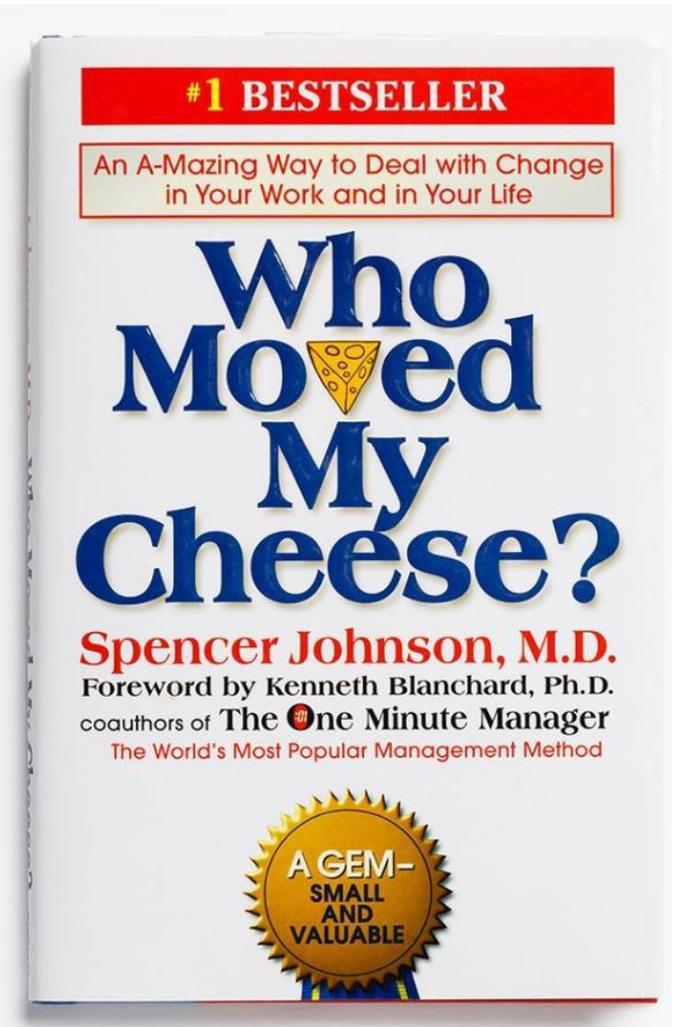


***If we Keep Hem
Hawing
Around, the Big Boys
are going to get Our
Cheese***



By Jeff Harper

- Written in 1998
- Small Change Management Fable
- Sold 26 Million copies
- Translated into 37 languages
- And its about Cheese



Who
Moved
My
Cheese?

“Cheese” – a metaphor for what we want to have in life, whether it is a cushy job, a practice, money, a big house, freedom, health, recognition, spiritual peace, or a panel of patients.



Who Moved My Cheese?

THERE ARE FOUR CHARACTERS IN THIS STORY



HEM

Who does not want to change.
(He could be a seasoned provider.)



HAW

Who is startled by change but changes and moves on to new cheese



SNIFF

Who can smell change in the air



SCURRY

Who goes into action immediately



Who
Moved
My
Cheese?

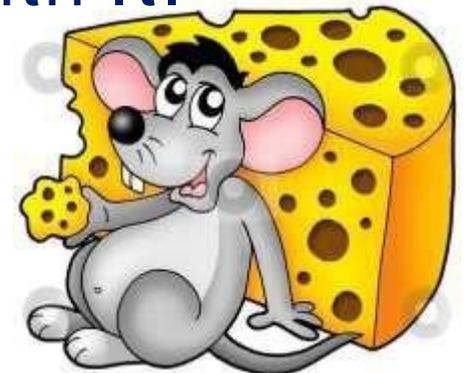
Differences In The Characters

Little People

- Complex Thinkers
- Used Reason
- Ignorant to Changes In Surrounding (Familiar)
- Not Prepared For Change and Did Not Change With Environment.

Mice

- Simplistic Thinkers
- Used Instincts
- Was Aware of Changes In Surrounding (Watchful)
- When The Environment Changed, They Changed With It.



Who
Moved
My
Cheese?

Every morning, the mice & the little people dressed in their running gear & headed over to Cheese Station C where they found their own kind of cheese. It was a large store of Cheese that Hem & Haw eventually moved their homes to be closer to it & built a social life around it.



Who
Moved
My
Cheese?

One morning, Sniff & Scurry arrived at Cheese Station C & discovered there was no cheese.

They weren't surprised. Since they had noticed the supply of cheese had been getting smaller every day, they were prepared for the inevitable & knew instinctively what to do. They were quickly off in search of New Cheese.

Later that same day, Hem & Haw arrived. "What! No Cheese? Who moved my Cheese? It's not fair!", Hem yelled. They went home that night hungry & discouraged.



Who
Moved
My
Cheese?

The next day Hem & Haw left their homes, & returned to Cheese Station C. But situation hadn't changed. Haw asked, "Where are Sniff & Scurry? Do you think they know something we don't?" Hem scoffed, "What would they know? They're just simple mice. They just respond to what happens. We're the trained providers. We're smarter."

Haw and Hem didn't know but the mice had already found new and better cheese. Hem and Haw were late to respond because for years, their cheese was always waiting on them in the clinic waiting room.

A majority of RHCs are seeing their encounter numbers shrink.

Investment in retail clinics is growing every year.



KNOW YOUR CHEESE

If we are trying to find new cheese we need to know something about the new cheese.

Who are the patients that we need?

With Productivity Standards we need patients more than patients need us.



What kind of Cheese is out there?

Is it the medicare patient with multiple comorbidities?

NO! We either have them or we can't move them.

Is it those who can't travel very far due to either lack of \$ or lack of capacity?

NO! We probably have them due to our location or they are not going to come due to their limitations.

Is it the loyal baby boomer?

NO! We already have them and if we don't they are too loyal to change.

Cheese = Patients & New Cheese =
New patients



Well, Who is our target market?

The younger and more mobile patients...oh no! They don't exist.
The younger and more mobile crowd are not patient therefore they are not PATIENTS...they are CONSUMERS.



What are the characteristics of these consumers/patients?

1. They have grown up with a smart phone at their disposal.
2. Face to Face engagement is not a driving issue with them.
3. Texting is their preferred means of communication.
4. They have grown accustomed to longer commutes for work, for entertainment, and for a better variety of goods and services.



What are the characteristics of these consumers/patients? (Continued)

5. They want things on their timetable, the news, shows, playlists. They want to speak things into existence (“Alexa, turn on the lights and give me the weather.”)
6. References and resumes are not as important as Reviews. Social media lets them know who to choose.
7. They don’t look at a TV schedule and adjust their E-schedule to watch a certain show. They watch what they want and when they want it.



What are the characteristics of these consumers/patients? (Continued)

8. Like their handheld GPS, they have options and they are always considering how to overcome delays.

9. They do not tolerate bad processes, they expect to key in their name once.

10. Due to dwindling commerce in rural America, they are probably commuting to work in a larger community.

11. Wages aren't rising as fast as costs, so their time is at least as valuable as anyone at the clinic.



Who is our competition? Who wants our cheese?

- It's probably not someone local
- It's someone in the neighboring larger town or
- It's a telemed provider far far away

What do we know about competition?

Let's leave our small town and go to Wall Street and get some clues...Wall Street has been called the **BIG CHEESE.**



THE WALL STREET JOURNAL.

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AMERICAN STOCK MARKET: DOW JONES INDUSTRIAL AVERAGE 10,114.14 ▲ 1.00 NASDAQ COMPOSITE 2,117.17 ▲ 1.00 NYSE-11 STOCKS 100.00 ▲ 0.00 NYSE-11 STOCKS 100.00 ▲ 0.00

**What's
News**

Business of Finance

Walmart's New Initiatives

Walmart in Talks to Buy Humana

Deal with health insurer would mark new direction for world's biggest retailer

Walmart Inc. is in talks

and there is no guarantee that will make a deal. If they do, the deal would be the largest company buy a market value of about \$40 billion. It also would be Walmart's largest deal in its history.

for a market value of about \$40 billion. The two companies are discussing a range of options, including an all-cash offer, says a source familiar with the matter. Shares of Humana jumped 2% to \$27 3/4 after hours.

since the company is a well-known industry name that continues to receive eight more after the all-cash offer. But was unclear and it wasn't clear whether the deal would be all-cash or stock.

has had a record of allowing the company to pay to replace some of what consumers spent on health care. In March, health insurer Cigna Corp. agreed to buy Express Scripts Holding Co., the largest administrator of private

WHY is Walmart bidding for Humana?

A neighborhood drug store buying Aetna

Why?



UnitedHealth, Walgreens Partner To Put Urgent Care Next To Pharmacies

Feb. 28, 2018 Forbes

For now, the effort between the Optum healthcare provider unit of the nation's largest health insurer and the nation's largest drugstore chain is a pilot project. But the venture is creating buzz among investors as rival pharmacy chain CVS Health has promised primary care pilots of its own after it completes its \$69 billion acquisition of Aetna, the nation's third-largest health insurer.

Article from McKinsey Group from October 2018

The silent shapers of healthcare services

The US healthcare services industry is at a tipping point, but who—or what—is driving the undercurrents of change?

Over the past five years, institutional investors have been quietly shaping parts of the healthcare industry. Private equity (PE) investors, for example, have begun to consolidate several markets, including ambulatory surgery, hospitalist staffing, and home health, undertaking more than \$50 billion in total transactions.

How active have investors been, and will it continue?

The degree of institutional investing in healthcare has accelerated. The number of deals has grown at a compound annual growth rate of 18% since 2012—PE, venture capital (VC), and hedge fund investors announced about 225 deals in 2012 but more than 510 in 2017.¹

Neha Patel, Lisa Foo, and Saum Sutaria, MD

In 2012 there were 225 P.E. deals in Healthcare
In 2017 there were 510 P.E. deals in Healthcare

What is happening in the healthcare marketplace?

Many of you have seen this slide before.



Let's examine just on of the big boys' strategy:

Walmart's strategy:

- They focus on rural areas
- They start with low prices, then convenience Open 24/7
- They compete with small locals until they win
- They become the only commerce in town
- They expand their market and do it again.
 1. Dry Goods
 2. Automotive Svs
 3. Groceries
 4. Pharmacy
 5. Now Primary Care



Guess how many Walmart stores are in the US? 4,761

Guess how many RHCs are in the US? 4,177

Should we just keep eating cheese until we have no patients?

NO!

We have to understand our society.
Let's eavesdrop on some of our patients.....

What your patients are really thinking?

Didn't I fill out this same paperwork last month?

I have been waiting over an hour. Isn't my time valuable, too?

I wish they took appts after 5. I can't afford to lose another shift.

I would be in and out if I had gone to the Velocity Care



Seeing Your Clinic from your Patient's Point of View



- Ease of Scheduling
- Paperwork or Process Burden
- Redundancy
- Staff Attitude
- Wait Times (front & back)
- Convenience
- Do I feel welcomed and appreciated?
- Did I receive quality of care?

Who comes 1st?

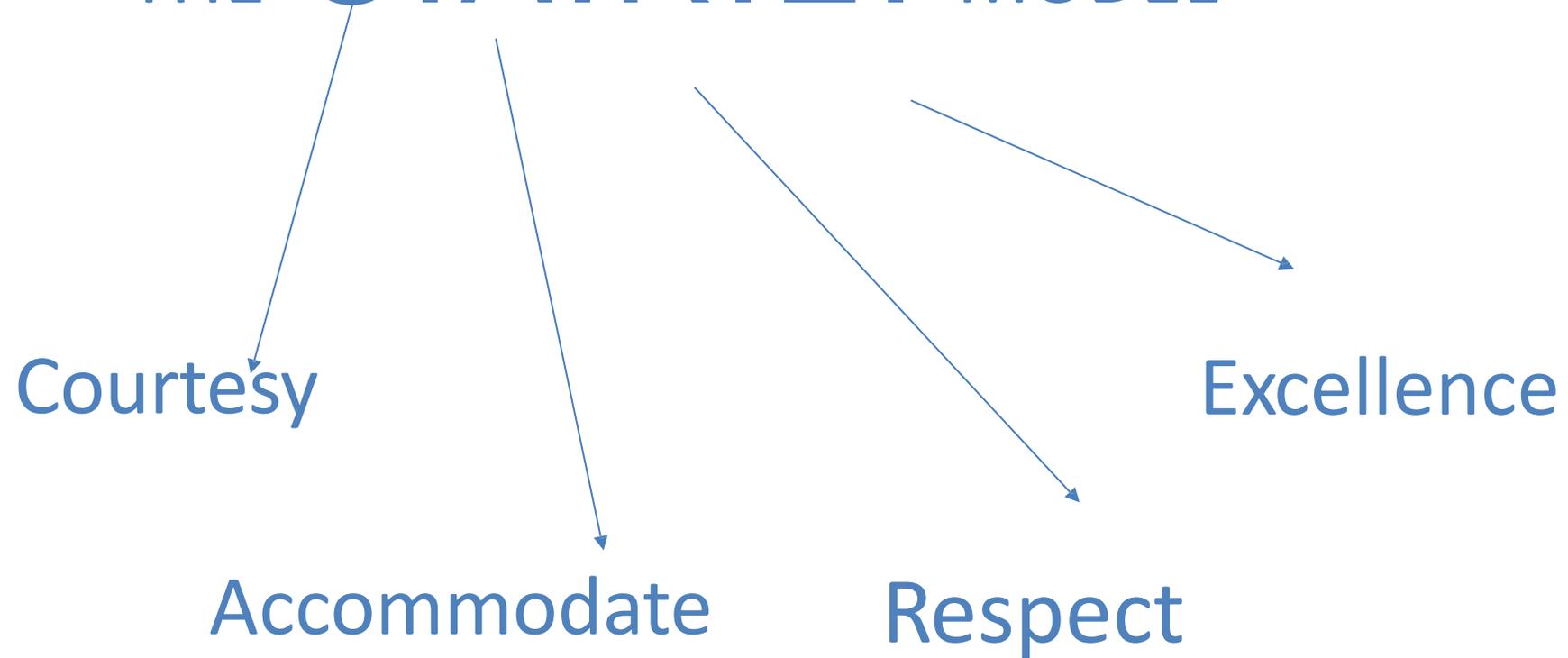


This is closer to the sign we need



Patients come First and everyone else is second!

THE C.A.R.E. MODEL[©]



Customer Service Model – C.A.R.E.

© InQuiseek Consulting

What can we do to compete?

Use our strengths

We know them and their family. Use the history.

Know our patients

Know how many and who turns 65 this month.

Fight fire with fire. Give a little lagniappe.

Be convenient. Give them no good reason to leave the zip code.

Get the right Providers for the change

If your providers can't adjust then you must adjust.

CCM has to play a part

CCM was developed to be a safety net & it can for you too.

Telemedicine

Use it or Lose it – either compete with it or compete against it

Serve more

Patients always notice a servant heart! Who's first?

Are the Big Boys really our enemy?

No, not really, they are only going to a market sector that is stuck in the past. They know that primary care + convenience is a sure fire way to get patients.

I think Walt Kelly in 1971 said it best:



Change hurts but not changing will hurt more. And once the cheese is gone, we can't get it back.

Who
Moved
My
Cheese?

- Meet with your staff
- Challenge them with the facts
- Meet weekly to develop a customer service model.
- And make sure every patient leaves thinking they are No.1

Questions?

inQuiseek^{LLC}
Consulting

THANK YOU

