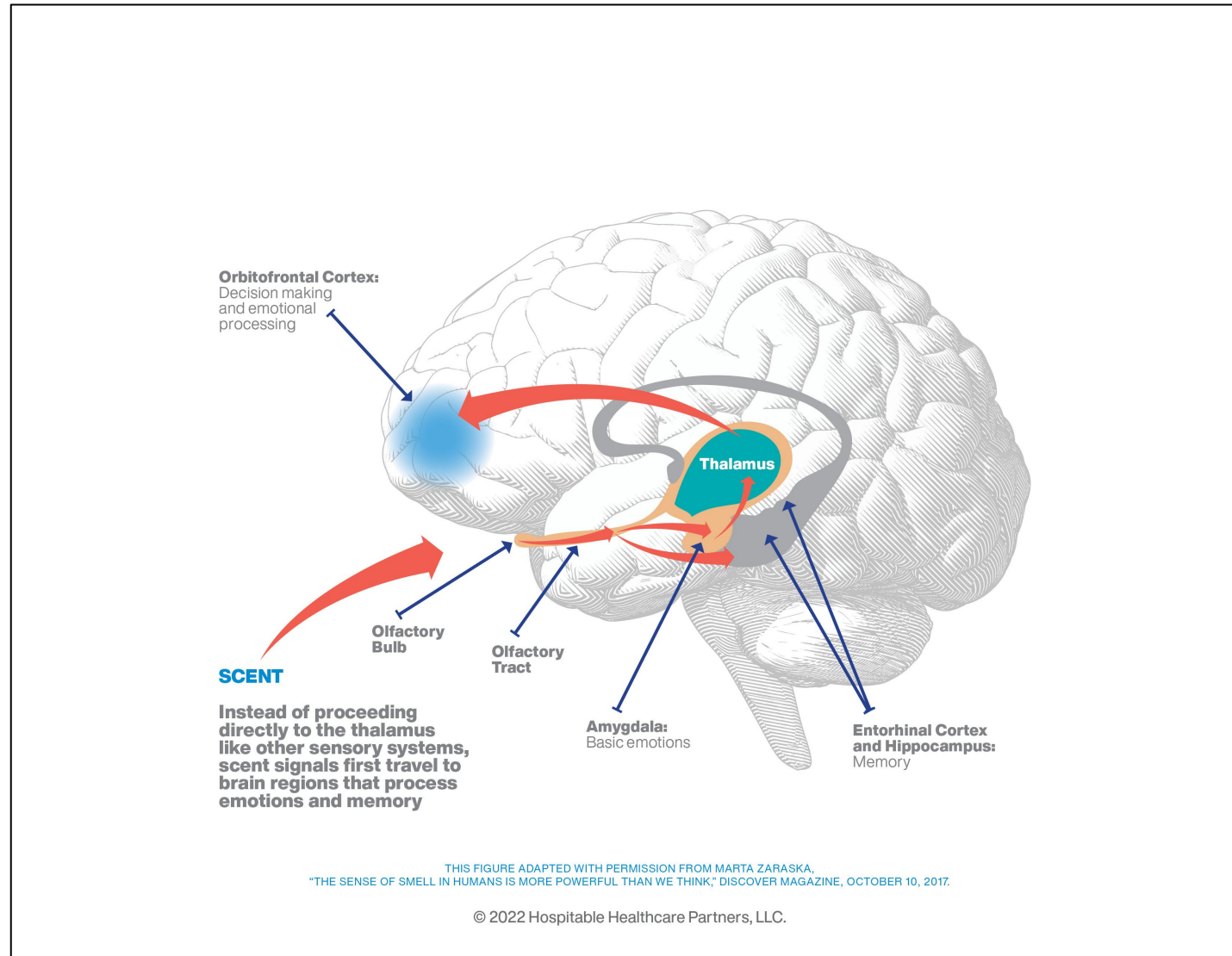
Figure 4-10

Figure 5-1
% Agree:
"The check in process Is easy"
(Top three box rating on a 10-point scale)*
n = 1200
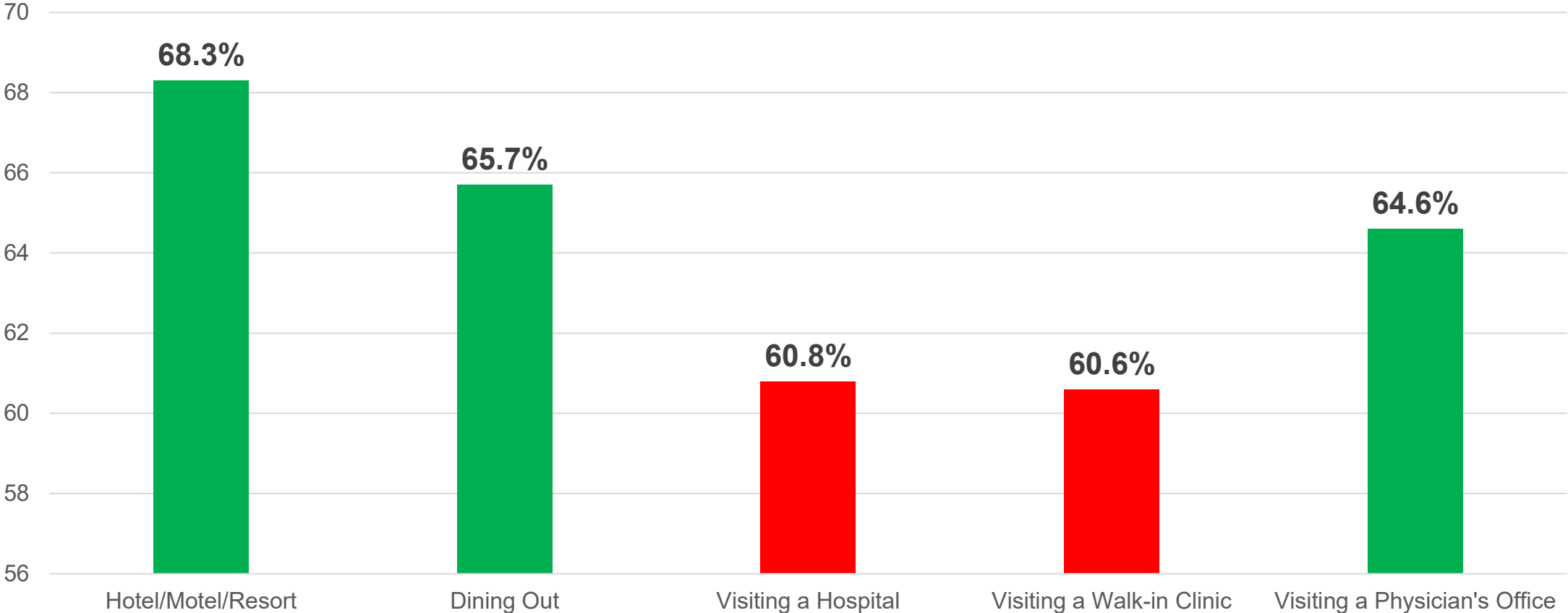
*Red bar denotes a statistically significant difference from "Hotel/Motel/Resort" rating @95%.

Figure 5-2
% Agree:
"The people I interact with make me feel welcomed"
(Top three box rating on a 10-point scale)*
n = 1200
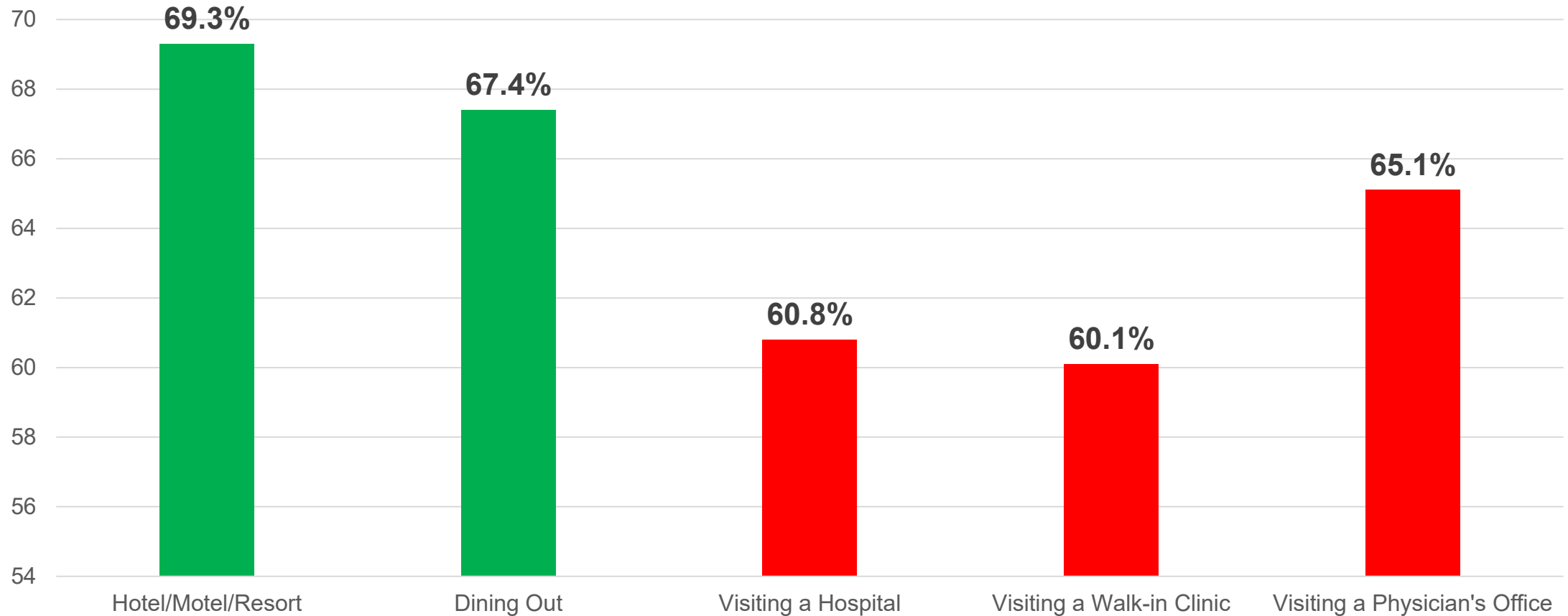
*Red bar denotes a statistically significant difference from "Hotel/Motel/Resort" rating @95%.

Figure 5-3
% Agree:
"I ask questions about things I don't understand"
(Top three box rating on a 10-point scale)*
n = 1200
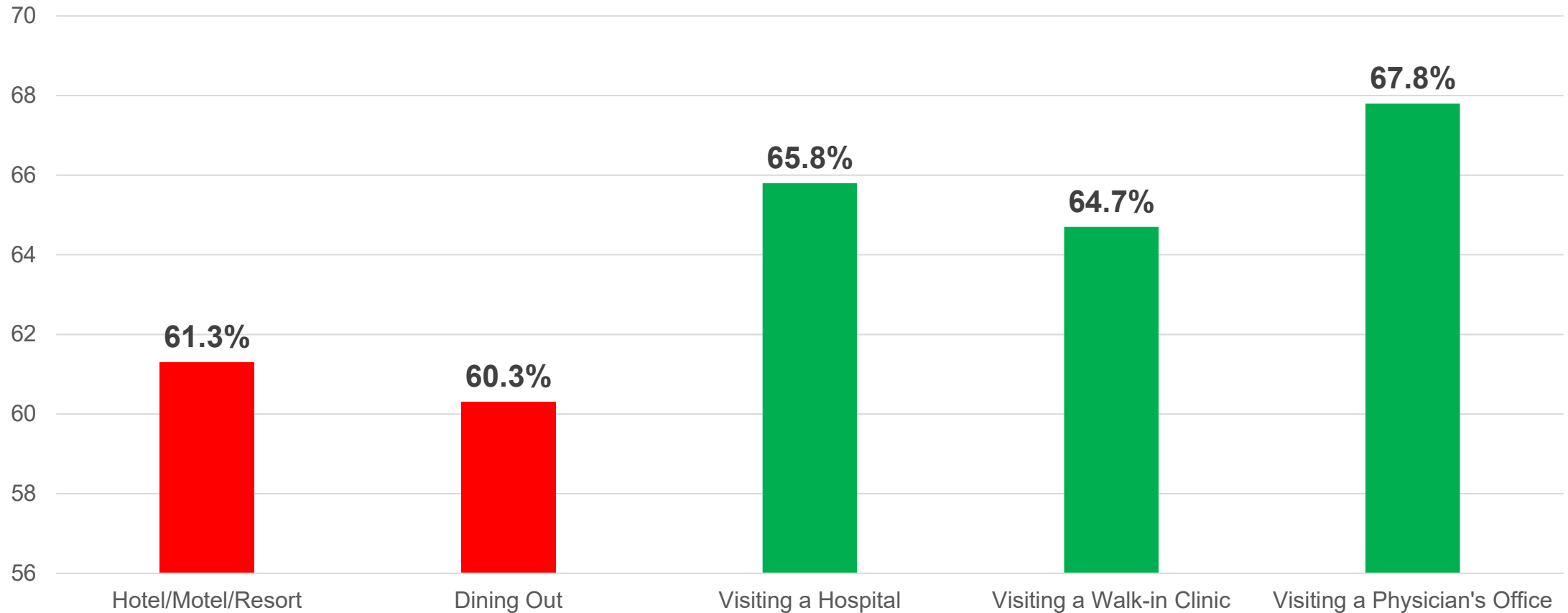
*Red bar denotes a statistically significant difference from "Hotel/Motel/Resort" rating @95%.
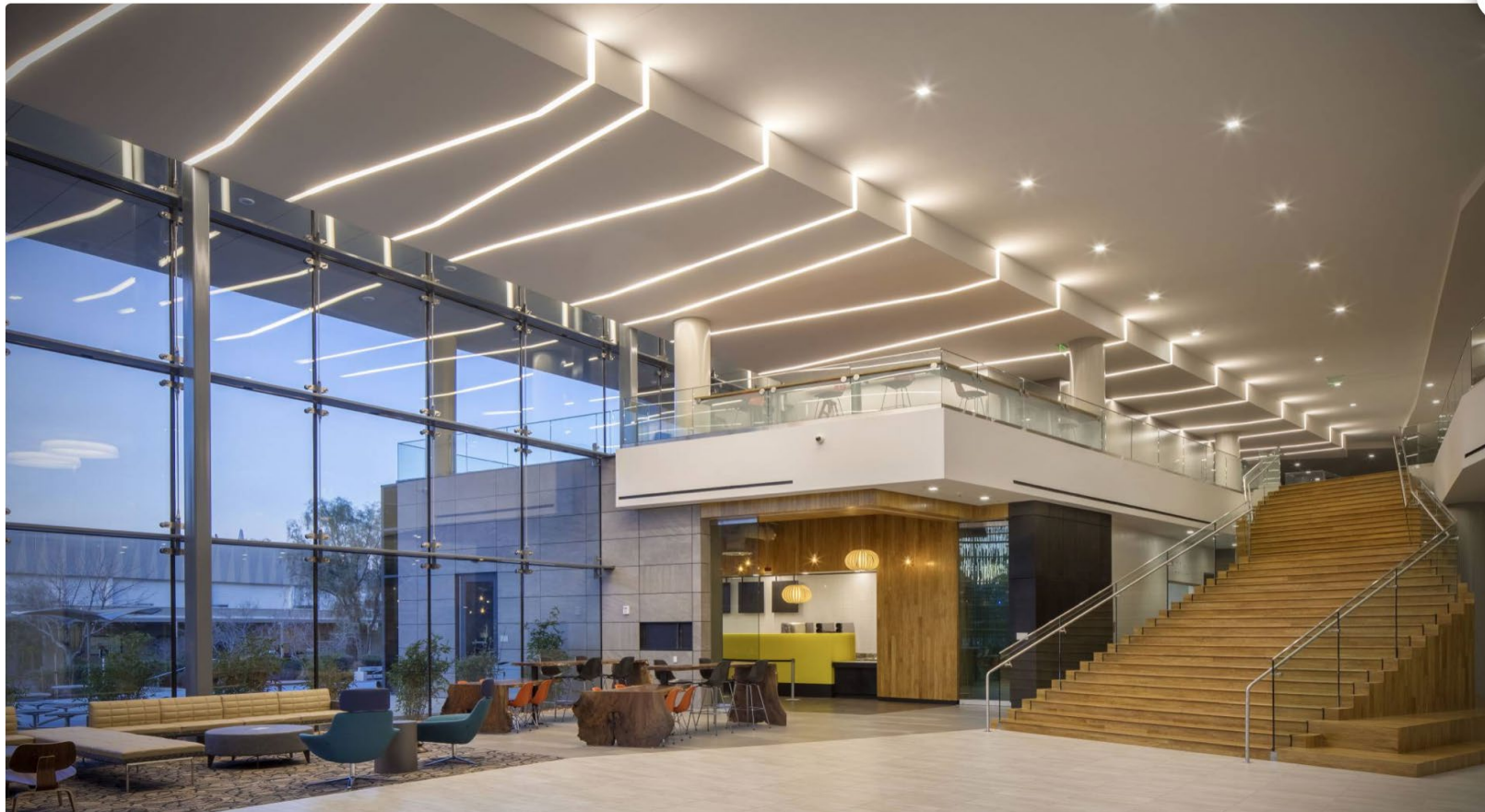
Figure 6-1
% Agree:
"I review comments on social media about providers
I am planning to visit/use"
(Top three box rating on a 10-point scale)*
n = 1200
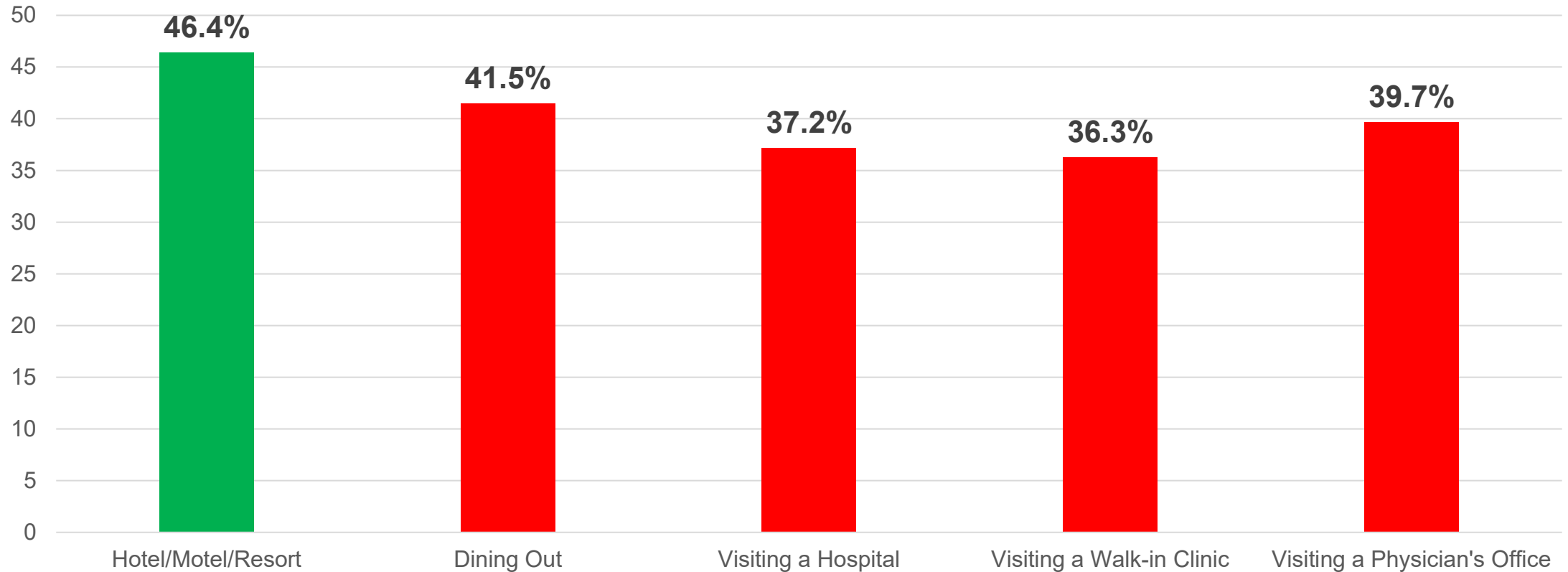
*Red bar denotes a statistically significant difference from "Hotel/Motel/Resort" rating @95%.

Figure 6-2
% Agree:
"The provider asks for feedback about my experience after I leave"
(Top three box rating on a 10-point scale)*
n = 1200
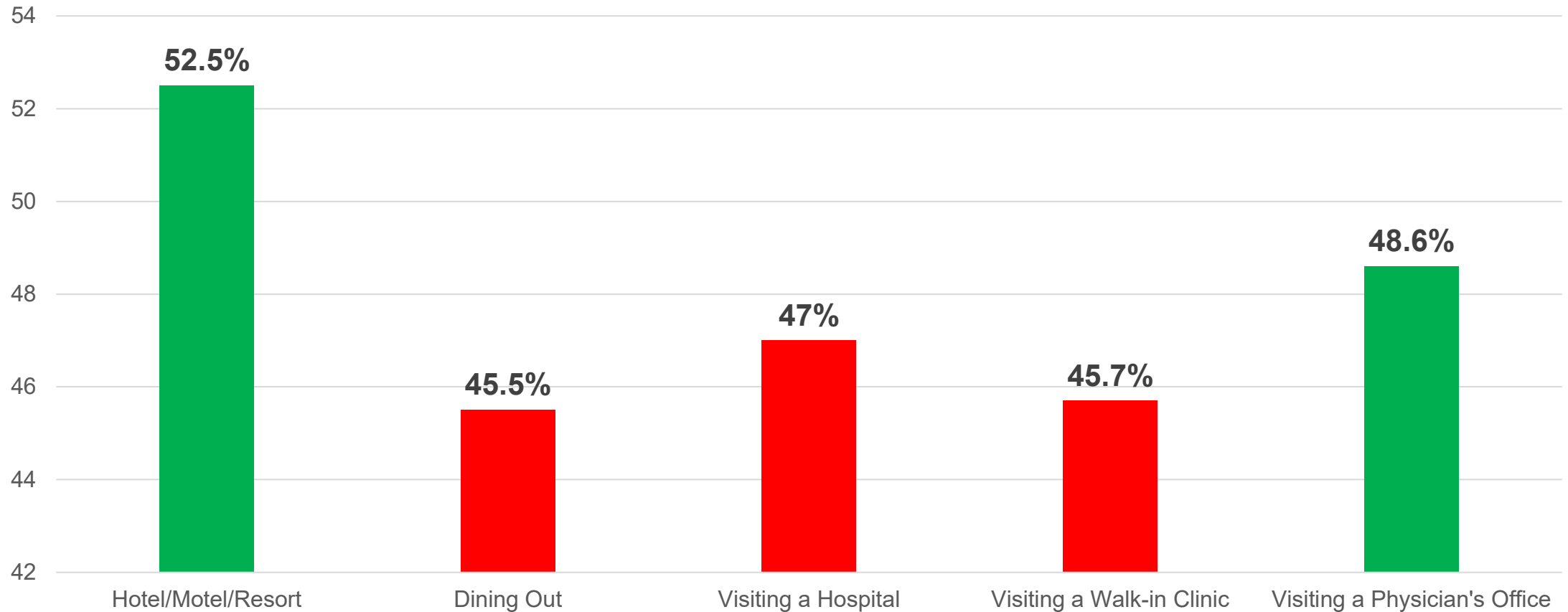
Hotel/Motel/Resort — 52.5%
Dining Out — 45.5%
Visiting a Hospital — 47%
Visiting a Walk-in Clinic — 45.7%
Visiting a Physician's Office — 48.6%

*Red bar denotes a statistically significant difference from "Hotel/Motel/Resort" rating @95%.

Figure 6-3
% Agree:
"It's easy to resolve disputes I have about the
value of the service I received"
(Top three box rating on a 10-point scale)*
n = 1200
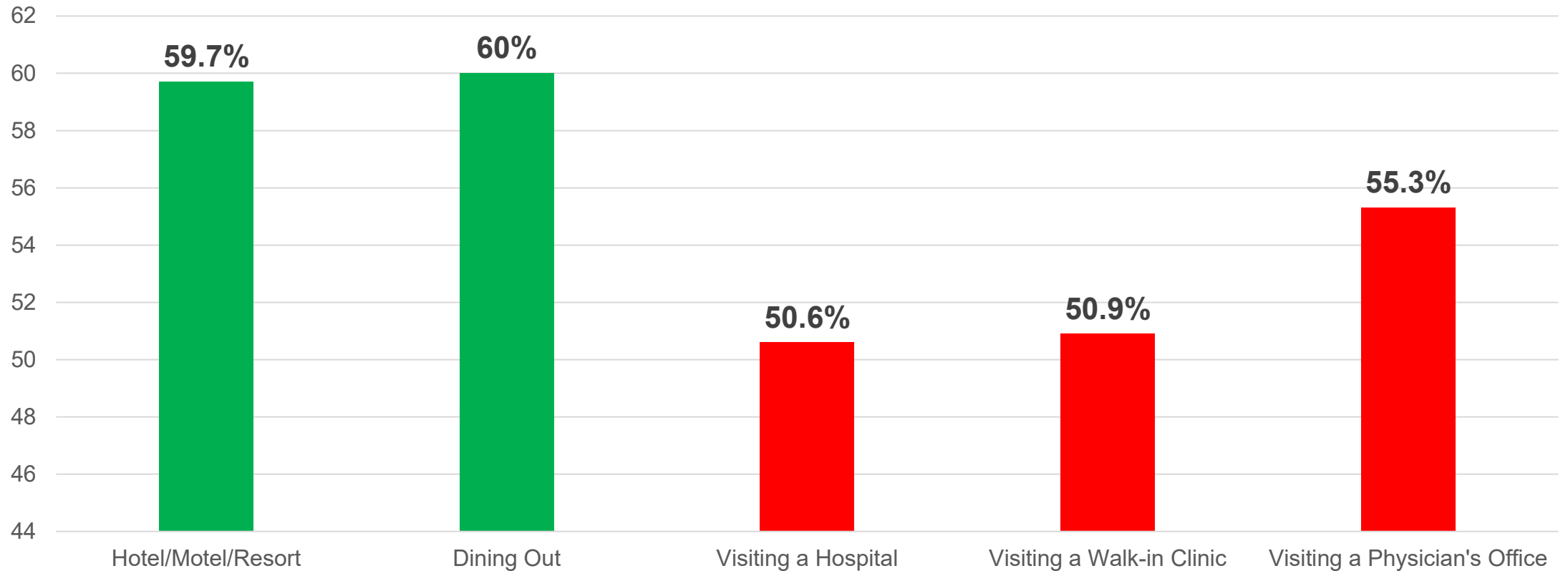
*Red bar denotes a statistically significant difference from "Hotel/Motel/Resort" rating @95%.

Figure 6-4

What are experience signals?

Signals are customer experience data points that come from different systems, channels, in-house technology, and even third-party sources.

Signal types include digital clickstream data, e-commerce information, POS data, call center interactions, CRM data, service interactions, IoT data, HR data, sentiment captured from videos, sales and marketing tools, and yes, even survey data.

Employee Input

Indirect Feedback

Observed Behavior

Direct Feedback

Seeing the Complete Picture

Capturing signals from a diverse range of inputs allows for a more comprehensive understanding of customer needs at any given moment in time.

Data Types

Structured data is made up of objective responses from a set of pre-determined inputs (i.e. surveys). Unstructured data is open-ended with feedback coming in many forms — such as call transcripts, messaging logs, website contact forms, social reviews, and more.

Structured   Unstructured

Indirect Feedback

What customers and employees are saying about you — in channels that aren't expressly designed to measure feedback.

Chat Logs   Social   Employee

Direct Feedback

How customers and employees share their opinion about you when directly solicited.

Email   Messaging   Voice   Video   Web & App

Operational Data

Data from various, specialized systems of record across an organization, consisting of transactional and operational interactions.

CRM   ERP   HRIS   POS

Observed Behavior

Data and events that reflect customer and employee actions or behaviors that are either observed or inferred.

IoT Signals   Visit Patterns   Event Data

Early Warning Signals. Courtesy of Medallia, Inc.

Figure 6-5

Please Indicate If You Reported Any Problems During Your Visit And How They Were Resolved

1 NO PROBLEMS EXPERIENCED

2 YES PROBLEMS EXPERIENCED (Ask: "What Problems Did You Experience?")

3 REPORTED

Problems Experienced But Not Reported

4 Problems Reported And Were Resolved In Friendly, Effective Manner

5 Problems Reported But Weren't Resolved In Friendly, Effective Manner

Figure 6-6
Problem Impact Tree Evaluation Metrics
(Mean Rating On 10-Point Scale)

Legend:
- No problems experienced
- Problems experienced, reported and resolved in friendly, effective manner
- Experienced problems but didn't report to staff
- Problems reported and not resolved in friendly, effective mannner

Categories (x-axis):
- A place I am satisfied with
- A place to which I am extremely likely to return
- A place I will definitely recommend

Data values:
- A place I am satisfied with: 7.67, 6.32, 6.19
- A place to which I am extremely likely to return: 7.91, 7.83, 7.03, 6.48
- A place I will definitely recommend: 7.78, 7.47, 6.63, 6.52

Figure 6-7

Level of Importance (vertical axis, from Low to High, 10 at top)

Level of Performance (horizontal axis, from 1 to 10)

- Value of Promotions
- Price
- Friendly Staff
- Slot Club
- Brand
- Service Package
- Feel Safe
- Cleanliness
- Non Smoking
- Good Entertainment

Figure 6-8
% Agree:
"I tell friends and family about my experiences
with the providers I visit/use"
(Top three box rating on a 10-point scale)*
n = 1200
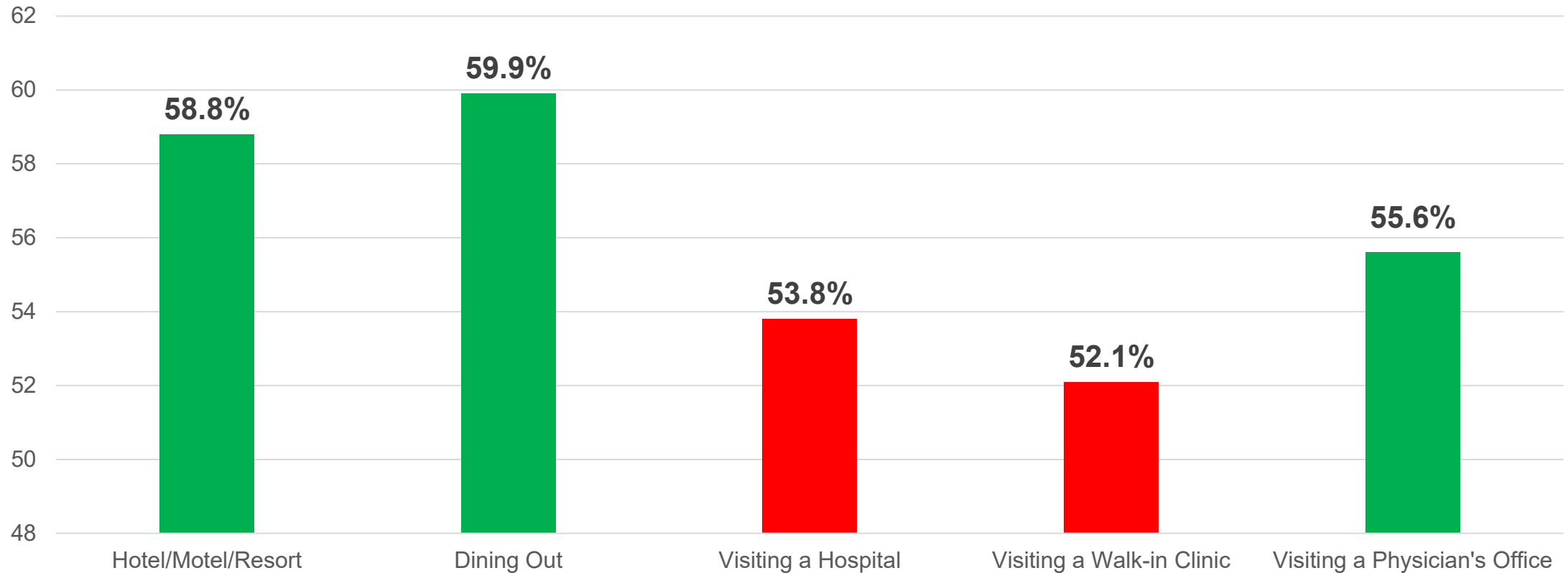
58.8%

59.9%

53.8%

52.1%

55.6%

| Hotel/Motel/Resort | Dining Out | Visiting a Hospital | Visiting a Walk-in Clinic | Visiting a Physician's Office |

*Red bar denotes a statistically significant difference from "Hotel/Motel/Resort" rating @95%.

Figure 6-9
% Agree:
"I share my opinions about the providers I visit/use on social media"
(Top three box rating on a 10-point scale)*
n = 1200
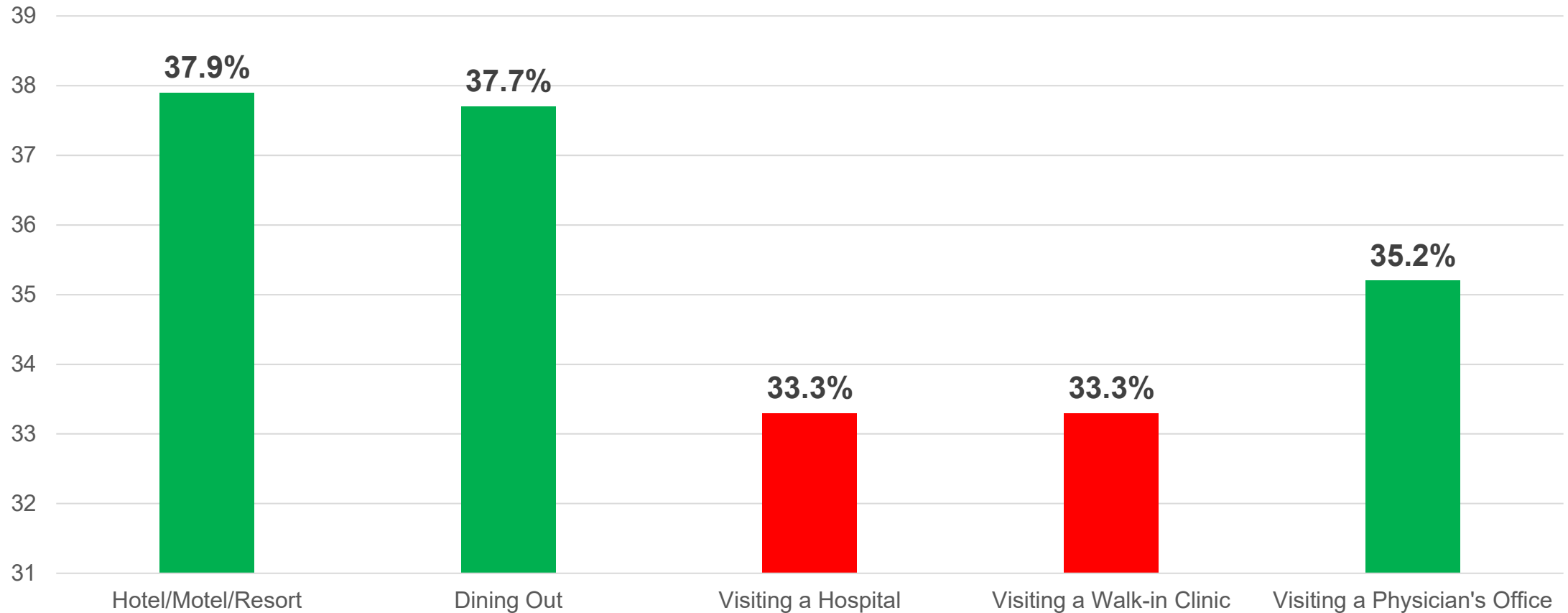
*Red bar denotes a statistically significant difference from "Hotel/Motel/Resort" rating @95%.

Figure 6-10
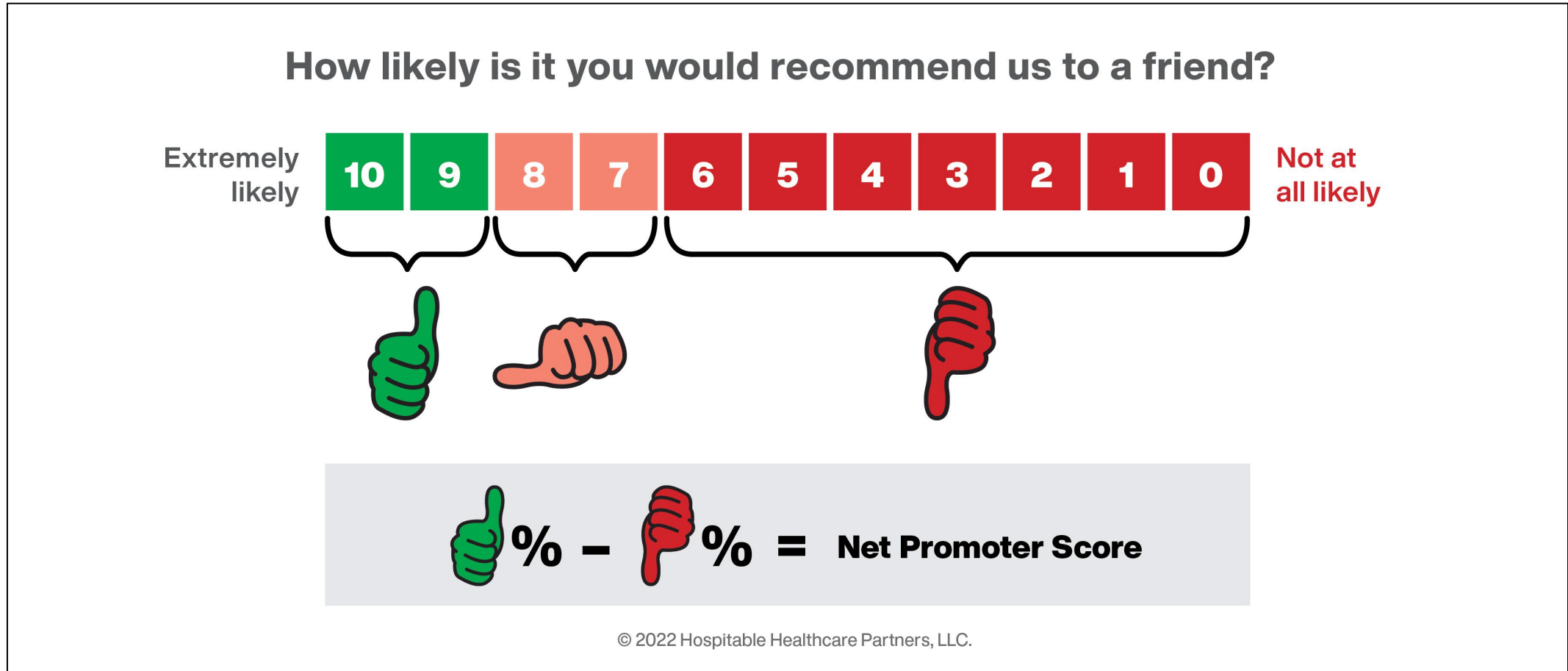
Figure 7-1

Figure 7-2
% Agree:
"I am loyal to the providers I visit/use"
(Top three box rating on a 10-point scale)*
n = 1200
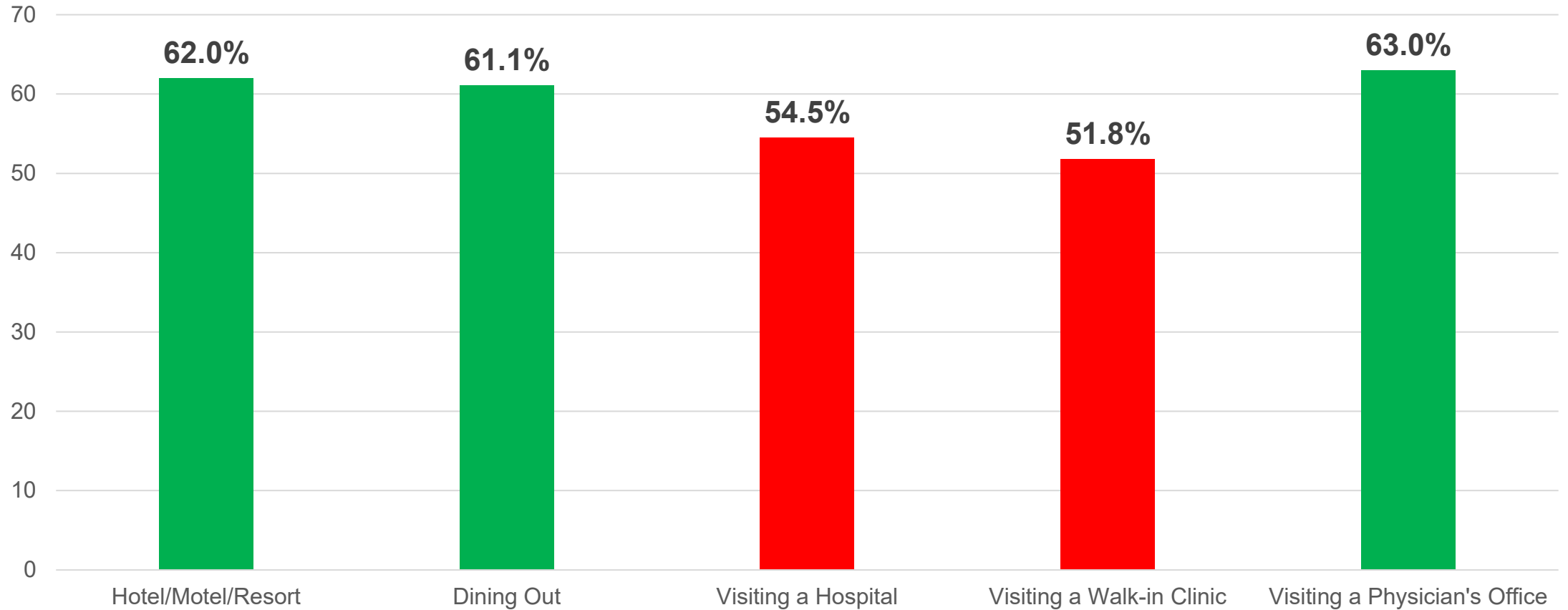
62.0%   61.1%   54.5%   51.8%   63.0%

Hotel/Motel/Resort   Dining Out   Visiting a Hospital   Visiting a Walk-in Clinic   Visiting a Physician's Office

*Red bar denotes a statistically significant difference from "Hotel/Motel/Resort" rating @95%.

Figure 7-3
% Agree:
"The provider tries to make me feel satisfied with the service I received"
(Top three box rating on a 10-point scale)*
n = 1200
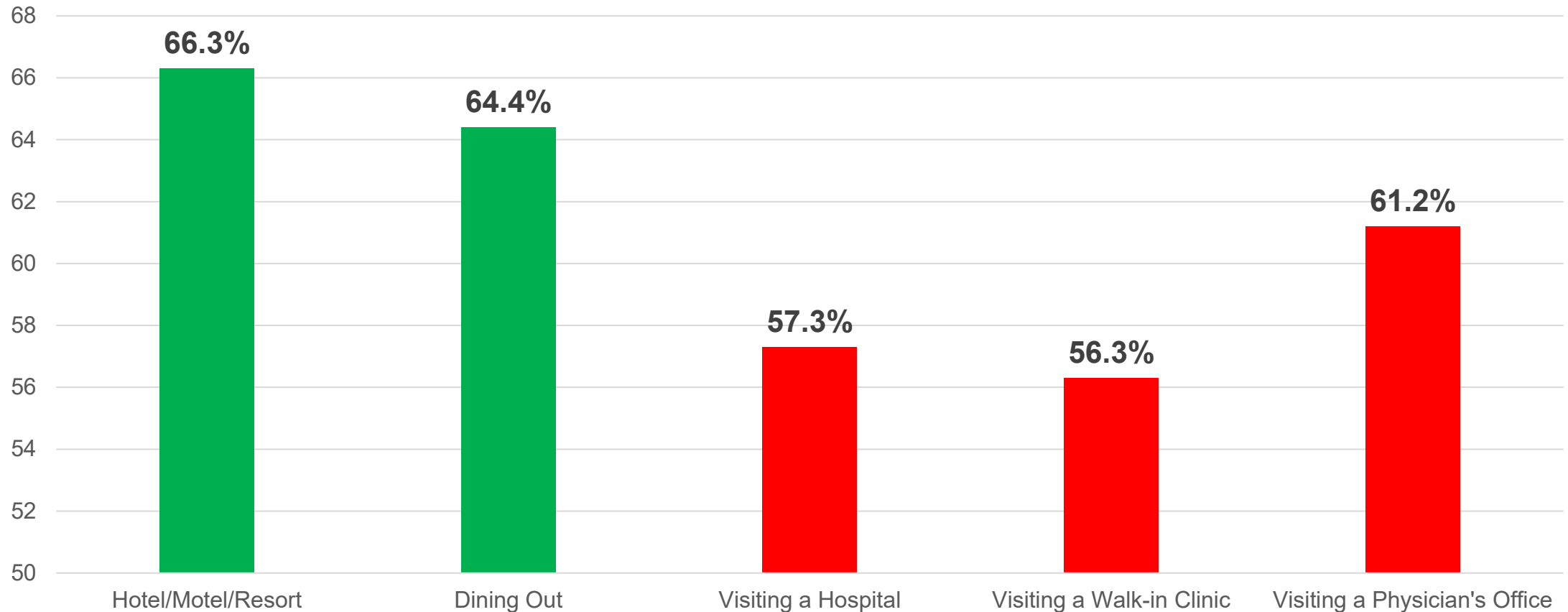
*Red bar denotes a statistically significant difference from "Hotel/Motel/Resort" rating @95%.

Table 7-1

Column	NEEDED INFORMATION	
A	B	C
2	Number rooms	200
3	Room Rate	$175
4	On given night percentage of people staying in hotel who are members of the loyalty program	22.50%
5	Percentage who stay in hotel solely because of the program	20%
6	Incremental stay (C4*C5)	4.5%
7	Total Rooms sold	180
8	Room Revenue (C7*C3)	$31,500.00
9	Program Revenue (C8*C4)	$7,087.50
10	Incremental Revenue (C8*C9)	$1,417.50
11	Revenue of those come anyway (1-C6)*C8	$30,082.50
13	Total Occupancy Percentage with the Program (C7/C2)	90.0%
14	Incremental Rooms Sold (C7*C6)	8
15	Check to see if (C14*C3)=C10	$1,417.50
16	Total Occupancy Percentage without the Program (C7-C14)/C2	85.95%
Column A	COST TO OWNER	
19	Point cost per $1 revenue	$0.045
20	Program Revenue (C9)	$7,087.50
21	COST - Owner Pays Brand (C20*C19)	$318.94
22	Incremental Revenue (C10)	$1,417.50
23	ROI (C22-C21)/C21	344.4%

Figure 7-4

Tactical Focusing on Building Behavioral Bonds

← **OBJECTIVE** →

Strategic Focusing on Building Emotional Bonds

PROFIT — High / Low

Frequency Programs 1.0
A stamp in a book, a punched card, and the like. No data on customer collected; rewards selected from a catalogue of available gifts

+

Frequency Programs 2.0
Visits recorded electronically and data collected on individual points earned only on core products; can burn points only where points are collected

+

Frequency Programs 3.0
Points earned on core products and ancillary products; can burn points at multiple locations and convert points to another currency (e.g. AMEX cash)

+

Frequency Programs 4.0
In addition to rewarding points for all purchases, providers begin to collect data on customer behavior and use this information to improve the overall purchase experience

+

Frequency Programs 5.0
Purchase data behavior merged with data from other sources to further enhance the customer experience
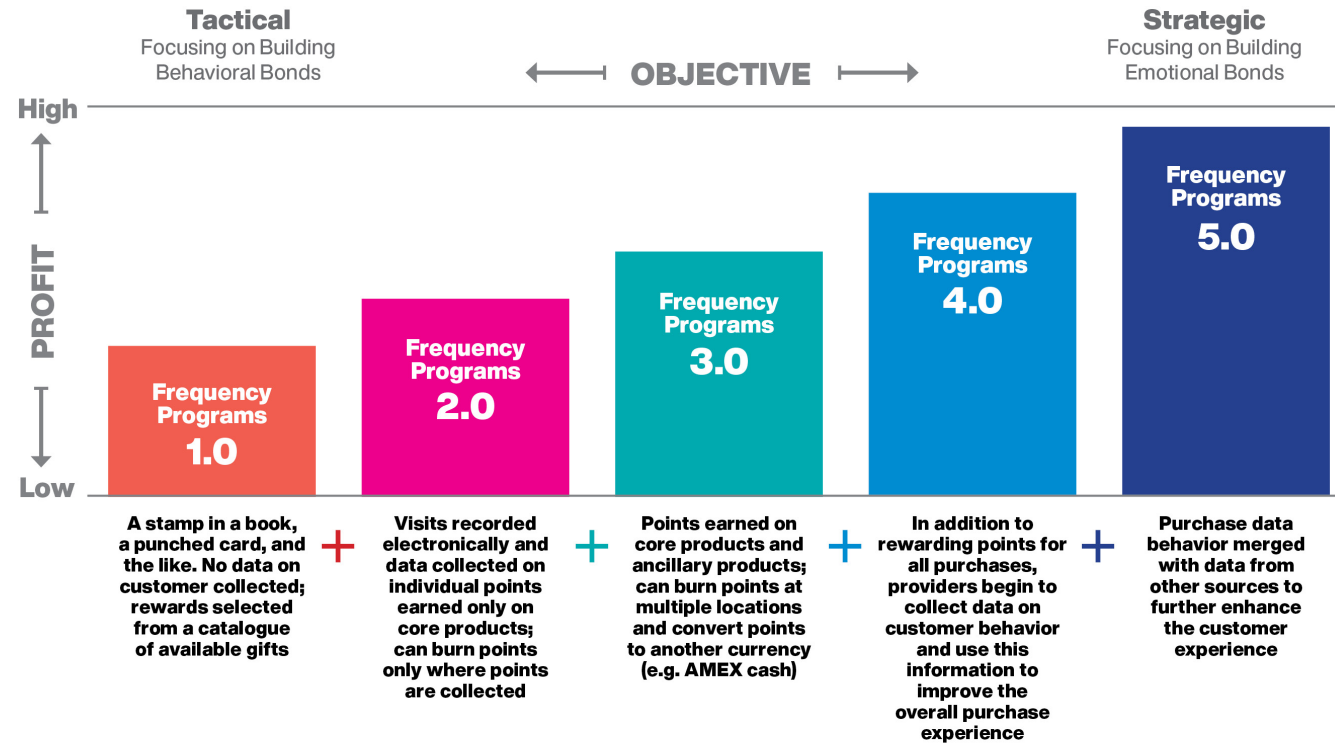
Table 7-2

FEATURE	IN HILTON HONORS
A robust database that provides a 360-degree view of the customer behavior	123 million members; tracks all purchases, comments, and the like
Build a wide network so there are many opportunities for customers to earn and redeem rewards	18 brands, 6,700 properties with 1.02 million rooms in 122 countries
Targeted communications to customers on their terms	Customers tell Hilton what they want to hear and how often
Meaningful rewards from customers' perspective, not Hilton's	Can redeem points for free nights, purchases on Amazon, exclusive experiences, charitable contributions; ability to pool points
Simplicity: easy for customers to enroll, understand and use	Offers a flexible payment slider that lets members choose any combination of points and miles to book a stay
Motivational rewards that are attainable	Offers co-branded credit card with American Express so members can add points multiple ways
Measurability to ensure the program is yielding the intended outcomes, changing behavior	Data presented in Table VII-5 illustrate measurability
Value of benefits based on their worth to customers	Four membership tiers are available to members based on the number of nights they stay each year in Hilton branded properties: (1) Member (0-6 nights), (2) Silver (7+nights), (3) Gold (28+nights), (4) Diamond (42+nights)
Franchisee compliance endorsement and support	Properties have an employee whose responsibility is to take care of Hilton Honors members; there are individual property contests held to enroll members

Table 8-1

	YEAR 1	YEAR 2	YEAR 3
Customers	5,000	3,650	2,884
Retention Rate	73% (3650/5000)	79%	NA
Spending Rate	$148	$159	$165
TOTAL REVENUE	$740,000 ($148*5000)	$580,350	$475,860
Variable Costs %	45%	45%	45%
Variable Costs ($)	$333,000 ($740,000*.45)	$261,158	$214,137
GROSS PROFIT	$407,000 (740K-333K)	$319,193	$261,723
Discount Rate (15%)	1	1.15	1.32
NPV Profit	$407,000	$277,559 [($319,193)/(1+.15)^1]	$198,275 ($261,723/1.32)
Cumulative NPV Profit	407,000	$684,559	$882,834
LIFETIME VALUE	$81.40 ($407,000/5000)	$136.91 ($684,559/5000)	$176.56 ($882,834/5000)

Table 8-2

	YEAR 1	YEAR 2	YEAR 3
Customers	5,000	2,900	1,595
Retention Rate	58% (2,900/5000)	55% (1595/2900)	NA
Spending Rate	$148	$159	$165
TOTAL REVENUE	$740,000 ($148*5000)	$461,100	$263,175
Variable Costs %	45%	45%	45%
Variable Costs ($)	$333,000 ($740,000*.45)	$207,495	$214,137
GROSS PROFIT	$407,000 (740K-333K)	$253,605	$261,723
Discount Rate (15%)	1	$1.15= (1+.15)^1$	$1.32 = (1+.15)^2$
NPV Profit	$407,000	$220,526 [($253,605)/(1+.15)^1]	$109,656
Cumulative NPV Profit	407,000	$627,526 ($407,000+220,526)	$737,182
LIFETIME VALUE	$81.40 ($407,000/5000)	$125.50 ($627,526/5000)	$147.44 ($737,182/5000)

Figure 9-1

Tactical
Focusing on Building Behavioral Bonds

← OBJECTIVE →

Strategic
Focusing on Building Emotional Bonds

PROFIT — High / Low

Independent brands; private practices; local/regional systems

Unit/practice conslidation; growth of regional networks; introduction of brand service standards

Licensing and franchising expand geographic market coverage; development and propagation of shared brand standards

Continued network/system geographic expansion; introduction of patient recognition and reward programs to cross-pollinate business and create loyalty

Seamless patient/system/service integration; refinement of patient recognition/reward programs to strengthen loyalty

Patient data collected is restricted to diagnosis/treatment and siloed by each provider

+

Patient data collection expanded to include additional demographic/lifestyle/preference information; data shared within/across network providers

+

Consolidation of patient databases through CRM captures greater share of patients' "healthcare wallet" and facilitates "transportability" of services

+

Evolution of patient data analytics to enhance personalization of service delivery across all providers in the network/system

+

Patient recognition and reward programs amplify brand loyalty and drive demand for new/additional healthcare services sought by patients over time