



New! Aesthetic Industry Conversion Benchmarks & Secrets from the Top 10%

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About BSM Consulting

Who We Are: Practice Management Consulting specialists in Specialty Medicine for over 30 years

Our Focus: Medical Aesthetic and Ophthalmology

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Allergan/BSM Procedure Conversion Study

Administered the program for the past 2 years

Methodology

- 35 Allergan consultants gather approximately 100 consultations per practice

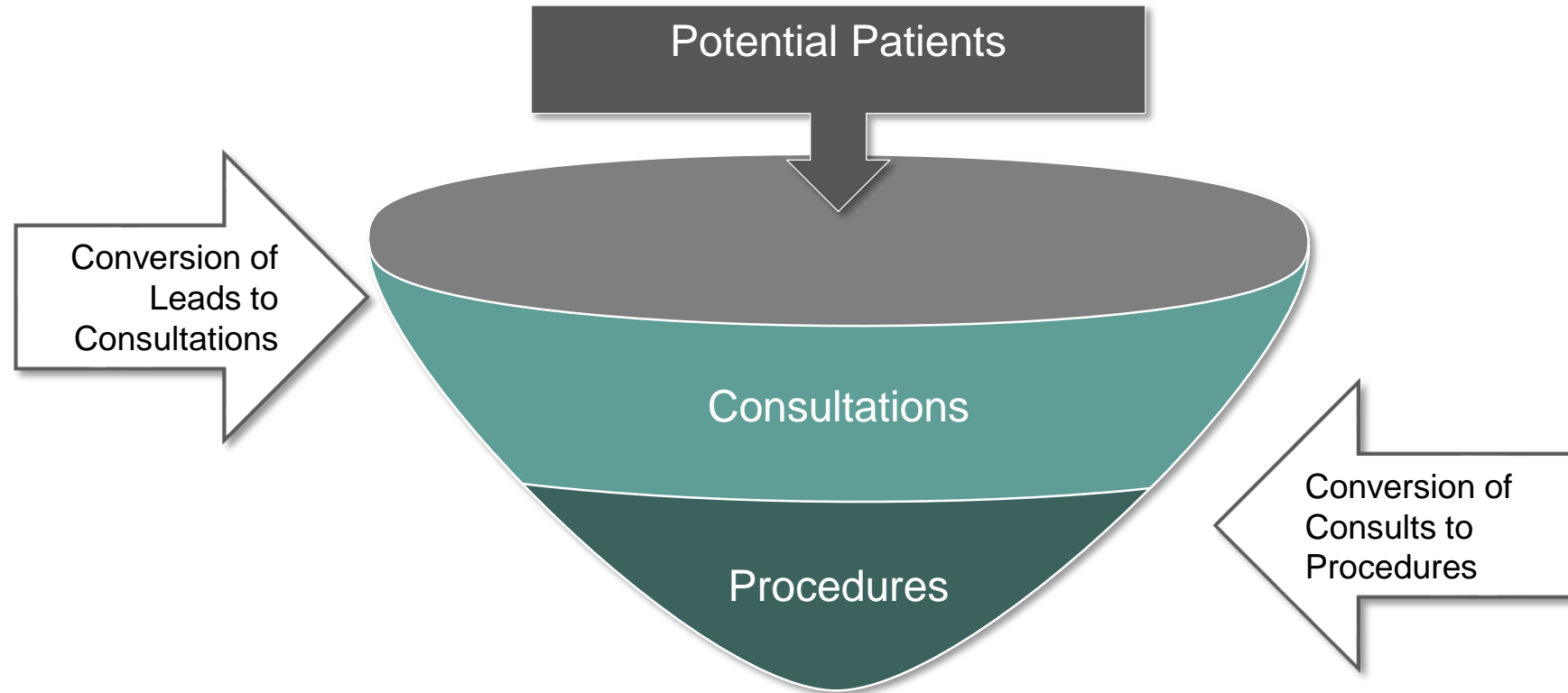
Assessment Results Include

- Conversion of patient consultations to procedures
- Consultation “no show” rates

As of September
2018

- 220 participating practices
- Over 25,000 patient consultations in database

Patient Conversion



Procedure Conversion Study

Patient Conversions

| Consults Scheduled | Patient No Shows | “No Show” Rates | |
|--------------------|------------------|-----------------|--|
| | | Median | 90 th percentile ¹ |
| 25,232 | 2,247 | 8.9% | 2.0% |

| Consults Conducted | Consults Converted | Conversion Rates | |
|--------------------|--------------------|------------------|-----------------------------|
| | | Median | 90 th Percentile |
| 22,985 | 10,530 | 45.8% | 66.7% |

Footnotes:

- 1) Please note, the 90th percentile or “better performers” have the lowest “no show” rate.

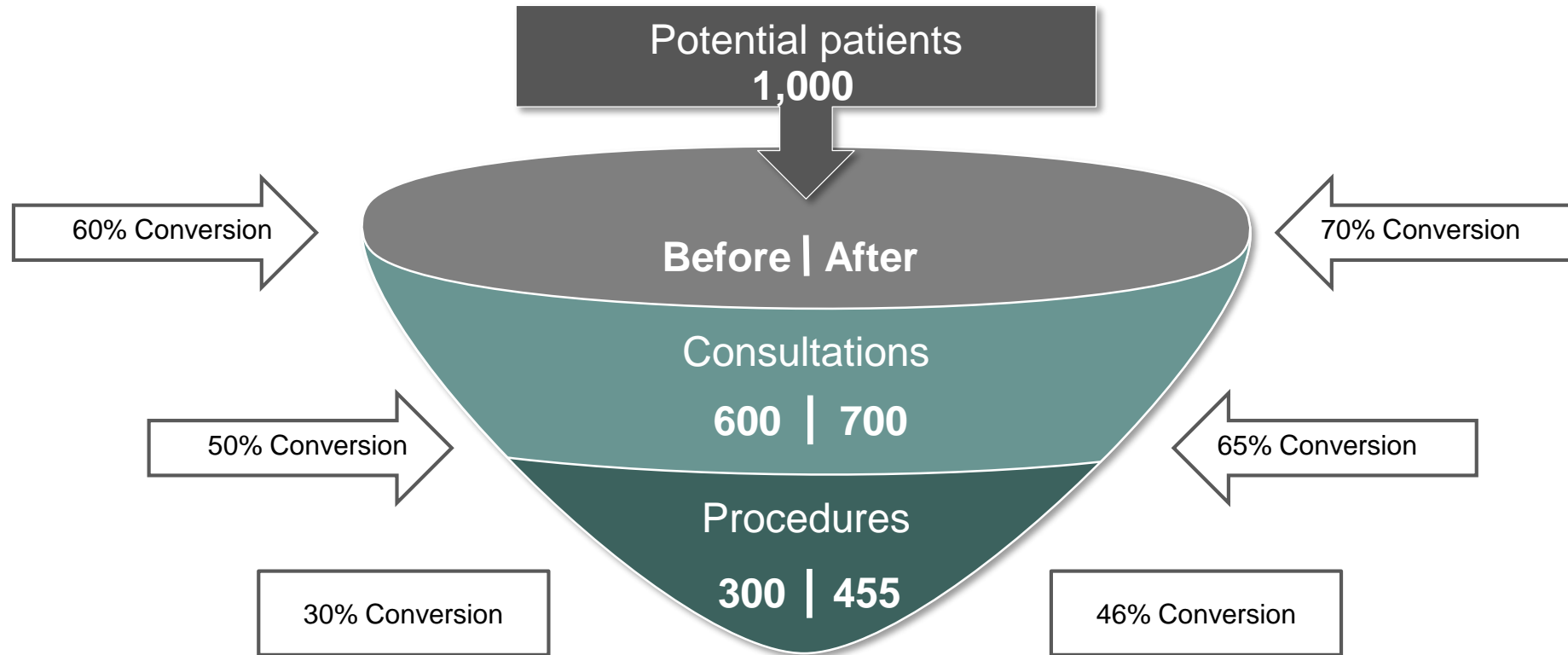
Procedure Conversion Database

Top 5 Procedures - No Show Rates

| Procedure | Consultations Scheduled | No Shows | <u>No Show Rates</u> | |
|---------------------|-------------------------|----------|----------------------|---------|
| | | | Median | Top 10% |
| Breast Augmentation | 6,498 | 664 | 10.2% | 4.0% |
| Tummy Tuck | 4,029 | 441 | 10.9% | 4.4% |
| Liposuction | 3,667 | 311 | 8.5% | 4.8% |
| Eyelid Surgery | 2,999 | 143 | 4.8% | 4.0% |
| Facelift | 2,824 | 147 | 5.2% | 4.7% |

| Procedure Conversion Database Top 5 Procedure Conversions | | | | |
|--|-------------------------|-------------------------|------------------|---------|
| Procedure | Consultations Conducted | Consultations Converted | Conversion Rates | |
| | | | Median | Top 10% |
| Breast Augmentation | 5,834 | 3,004 | 51.5% | 70.9% |
| Tummy Tuck | 3,588 | 1,487 | 41.4% | 63.7% |
| Liposuction | 3,356 | 1,567 | 46.7% | 73.8% |
| Eyelid Surgery | 2,856 | 1,307 | 45.8% | 69.2% |
| Facelift | 2,677 | 1,025 | 38.3% | 65.8% |

Patient Conversion



Impact of Achieving Increased Conversion

Incremental
Patients



Revenue Rate
per Procedure



Value of
Increased
Conversions

Example

155

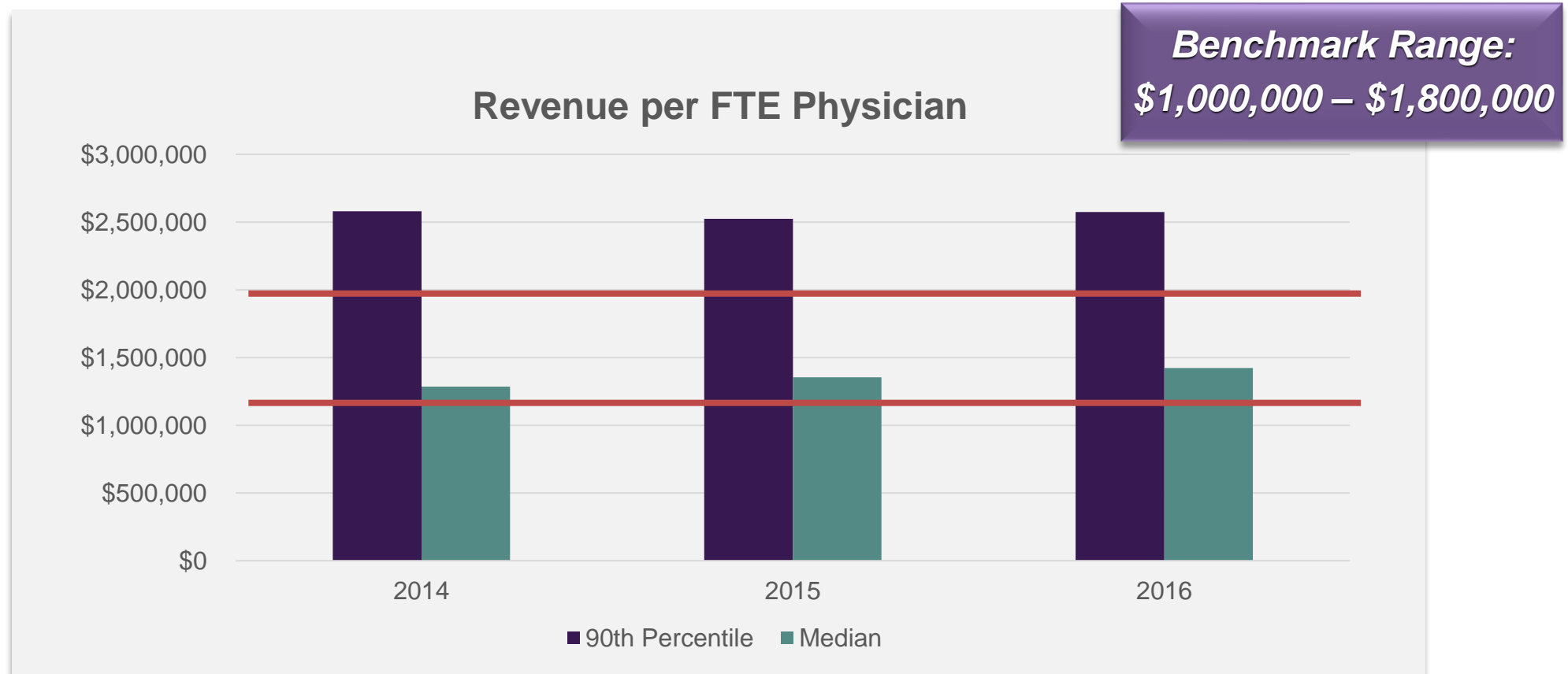


\$600



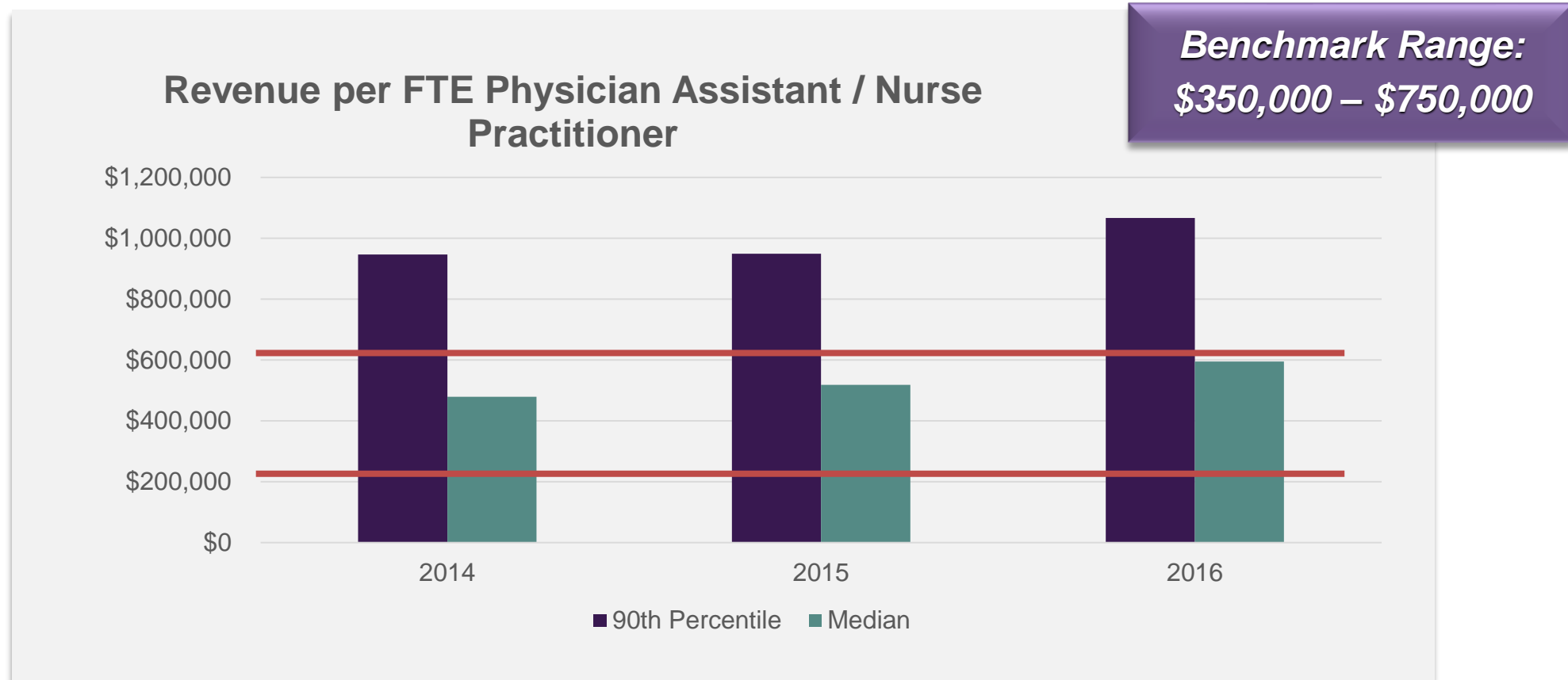
\$93,000

Do top tier practices drive more revenue?



| Year | 2014 | 2015 | 2016 |
|-----------------------------|-------------|-------------|-------------|
| 90 th Percentile | \$2,580,154 | \$2,523,976 | \$2,574,670 |
| Median | \$1,285,288 | \$1,354,452 | \$1,424,221 |

Do top tier practices drive more revenue?



| Year | 2014 | 2015 | 2016 |
|-----------------------------|-----------|-----------|-------------|
| 90 th Percentile | \$946,619 | \$949,444 | \$1,066,888 |
| Median | \$478,971 | \$517,932 | \$595,105 |

**Accountability at
all levels**

**Track, Measure,
Manage Key
Performance
Metrics**

**Culture of self-
examination,
refining**

What do the top tier practices do to get such
outstanding results?



Top 10% Practice Ideals

Providers and staff are highly **productive, engaged**, and feel:

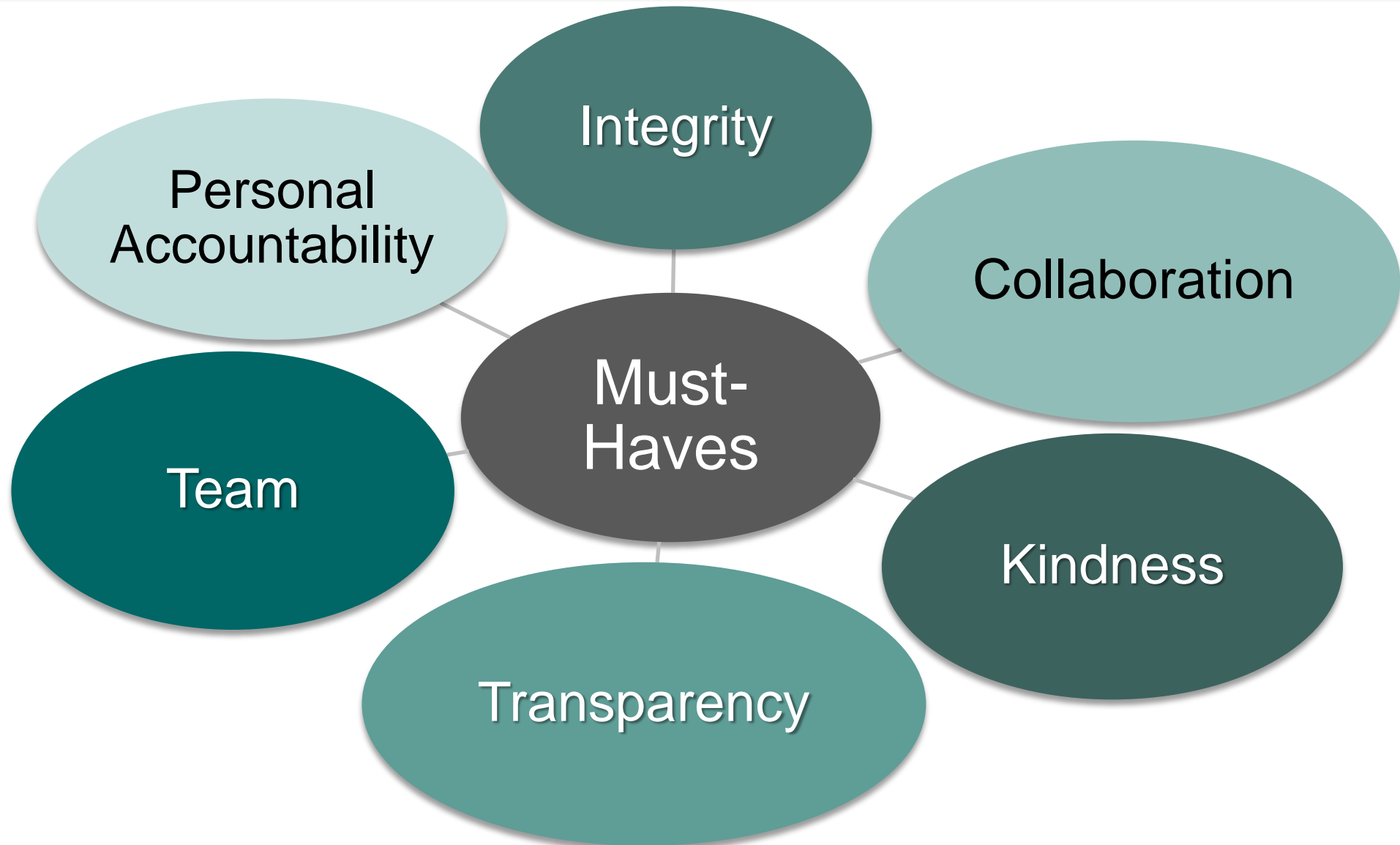
- The practice has a **Clear Mission and Vision for the future** and inspires the team to want to achieve this. **Practice Goals** align with mission and Vision

- **Roles and responsibilities** are clear.

- Personal accountability is a **cultural norm, from top to bottom in the organization.**



Shared Core Values



What do our superstars say inspires them?

- Mission focused, greater good (not just a warm body)
- Trust and respect (not micro-management, or minimized)
- Opportunities to grow (and think, and collaborate)
- Connectedness
- The ability to contribute
- Ongoing challenge (no boredom zone)
- No-drama zone (no victims, bullies, or martyrs)
- Compassion and kindness

Service Excellence and a Performance Metric



Service excellence is architected from systems and processes you control.



In Medical Aesthetics, The TEAM = The Brand



Patients don't distinguish between staff and provider or brand. To the customer, your staff ARE your brand. Your phones are your brand.

The Top 10% Self-examines

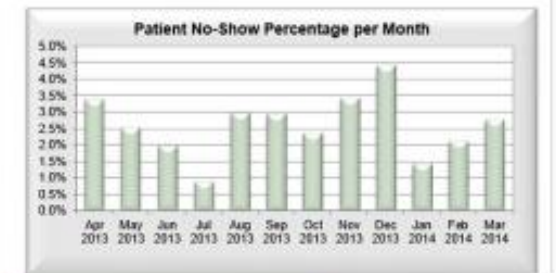
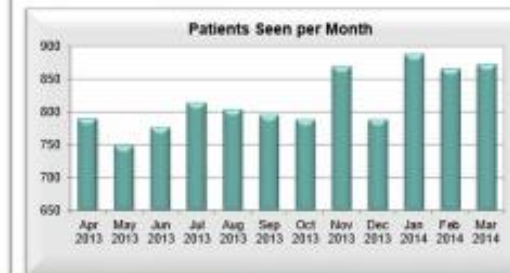


Front Desk Scorecard Example

Sample Practice

Front Desk / Reception Department Dashboard

| | Current Month | | | Year-to-Date | | | Trends | |
|------------------------------|---------------|----------|----------|-------------------|-------------------|----------|-----------------|------------------|
| | Mar 2013 | Mar 2014 | Variance | 2013 YTD thru Mar | 2014 YTD thru Mar | Variance | 6 Month Average | 12 Month Average |
| OPERATING RESULTS | | | | | | | | |
| Patients Scheduled | 815 | 900 | 85 | 2,420 | 2,695 | 275 | 869 | 850 |
| Patients Seen | 775 | 873 | 98 | 2,291 | 2,628 | 337 | 846 | 817 |
| No-Shows | 20 | 25 | 5 | 60 | 57 | -3 | 24 | 22 |
| Front Desk Hours Worked | 289 | 296 | 7 | 900 | 911 | 11 | 301 | 299 |
| MANAGEMENT RATIOS | | | | | | | | |
| Patient No-Show Percentage | 2.5% | 2.8% | 0.3% | 2.5% | 2.1% | -0.4% | 2.7% | 2.6% |
| Patients Checked-In per Hour | 2.7 | 2.9 | 0.3 | 2.5 | 2.9 | 0.3 | 281.5% | 273.0% |



Scorecard Measures

Common Key Performance Indicators (KPIs) – Scorecard Guidance

Human Resources

| KPI | Formula |
|-------------------------------------|--|
| Turnover Rate | Total number of employees terminated (for year) divided by total number of employees |
| Staff Expense Ratio | Total salary expense divided by total net collections |
| FTE staff per FTE MD | Full-time equivalent employees divided by FTE MDs |
| Patient visits per FTE staff member | Total patient visits divided by FTE staff |
| Overtime hours | Total overtime hours (usually by department) |
| Revenue per FTE | Total net collections divided by FTE staff |
| Attendance rate | Total possible hours during time period minus hours used divided by total possible hours |
| Staff Satisfaction | Conduct regular staff satisfaction surveys |

Front Office

| KPI | Formula |
|------------------------------------|--|
| Check-in: patients per staff hour | Total number of patients seen during time period divided by total hours worked by check-in personnel |
| Check-out: patients per staff hour | Total number of patients seen during time period divided by total hours worked by check-out personnel |
| No-Show rate | Total number of no shows during time period divided by total patient visits during time period |
| Patient satisfaction | Minimum expected rating for front office determined by type of patient satisfaction surveys which are conducted at least 2 times per year |
| Information Capture ratio | Number of patient records that have the required information captured divided by total number of records seen during given time frame |
| Data Entry error rate | Data entry errors divided by total data entries |
| Rate of readiness | Amount of time from patient check-in until next step in exam |
| Date of service collection ratio | Number of copays, deductibles, refraction, same day items collected day of services divided by number of items that should have been collected |
| Timeliness percentage | Total number of charges posted within 24 hours of appointment time divided by total number of charges (office visit or surgery) |
| Recall rate | Office specific – dependent on recall protocol |

Call Center

| KPI | Formula |
|---------------------------------|--|
| Incoming calls per FTE staff | Total number of incoming calls divided by FTE phone staff |
| Outgoing calls per FTE staff | Total number of outgoing calls divided by FTE phone staff |
| Hold time | Average time (usually by department) to calculate |
| Abandonment rate | Number of lost calls divided by total calls |
| Data Entry error rate | Data entry errors divided by total data entries |
| Patient satisfaction | Minimum expected rating for call center determined by type of patient satisfaction surveys which are conducted at least 2 times per year |
| Information Capture ratio | Number of new patient records created divided by total information received |
| Average Call time per FTE staff | Total phone minutes divided by total FTE staff |
| Recall rate | Office specific |

Clinical

| KPI | Formula |
|---------------------------------------|---|
| Patients per FTE | Total patients per FTE clinical staff |
| Patients per hour | Total office visits divided by total hours |
| Office visits per FTE technician hour | Total office visits divided by total clinical staff hours |
| Tests per FTE technician hour | Total number of tech conducted special tests (e.g., VF, FA, OCT, Ascan) divided by total clinical staff hours |
| Special test percentage | Number of tech required special tests (e.g., VF, FA, OCT, Ascan) divided by total office visits |
| Timely ratio | Number of patients called back within XX minutes of appointment time (most practice use 20 minutes as the standard) divided by total patients during the measured time period |
| Coding accuracy ratio | Number of accurately coded claims divided by total number of claims (usually determined by an audit of claims) |
| Testing error rate | Number of diagnostic tests that have to be repeated due to error divided by total number of diagnostic tests |
| Patient satisfaction | Minimum expected rating for technician customer service determined by type of patient satisfaction surveys which are conducted at least 2 times per year |

Accounts Receivable

| KPI | Formula |
|--------------------------|--|
| Claims error rate | Total number of claims with errors in data entry divided by total claims entered |
| Claims per FTE staff | Total claims processed divided by total FTE staff |
| Cost per claim | Total staffing, divided by number of claims |
| Days outstanding | Total net accounts receivable divided by total collections (total days in the time period) |
| Aged Receivable Analysis | Place accounts receivable into categories based on age of claim was first billed following 0 -30 days, 31-60 days, 61-90 days, 91-120 days, 121-150 days, 151-180 days, 181-210 days, 211-240 days, 241-270 days, 271-300 days, 301-330 days, 331-360 days, 361-390 days, 391-420 days, 421-450 days, 451-480 days, 481-510 days, 511-540 days, 541-570 days, 571-600 days, 601-630 days, 631-660 days, 661-690 days, 691-720 days, 721-750 days, 751-780 days, 781-810 days, 811-840 days, 841-870 days, 871-900 days, 901-930 days, 931-960 days, 961-990 days, 991-1020 days, 1021-1050 days, 1051-1080 days, 1081-1110 days, 1111-1140 days, 1141-1170 days, 1171-1200 days, 1201-1230 days, 1231-1260 days, 1261-1290 days, 1291-1320 days, 1321-1350 days, 1351-1380 days, 1381-1410 days, 1411-1440 days, 1441-1470 days, 1471-1500 days, 1501-1530 days, 1531-1560 days, 1561-1590 days, 1591-1620 days, 1621-1650 days, 1651-1680 days, 1681-1710 days, 1711-1740 days, 1741-1770 days, 1771-1800 days, 1801-1830 days, 1831-1860 days, 1861-1890 days, 1891-1920 days, 1921-1950 days, 1951-1980 days, 1981-2010 days, 2011-2040 days, 2041-2070 days, 2071-2100 days, 2101-2130 days, 2131-2160 days, 2161-2190 days, 2191-2220 days, 2221-2250 days, 2251-2280 days, 2281-2310 days, 2311-2340 days, 2341-2370 days, 2371-2400 days, 2401-2430 days, 2431-2460 days, 2461-2490 days, 2491-2520 days, 2521-2550 days, 2551-2580 days, 2581-2610 days, 2611-2640 days, 2641-2670 days, 2671-2700 days, 2701-2730 days, 2731-2760 days, 2761-2790 days, 2791-2820 days, 2821-2850 days, 2851-2880 days, 2881-2910 days, 2911-2940 days, 2941-2970 days, 2971-3000 days, 3001-3030 days, 3031-3060 days, 3061-3090 days, 3091-3120 days, 3121-3150 days, 3151-3180 days, 3181-3210 days, 3211-3240 days, 3241-3270 days, 3271-3300 days, 3301-3330 days, 3331-3360 days, 3361-3390 days, 3391-3420 days, 3421-3450 days, 3451-3480 days, 3481-3510 days, 3511-3540 days, 3541-3570 days, 3571-3600 days, 3601-3630 days, 3631-3660 days, 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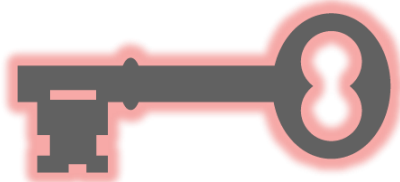
The Top 10% Collaborates



Daily Huddle in 5 Steps

- ✓ What are the watch-outs on the schedule today?
- ✓ Where are you stuck? Can we help?
- ✓ All appointments confirmed?
- ✓ All consults pre-consulted?
- ✓ What's our progress towards achieving key numbers in our business?

Consistency and continuity at every touch point



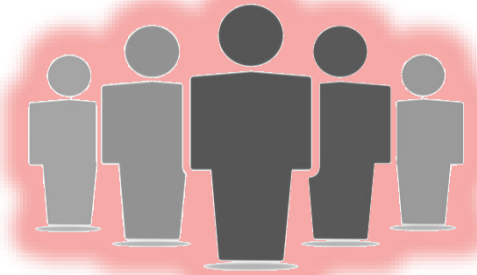
Key Elements:

- Engage, build connection
- Credential the practice/provider



Patient Experience is Measure of Our:

- Listening skills,
- Tone of voice,
- Ability to build rapport and relationships



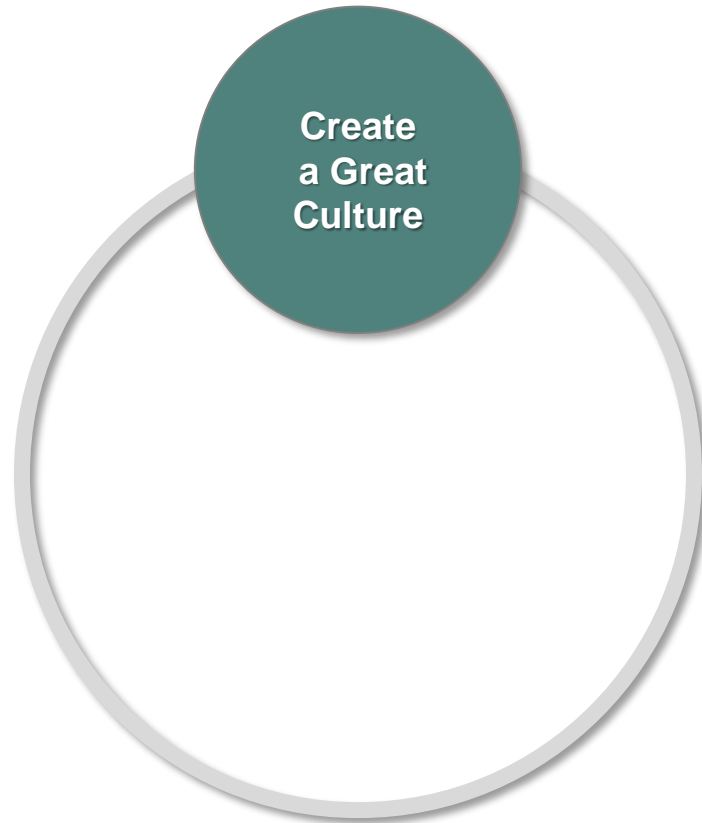
Top 10%
PRIORITIZE
these things at all
levels

How Do I Push Re-set?



If I'm caught in a cycle of, **catching things done wrong, or double checking to ensure things are done the right way....**

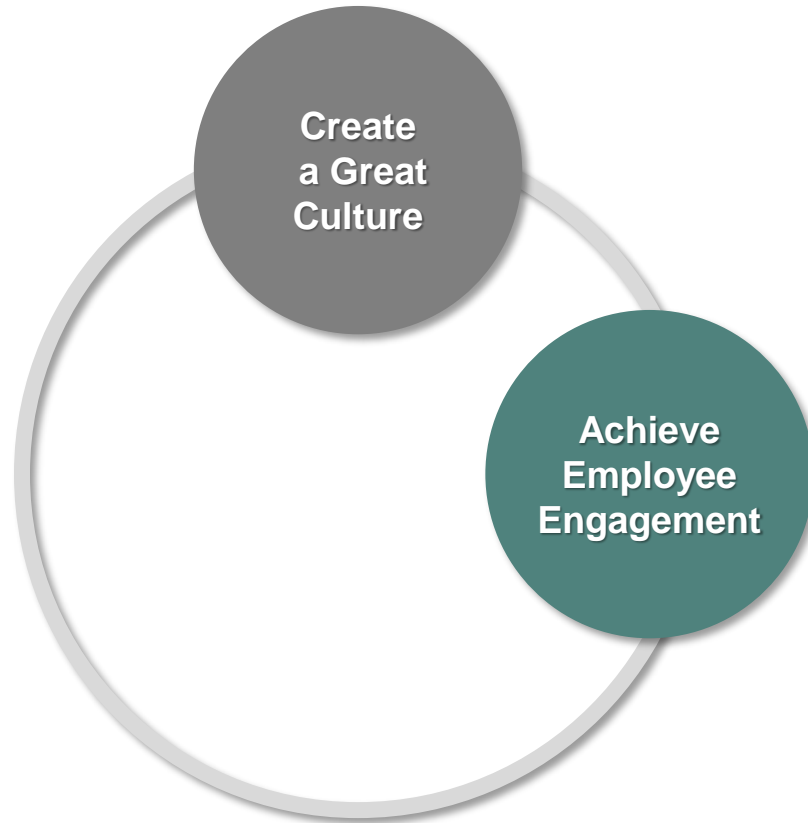
Key Success Factors



Create a Great Culture

- Establish core values
- Build trust and respect among all employees
- Show appreciation
- Celebrate success

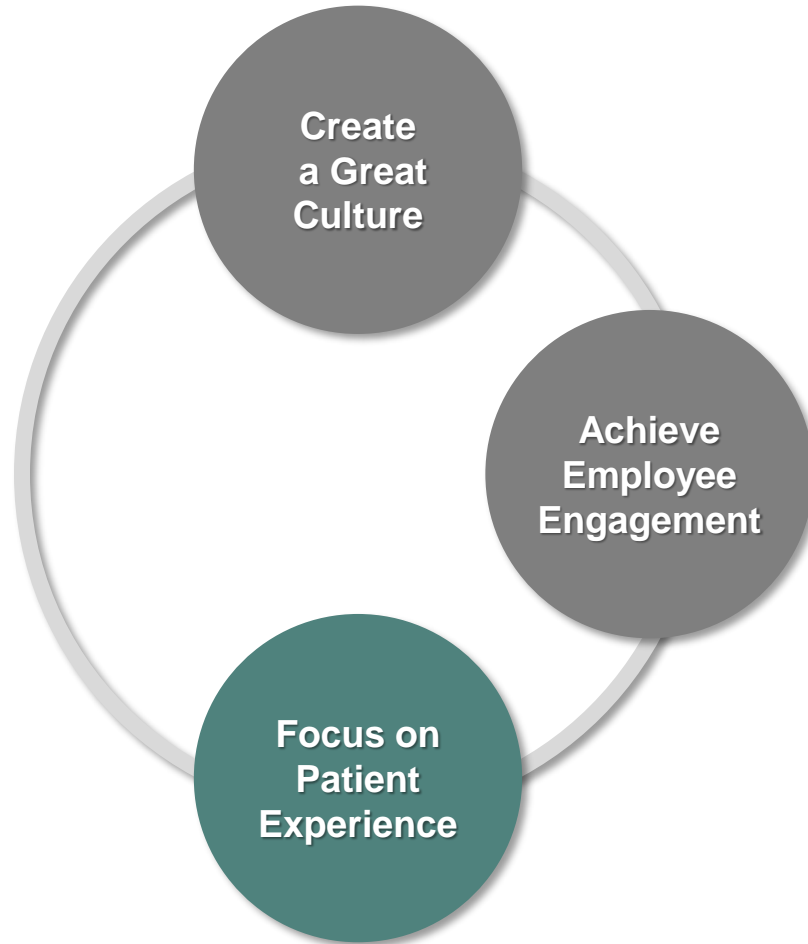
Key Success Factors



Achieve Employee Engagement

- Implement rigorous recruitment, onboarding, and collaborative training
- Cultivate your “stars”
- Manage out “underperformers”

Key Success Factors



Focus on Patient Experience

- Measure key drivers
- Survey your patients
- Act on patient feedback

Key Success Factors



Commitment to Business Planning

- Annual planning
- Engagement of team
- Commitment to execution
- Focus on a few vs. many

Key Success Factors



Leadership

- Alignment of the ownership and management
- Acting the part
- Engage with your team
- Share your success

Key Success Factors



Key Questions

■ Do we create an **environment of over-achievers**? Continually raise the bar and challenge the process of how we do what we do?

■ Do employees feel valued, and relate hard work and excellent performance to tangible and intangible rewards?

■ Do we motivate others to want to struggle to achieve the **practice's mission and vision**?

■ Do we **model the way**?



BEGIN with the END in Mind



Culture of accountability
and collaboration

Culture that aspires
to be great

Thank you for attending!



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