LEARNER OBJECTIVES

**CE Session #1**
The A.R.M.S. Length System: 7 to 1 ROI, Implementing Successful Revenue Teams

Upon completion of this presentation, the learner will be able to:

- Develop a meaningful and successful team-based approach to revenue enhancement;
- Implement the necessary re-engineering of organizational systems to effectively maximize revenue growth;
- Utilize proven techniques used by health care organizations in leading-edge methods for marketing and positioning of their products and services with case managers, discharge planners, doctors, hospitals and other referral sources;
- Develop the appropriate sub-teams necessary to guide the organization’s efforts and achieve involvement by all participants for the outcome of the plan; and
- Prepare their organizations to participate and partner in “bundling” and Accountable Care Organizations with their primary physician's network and local hospitals.

**PRESENTER(S):**

Clint Maun, CSP, is nationally recognized for his innovative leadership in health care consulting, speaking, and research. He is one of a select few to receive the Certified Speaking Professional designation of distinction from the National Speakers Association. As co-founder of Maun-Lemke, Clint has over 38 years of experience in health care management, leadership, quality enhancement, and self-development programs. His acclaimed leadership process, “Smooth Operations,” has been successfully implemented in small and multifacility businesses nationwide. Clint’s visions, ideas, techniques, and concepts are currently at work in thousands of organizations throughout the country.
The A.R.M.S. Length System: 7-to-1 Return on Involvement (R.O.I.)
Implementing Successful Revenue Teams

Florida Health Care Association
Annual Conference & Trade Show

July 30, 2012

Clint Maun, CSP
The A.R.M.S. Length System:
7 to 1 Return on Involvement
(R.O.I.)
Implementing Successful Revenue Teams

Clint Maun, CSP

1. 3 Components of Business
   A. RE (Revenue Enhancement)
   B. CC (Cost Containment)
   C. QI (Quality Improvement)

2. Where is Your Triangle Pointed?

3. Revenue Enhancement Plan
   A. Admissions
   B. Rightness
   C. Marketing
   D. Sales
4. Using a Team is the Secret!

5. Admissions
   A. Hoop Free
   B. Welcoming
   C. Rules of 3

6. Rightness – A Host of Opportunities
   A. Attitudes
   B. Training
   C. Clinical/Financial Barrier Removal
   D. Staffing
   E. Compliance Issues
   F. Leadership
   G. Creation of the “Transitional Unit”

7. Marketing
   A. Hospital Rounding
      i. Visitation
      ii. Clinical Admissions Specialist
      iii. Rounding with Physicians
      iv. Quick Decisions
B. Clinic/Physician Contacts

i. Transition Calls
ii. Outcome Documentation
iii. Physician Visits
iv. Physician Gatherings
v. Using Your Medical Director

C. Managed Care Contacts

i. “Achilles Heel” Assessment
ii. Outcome Reporting
iii. Managing Managed Care

D. Community Outreach

i. What to Sponsor
ii. Groups to Network
iii. Partnerships with other Health Care Organizations
iv. Medicare Alumni Events

8. Sales

A. Phones

B. R-T-R (Room-Tour-Room)
Is Your Customer's Point of View a Puzzle?

Clint Maun, CSP

Every day the healthcare business is growing more and more competitive. This competitive battleground is being fueled by an informed consumer base that carefully researches every option in response to skyrocketing healthcare costs. Amid efforts to win and sustain business, healthcare facilities and hospitals are increasingly looking for ways to improve the patient experience. As such, many facilities have turned to mystery shoppers.

Healthcare mystery shopping is very similar to retail mystery shopping. Healthcare organizations contract the service of an agency, which then sends employees to pose as customers/patients and later report back on how they were treated.

Mystery shoppers can provide healthcare organizations with a unique competitive advantage. Armed with specific details in regard to customer and operational services, organizations can leverage this information to improve the overall quality of care.

Mystery shoppers provide several benefits, including (but not limited to) the following:

**An improved patient experience.** Mystery shoppers provide something that no other survey, questionnaire or focus group can offer: a minute-to-minute account of a real patient experience. Healthcare facilities that use mystery shoppers say the reports have led to a number of changes in the patient experience, including improved estimates of wait times, better explanations of medical procedures, escorts for patients who have gotten lost, and even less-stressful programming on the television in the waiting room.

**A subjective point of view.** We all have preconceived ideas and opinions about where we work. However, a mystery shopper has a subjective, outside view that can provide your organization with an unbiased perspective.

**Increased revenues and patient retention.** Whether it’s hiring someone to grade your staff on how long they let the phone ring or keep people on hold, mystery shopping is another way to anticipate issues that patients may have. When your organization is aware of these issues, it can begin the process to rectify them. Because of mystery shoppers, the quality of care and service will be improved. As a result, more patients will be retained.

**Where to Start**
The first step to mystery shopping is finding the right agency or third party that can provide you with the people and services you require. Perhaps your organization needs several older mystery shoppers to get an idea on how your staff treats the elderly. Or maybe you need help determining exactly what your problem areas are and how to approach them. A good agency will be able to provide you with both these types of resources and expertise.

Once you’ve selected an agency and have outlined what your organization wants to discover, the mystery shoppers will perform tasks based your predefined criteria. These tasks may include the following:

- Going through a noninvasive procedure
- Making a phone call to schedule an appointment
- Taking a tour of the facility
- Asking for information about the facility or a procedure
Mystery Shopper Study Catches Many Hospitals Off-Guard

People who shop for pricing and financial assistance information at hospitals have a difficult time getting answers, according to a report released by the California HealthCare Foundation (CHCF). In the three-month study, mystery shoppers posed as uninsured patients requesting pricing information for elective procedures at 64 hospitals in five regions in California. Their experience shows that there is a serious communications gap between hospitals and prospective patients, a gap that has negative implications for the increasing number of patients who pay all or part of their medical bills. Mystery shoppers contacted each hospital both in person and by telephone for answers to straightforward questions regarding the price of one of 25 elective procedures or tests. The study found that obtaining a price depended primarily upon luck and persistence, and the experiences varied greatly.

Mystery shoppers may make inquiries over the phone, go to the actual facility, or in extreme cases, fake symptoms. To remember details while remaining undercover, some shoppers may hide tape recorders in their bags, jot details down in appointment books, and/or go to the restroom to take notes.

After shoppers finish their task, they should compose a narrative of the entire experience that shares information such as the names of each person they talked with and how they felt during each interaction. The shoppers should also rate their interactions (i.e., on a scale of 1 to 5) based on the standards first set out by your organization.

The Next Steps

Once your mystery shoppers report back to you, it’s key to use the information to make positive changes. For example, perhaps the mystery shoppers discover that the staff answering the phones is forwarding a large percentage of calls to the wrong departments. Perhaps the mystery shoppers also discover that those answering the phones don’t know the answers to some basic questions. After identifying problems like these, your organization should come up with guidelines and resources for the operators so that they can answer callers’ questions and transfer them to the right locations.

Oftentimes the agency that provided the mystery shoppers will offer services and solutions to help your organization address the identified problem areas.

You’ll also want to make sure that you focus on any positive feedback the shoppers provide. Reward employees who got praise from mystery shoppers with small cash prizes, gift cards, better parking spaces, and public recognition, such as engraving their name on a wall plaque.

Lastly, when you retain the services of mystery shoppers, be sure to keep it under wraps. Many facilities make the mistake of telling their staff that mystery shoppers will be showing up (without saying exactly when). As a result, some staff and doctors feel spied upon. In addition, some staff may “put on a show,” acting in ways they normally wouldn’t. This can result in the mystery shopper gathering inaccurate data. You ultimately want your staff to go about their work as they would any other day. So when it comes to mystery shopping, mum is the word!

Bottom line: Mystery shoppers ultimately provide a means for organizations to pinpoint otherwise unknown problem areas. Facilities can thus use this information to enhance the patient and customer experience. And with the advent of consumer-driven healthcare, organizations simply can’t afford to run a business that doesn’t impress patients and retain customers.
Mystery shopping has become increasingly popular in healthcare settings as it provides a quick and objective method to identify and evaluate service performance. A mystery shopping project often begins when an incognito shopper makes an inquiry call to a healthcare facility asking for information and continues through to a visit to the facility, sometimes extending through a second and third visit. It concludes when the mystery shopper reports on his or her experiences. Mystery shoppers can provide feedback on things such as first impressions of the facility, customer service, and the marketing and rapport-building skills of the sales staff.

Mystery shopping can help healthcare organizations identify several key issues, including:

- The care and treatment of patients
- Why you may be losing business
- Marketing, sales and service problems
- The responsiveness (turnaround time) and sales skill of your staff
- How your organization is perceived in the community
- If your organization is being recommended by any other sources
- How your organization’s staff handles inquiries

In addition to identifying issues at your own facility, mystery shopping can provide huge benefits when used at competitor sites. Mystery shopping at a competitor site can prove to be a lesson in humility, as it demands the wisdom to acknowledge that another organization may be doing things better than you. However, if you’re able to set your personal feelings aside, there’s a lot you can learn from shopping at a competitor site. Mystery shopping at the competition enables your healthcare facility to identify, learn and implement industry best practices and therefore gain a competitive advantage.

Of course, some managers believe that they already have their fingers on the pulse of their industry and how their organization is performing. But ask yourself: When was the last time your organization formally (and objectively) evaluated service and operations? If the answer is, “It’s been awhile”, or “I can’t remember”, then it’s probably the right time to mystery shop at your organization as well as the competition.

At the end of the day, the level and quality of service you deliver to your patients and customers is vital to your company’s success. Your customers' total experience with your company and your staff ultimately dictate whether your company will succeed or fail. Simply having expectations about what sort of experience your customers and patients should have is not enough. To realize positive results, you must inspect and measure. Objective, anonymous, third-party assessments of the customer experience will provide the information you need to ensure that customers' actual experiences match company expectations. Mystery shopping programs provide this service and opportunity. Moreover, mystery shopping can deliver insights across stakeholders-including physicians, nurses, CNAs, patients and consumers - to help you anticipate and impact customer behavior so you can optimize sales, brand, treatment, communications, and performance.

Measuring the Value
As with any program or expenditure, executive management and administrators will want to know mystery shopping’s return on investment (ROI). The ROI of mystery shopping programs can be readily measured, provided that the results are followed up on and effectively used to change employee behavior. For example, if a mystery shopping program reveals that fifty percent of the time employees fail to greet customers and visitors when they enter the facility, the company might take specific steps to ensure that employees know they must acknowledge customers within thirty seconds of arrival. Subsequent mystery shopping might reveal that customers are greeted within thirty seconds, ninety-five percent of the time. The return for the company is that a specific expected employee behavior has improved by forty-five percent. The exact financial value of this and similar types of behavior improvement may be hard to gauge, but consider this: A customer who is made to feel welcome and valued is far more likely to do business with your company than a customer who is ignored.
Of course, mystery shopping is valuable in ways that can’t be readily measured. By identifying issues that otherwise may have gone unnoticed, mystery shopping can prevent the loss of business and negative perceptions. However, measuring something that has been prevented or didn’t happen is nearly impossible to do. Mystery shopping programs can prove extremely valuable in ways that may not be readily measured for two primary reasons:

1. Most customers/patients who have unsatisfactory experiences will not complain; they will just never come back.
2. Dissatisfied customers are likely to tell many others about their experience, who in turn probably will avoid doing business with you.

It’s critical to keep these items in mind when measuring and proving the value of mystery shopping programs.

The More You Put In, the More You’ll Get Out
If your organization wants to realize a positive ROI out of a mystery shopping program, it must take the feedback and results and turn them into action. After all, if the data isn’t being used to initiate change or enhance programs, then it’s really all for nothing.

Healthcare organizations across the country are leveraging mystery shopping to improve service and increase business. Below are some prime examples of how organizations turned their mystery shopping feedback into action:

**An Ohio Hospital Makes the Right Call**
An Ohio-based hospital had mystery shoppers call the main phone line. They discovered that operators were transferring several callers to the Ask-a-Nurse line for many questions that didn’t apply. Once the problem was uncovered by mystery shoppers, the hospital was able to come up with guidelines and resources for the operators so that they could answer callers’ questions and transfer them to the right locations.

**A Dallas Facility Improves Scripts & Terminology**
A Dallas hospital learned from mystery shopper reports that patients’ levels of psychological comfort were low. So, the hospital developed new scripts for speaking with customers. Now, rather than just asking “Can I get anything for you?” staffers are told to add, “I have the time for you.” This small adjustment has done wonders to help patients feel more important and valued. The facility also simplified terminology and enlarged the font on its signs in response to mystery shopper complaints that signs were difficult to read.

**A Retirement Community Re-Focuses Its Sales Efforts**
A new upscale retirement community was failing to meet its occupancy objectives while several of its competitors were filled to capacity and enjoying waiting lists. The owners had assumed that local residents were simply unaware that the retirement community existed - something that the facility thought would solve itself over time with good public relations. However, mystery shopping reports identified the sales force as the more significant problem. If the mystery shopping audit had not been done, the owners might have focused their energies in the wrong place. They found out that awareness and PR was not the sole problem, and so they focused their energies in the sales area. They made changes in staff and hired more experienced people with the right skills and personalities to relate to the residents and reflect corporate expectations.

**A Midwest Facility Rewards Positive Feedback**
In addition to identifying problematic issues, mystery shopping often uncovers examples of outstanding service and performance. A Midwestern nonprofit healthcare organization began rewarding employees who got praise from mystery shoppers with small cash prizes, gift cards, better parking spaces, and public recognition, such as engraving their names on a wall plaque. Since implementing its mystery shopping program, the facility’s employee turnover rate dropped to 11.5 percent from nearly 18 percent.

There’s No Mystery in the Results
Overall, healthcare facilities that use mystery shoppers say that the reports have led to a number of changes in the patient experience, including improved estimates of wait times, better explanations of medical procedures, escorts for patients who have gotten lost, and even less stressful programming on the television in the waiting room.
Mystery shopping ultimately takes a snapshot of what visitors who come to your facility encounter. This snapshot may or may not be an accurate reflection of how your facility operates on a daily basis. After all, people have bad days, things go wrong, equipment breaks, etc. That’s why you should never approach your first mystery shopping experience with the thought that it will be your last. Mystery shopping is most effective if it is ongoing, or conducted on a periodic basis, so you can see real patterns of progress. If you only intend to conduct a mystery shopping project once, remember that there are limitations to the comparative or trend information you collect.

Mystery shopping can ultimately help hospitals, clinics, assisted living facilities and nursing homes identify unsatisfactory processes and employee behavior and performance. By identifying these problems, taking action to resolve them, and then going through the evaluation process once again, healthcare organizations can increase business and customer satisfaction exponentially.
Increasing Rehab Census: A Two-Fold Revenue Builder

Clint Maun, CSP

In many facilities, an increase in census is necessary to increase Rehabilitation productivity. To improve your census opportunities, first identify your major referral source(s) and stay in direct and continued communication with them. In addition, review and consider carrying out the steps in the following Marketing Plan which is designed to market facilities that are:

A. Experiencing a negative profit margin.
B. Geographically located in a “cluster” group where aggressive marketing can impact the most facilities within a compact area.

Begin by implementing these 8 steps in your plan toward revenue enhancement:

I. Identify your major referral source(s) by location and contact person
   • Example: Mary Smith, Discharge Planner, County Hospital, or Dr. Johnson, neurologist, etc. The Admissions office should be able to supply you with this information. Are these “solid” referral sources, or challenging?

II. Send out an introduction letter to all referral sources (present and past) from your rehab team. Include:
   • Who you are: The Rehabilitation management team for (xyz) facility.
   • Disciplines - PT, OT, SLP. Include brief staff profiles if appropriate, i.e., name, title, experience, specialized training.
   • Present what you do: deliver quality rehabilitation services in a caring environment.
   • Mention other facilities in the general area (if you are a multi-facility organization).
   • Promotional item: Consider printing bright yellow rolodex cards with all your organization’s “cluster” facilities listed including fax and phone numbers.

III. Letter #2
   • Send a follow-up letter approximately 10 days to 2 weeks after the 1st letter, to include:
     o The specific types of rehab diagnoses you provide treatment for in the rehab department. (Under the broad headings of neurological and musculoskeletal, include more specific diagnosis).
     o General positive information about your specific facility, i.e.: 24-hr. admissions, nursing services, dining and social activities.
     o Mention again other company facilities in the general area if applicable.
     o Promotional item: Pen - With a window on the side which changes messages each time the pen is clicked. Several “cluster” facilities could be listed along with their phone number.

IV. Thank You Cards - Multipurpose
   • Send a thank you note from the rehab department for every new admission.
   • A brief discharge summary note must be sent to the attending physician for every Medicare discharge.
   • Follow-up on all discharged patients. A simple “hope you are doing well” along with your business card, and signatures from the rehab staff is sufficient. Studies show that 62% of all Medicare rehab patients will eventually need rehab again.
   • A simple rehab notebook of successful outcomes is a great tool to have when corresponding or meeting with referral sources. Information should include the patient’s name, admission and discharge date, diagnosis treatment and how quickly and effectively they were treated and returned home.
V. Become a part of your facility’s census building and marketing team!

- A member of the rehab team should be present at each facility meeting to help coordinate the RUGs level of each resident.
- Become aware of the type of admissions that are received.
- On new admissions consider up front whether the patient might be a candidate for a long-term care stay in the facility. If so, are we speaking with the family along those terms? Every patient is not necessarily a good candidate to return home. This type of patient awareness can help build long term census.
- Be willing to take on “tough” cases and be a part of the total team which can treat patients successfully even if other competitors cannot. Being able to tell referral sources that we “admitted 36 patients and refused, only 1” will demonstrate our collaborative facility approach among therapy, nursing, and other departments.

VI. Direct external marketing visits and networking by the rehab team.

- Visit at least two referral sources, or potential referral sources per month (Visits may be made with other facility personnel). Take along all necessary marketing information and items.
- If rehab recognizes a situation where a patient would better benefit in another of the company’s facilities, (because of any number of reasons), discuss this at the morning meeting. It would be better to transfer a patient to another company facility than to lose that patient to a competitor.
- Network among your friends who are therapists in other rehab settings such as hospitals, outpatient clinics, etc. Let these professional friends know of the services offered in the rehab department and the facility.

VII. Inexpensive brochure (optional)

- List the features on all “cluster” facilities in your area. A brief questionnaire can be sent from your corporation to gather general information.

VIII. Medicare Discharge Plan

- Upon discharge after a Medicare rehab stay, therapists must send a note to the referring physician or referral source which reads – (example):

Dear Dr. (xyz):

We were pleased to complete rehab work today with Mrs. Jane Jones, who was referred to us by your office. We are sending her home from our rehab unit successfully and according to our rehab/care unit plan. We met our goals of sending her home/off rehab in the appropriate time frames and with the expected/better than expected outcomes. Thank you for referring her to us and as you know, this is the 12th patient of yours we have sent home according to our rehab goal plan. Thank you for the confidence you have placed in us and for working with our staff to deliver these great results to your patients.

Best Regards,
Healthcare organizations that are trying to increase referrals, admissions and census must consider ways to involve themselves with the medical community. We have found that many organizations are designing systems that develop referral source relationships, but are ignoring the role of the physician in those admission decisions/admission patterns.

When making a decision to develop a physician marketing program, it is important to include your existing Medical Director and key attending physicians in your organization. If your Medical Director and physicians are not capable of assisting you with physician marketing, then you should question their ability in general as it relates to your organization’s success. In other words, does your Medical Director have the necessary contacts, influence and positioning in the medical community to make a difference for your organization? Is your Medical Director respected and involved with the medical community (including his/her own practice)? In addition, does the Medical Director and key attending physicians have the desire to produce great medical care for the residents/patients in your organization?

The Medical Director and attending physician involvement in Physician Marketing is the #1 way to make a successful Physician Marketing program occur. Doctors talk to doctors. Doctors tend to not spend a lot of time talking to other facility personnel. In fact, sometimes they shun these individuals in day-to-day contact for various reasons. When the medical community is communicating with the medical community there is a greater chance of success and penetration for future referral source inroads.

You should have your Medical Director and key physicians involved in hosting seminars or luncheons, dinners (away from the facility) so the physician community can become comfortable with your physicians and staff. We’re suggesting these hosted meetings be on topics that are important to the medical community versus topics of marketing your facility to them. We also believe topics can be developed by setting up a geriatric medical community advisory committee which looks at issues of geriatric medicine in general in your community.

In addition, we believe your Medical Director and key physicians should be involved in sending letters to other key physician referral sources. They should also be making visits, in some cases with you, to other key physician contacts. It is important however, to note that this might come as an additional marketing cost to your organization. Some facilities are very short-sighted in their approach to asking physicians to be involved in the physician marketing component because of the dollars associated. We believe this effort produces a great amount of success in getting referral source patterns to change over time. It's also important to note you would spend marketing money anyway in other activities that might not produce the same type of return on investment.

The first step to developing a Physician Marketing program is to assess your current Medical Director and key physicians for their ability to assist you. You must also take a look at their ability to have a genuine interest in your facility and send referrals. You must talk with them to determine what we might be doing that would interfere with their own involvement with our facility. This would also set up an assessment process we can use with other critical physicians we would like to see more involved with our facility. We would then find out what is going right or wrong in our relationship with that physician or practice. This would allow us to make changes as necessary.

This brings on the ability to set up ways that our existing physicians can assist other physicians in taking care of attending physician requirements for their patients in our facilities. We also can design our programs of involvement with physicians at their visit times to ensure it is successful in their eyes. We can set up the right kind of protocols with their office so we are a positive influence on their practice versus being involved constantly in bombarding or harassing their office with our needs. We can develop the appropriate internal training that is necessary in our facility to ensure we have the right kind of relationship with that physician or their practice. In addition, we’re then able to find out what they believe is important for us to consider in change of protocol, practice or types of individuals we serve. This allows us to develop an on-going advisory committee relationship as mentioned above which can influence not only the medical community's involvement with the overall healthcare environment, but specifically with our own facility.
Successful marketing in healthcare must go beyond simply stating who you are, where you are, and what you offer. Because "many healthcare practitioners allow themselves to be lumped into broad categories without establishing any real point of differentiation... consumers assume that all providers are basically the same" (Thompson). They aren't. You aren't. It's critical to pinpoint and market that piece of your organization that makes you unique, the something different no one else has.

As an illustration, we have a client who went through a dedicated process to begin operating agency-free. The dollars flowing out for agency fees resulted in poor morale, an ailing bottom line, and decreased quality of service. Eliminating the use of agencies in all their buildings engendered positive outcomes that have set them apart from their competitors.

One of those positive developments is a marked increase in the comfort level felt by patients and their families. They see the same faces in front of them every day - faces who are familiar with the patient's situation and who need not navigate a learning curve each day to reach a workable starting point. These faces are not from an agency. They are the organization's own employees - part of a stable, dedicated and well-trained staff. It is this piece that sets them apart from all other providers in the area.

The organization subsequently developed a marketing program highlighting the benefits of being agency-free, creating "in the customer's mind an idea that a particular product is different in an important way... [producing] a competitive edge over others in the marketplace." (Marketing the Uniqueness of Small Towns)

In addition to the benefit of having consistent and adequate staffing levels with a stable workforce of well-trained professionals, the organization can boast of being not only the provider of choice, but also the employer of choice. Being agency-free creates greater job security and staff retention, fostering that stable workforce - always a plus for patients as well as for the organization's positioning in the market. They can tout a twenty-seven percent annualized turnover in staff compared to the average of eighty-five percent. This commitment to long-term retention of well-trained staff helps create a focal point around which a marketing program can be built.

A similar situation is possible in any type of healthcare organization. Find the way in which you are unique and utilize it to "differentiate your products and services from your competitors, giving customers a reason to choose you over your competitors." (Carter) If you own the best outcomes in surgeries, treatments, rehabs, or percentages that show off well, you should be positioning those in outcome documents, spotlighting your difference and why that difference is important.

Dedicated outcome-based documents that get to the point are vital for effective market positioning. The more specific, meaty and dedicated the information you provide, the better it markets to referral sources, case managers, practice partners, and the community at large. Include specifics: numbers for successful cases, results with certain types of treatment, testimonials from customers whom prospective clients can call to ask about experiences with your organization, quotes from customer surveys, differences in cost or pricing alternatives, and most of all, that piece you offer that no one else does. Utilize those pieces that are exclusively yours.

Each organization owns its intellectual property as well as its product and service property. Remember that "no matter how you choose to be different, the important thing is to be different." (Thompson) If you don't take advantage of that difference in positioning your organization in the market place, then you are simply out there offering what everyone else offers: location, ambiance, ample square footage, newness of the equipment, a gorgeous van, and the like. By careful positioning, you can move from selling mere stuff to offering something that no one else does, and thereby reap the resulting rewards.
Works Cited


Looking for more?

Clint Maun provides many additional tools to help you uncover buried treasures hidden in your organization waiting to be discovered!

**Clintcast**

Listen at [www.clintcast.com](http://www.clintcast.com) weekdays to hear Clint via podcast online! In under 15 minutes, you’ll get best practices, tips, anecdotes and Clint’s unique ‘twist’ on healthcare, along with your ‘daily dose’ of motivation and immediately usable ideas! Episodes are even available on Audio CDs! Join Clint’s Care Crowd today and be an active member of the healthcare community!

**Twitter & Facebook**

Into the social networking scene? Follow Clint at [www.twitter.com/clintcast](http://www.twitter.com/clintcast) for motivational tweets and inspirational daily pick-me-ups, and on Facebook, at [www.facebook.com/clintcast](http://www.facebook.com/clintcast) today.

**Share Clint**

Would you like Clint to speak for your organization, but your budget is a bit tight? Share costs with one or more nearby organizations to host a combined event so all will benefit from Clint’s healthcare expertise! Call Kathy Cain (800) 356-2233 for more information!

**Onsite Consulting**

Today’s healthcare marketplace presents many challenges that even top performers may face. Clint and his team at Maun-Lemke provides onsite consulting services to help your organization uncover, develop and capitalize on hidden gems of opportunity. Call Kathy Cain (800) 356-2233.

**Products & Resource Materials**

Discover a variety of products at [www.MaunLemke.com](http://www.MaunLemke.com) and [www.ClintMaun.com](http://www.ClintMaun.com), as well as additional online content to further assist in your quest for continual improvement! These supplements provide a great way to keep the momentum going after a visit with Clint. Check them out online today or call Kathy Cain (800) 356-2233 for more info!

Clint Maun, CSP / Maun-Lemke, LLC
8031 W. Center Rd, Suite #222, Omaha, NE 68124 • (800) 356-2233 • clintmaun@aol.com