Elective Services: Selling With Integrity

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Financial Disclosure

- Casebolt Consulting (Keith and Patty Casebolt)
- Care Credit OSC member (Patty Casebolt)

Definition of Selling or “Sell”

sell

1. give or lend (something) in exchange for money
2. persuade someone of the facts of
3. sell or sell (a product)
Definition of “Persuade”

define

- cause [someone] to do something through reasoning or argument
- try [someone] to do something: "I persuaded him to do the right thing"

Definition of “Integrity”

- the quality of being honest and having strong moral principles, non-corruption:
  - honest, upright, moral, principled

Selling with “Honor”

To sell with honor, you must behave in a way that feels comfortable and appropriate to both parties—this honors the buyer and the salesperson. *

Selling with honor begins when you can honestly say, “I have something of value to offer”. Then all you have to do is communicate that value.”

* Selling with Honor by Lawrence Kohn and Joel Saltzman
Selling With Integrity #1 Rule…

- **Be honest** with yourself and others...
  - Know your level of comfort/competency
  - Be open with yourself about your level of “buy in”
  - Don’t over-promise (review your marketing, consult books, etc.)

Challenges

- Time
- Uncomfortable discussing $'
- Unfamiliar with payment plans or insurance
- Don’t want to become “used car salesman”
- Knowledge of product
- Selling experience

What do these challenges have in common?
What do these challenges have in common?

You:
- Your feelings around your own competency
- Judgement about sales
- Wanting to be liked
- Feeling rushed
- Fear of “NO”
- Etc.

How to address your own reactions?

- Put yourself in their shoes...
- What would it feel like to be totally dependent on glasses?
- How would it feel to have constantly gritty and red eyes?
- How would it feel to worry about surgery?
- What would you want to know to make the right decision?

Be yourself, be real, relax
Your Secret Sauce...Passion!

- Insights from the book “The Little Red Book of Selling”
- Why is this book Red?
- Red is the color of passion- Passion is the fulcrum of selling. No passion, no sales.

Credential Yourself and Others...

Don’t judge a book by its cover

Just because someone looks like they can’t afford an elective procedure doesn’t mean they can’t.
Patients’ right to know all the options...

And, your recommendation...

Listen and look for the emotion...

“Most people believe that the choices they make result from a rational analysis of available alternatives. In reality, however, emotions greatly influence and, in many cases, even determine our decisions.”
Ask questions and listen first...

- Most of us listen to only about 25% of what we hear.
- We tune out the other 75%.
- People don't buy because they understand. They buy because they feel understood.

Sales Maxim

Slow down your “talking speed”

Information continuum

- Under explaining
- Over explaining

Where are you on this continuum?

Ask for feedback...
Boil it down...

Don’t take “no” personally

Feature vs. Benefit

- A feature is a characteristic.
- A benefit is an advantage.
Feature vs. benefit example

Let's say you're trying to sell your car. The prominent features may include:

- 3 CD Disk Changer
- Electronic Key
- 30 Miles per Gallon Gas Mileage

Now, it's easy to notice the benefits of these features, but we haven't explicitly stated them yet. The above are NOT benefits because they are only characteristics.

Feature vs. benefit example continued

- 3 CD Disk Changer
  - Carry more music in your car
  - Safer- no fumbling while driving
- Electronic Key
  - Won't scratch your door with the key
  - Easier to unlock with groceries in your arms
  - Peace of mind: hear when your door closes
- 30 Miles per Gallon Gas Mileage
  - Saves you money - less dollars spent at the gas station
  - Saves you time with less gas refill trips

Why are benefits important?

- Because of the “so what” factor...
- People want to know “why” something is going to benefit them.
- We need to explain to our customers how these features help them.
The ideal consult...

- First the basics... (benefit: reduce anxiety, increase value)
  - Clean and pleasant facility
  - Upscale refreshments
  - Relaxing music
  - Comfortable temperature
  - Testimonials in waiting area (more available than magazines)
  - Be on time
  - Extra credit:
    - Warm neck wraps
    - Aromatherapy

The ideal consult...step #1

- Connect with the patient... don't launch straight into education (benefit: engagement, increased trust)
  - Credential yourself and your team (surgeon, surgical team, techs, etc.)
  - Review lifestyle goals and feelings...
    - Why does the patient want ______ (LASIK, Lipiflow, Custom IOL, etc.)?
    - How will their life be different after the procedure... i.e. what will they do differently?
  - Explore Barriers:
    - Ask how long they have been considering this procedure... if they have been waiting a long time, less likely to convert due to fear/coal. Must address these hurdles.
    - Do they know anyone else who has had the procedure and what was their outcome?

The ideal consult...step #2

- Educate (benefit: addresses fear)
  - Use VAK model: people learn best if you address their learning style (visual, audio, kinesthetic)
  - Why? Explain (show) why the patient is a good candidate
  - What is the procedure? Explain how the procedure will benefit the patient. Make sure to address the feature, but focus on the benefit
  - Where? Take away the fear/show the patient the equipment, where their procedure will take place.
  - When? Use assumptive verbiage: “on the day of your procedure, you will check in here...”
  - How? Always address financial details and explore financing opportunities (i.e. reduce any financial obstacles. (payment plans, flex plans, etc.)
The ideal consult...step #3

- Explore questions/concerns (benefit - removes barriers)
- Ask family members to join the consult - do they have questions?
- Meet with the surgeon whenever possible during the initial consult.
- Ask more questions:
  - Is there anything else the patient hasn’t asked?
  - Have they expressed any concern? If not, lead with a statement “some patients ask about ___, is that true for you as well?”
- Caution - don’t bring up something “super scary” if the patient doesn’t seem concerned. This may only create fear when it wasn’t present to begin with.
- Refocus on lifestyle goals - emphasize positive emotion related to these goals.

The ideal consult...step #4

- Address any final barriers (the benefit - signs with the “close”)
- Explore financial options - financing, flex plan, IRS tax deduction, etc.
- Use assumptive verbiage “The next step is to hold a procedure date. What works best with your schedule?”
- Assume the patient is interested or they wouldn’t have contacted you
- Caution - don’t push
- Examine your intention - is this in the best interest of the patient?
- Keep your agreements - follow up “by whom” you promised
- Not a candidate? Tell the patient why
- Integrous experience = positive word of mouth

Reassure - validate purchase

(If patient has not been to the doctor, things we could change, any services you would like to see, etc.)

I will sign your people and figure it out. My only concern would be that I should be given guidance early. For the price of this program without the advising and the counseling you own this now. There is a longer term on your money.
Best practices track...

Lead capture and follow through...
If you don’t capture the lead or follow up— you are burning your investment.

- The average cost per lead for LASIK is $150.
- The average LASIK patient can take up to 18-24 months to have surgery.
- If you don’t have a system in place to capture leads, you likely won’t do it.
- Establish ownership for lead follow up.
- Trust but verify—mystery shop.
- Ask for feedback.
Elective Procedure Benchmarks

- Volume Reports
  - Total lead volume
  - Total consult volume
  - Total surgical volume
  - Total enhancement rate

- Marketing Reports
  - Total marketing costs
  - Cost per lead
  - Cost per case
  - Market cost ratio
  - Lead marketing report:
    - Leads broken down by source (i.e. newspaper, radio, internet, special promo)
    - Breakdown by internal and external leads

- Conversion reports (by department and individual counselor)
  - Call to consult
  - Call to surgery
  - Consult to surgery

Conversion Benchmarks

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<thead>
<tr>
<th>Leaked Consult</th>
<th>Conversion</th>
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Elective Procedure Benchmarks

- Procedure costs
- Average ticket (with and without financing practice fees)
- Profit margin
- Co-management expense
- Labor costs

Extra Credit...

SWOT Analysis

- SWOT
- Strengths
- Weaknesses
- Opportunities
- Threats

QA
Thank you!

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