HME Business Optimization
The NEW NORMAL

Ty Bello, Team@Work
November 5, 2018
Learning Objectives

• Why the NEW NORMAL
• The Generational Shift
• Building a Cohesive Leadership Team
• Develop Organizational Health
• The Business Optimization Path
SpaceX’s FALCON HEAVY Launches TESLA Roadster

Senate leaders reach a budget deal, Tesla’s record loss, and more trending news
The NEW NORMAL
What is Getting Your Attention

- Operations
- Product Diversification
- Revenue Cycle
- Marketing
- Sales
- Brand
Products, Positioning, Profits

Take Back Your Business

• Stop playing the Victim
• Nationals, Vendor Direct, Walmart, and Amazon

![Logos of Amazon, Inogen, SoClean, and Walmart]
The CHOICE is CLEAR
What Millennials want in a Job

What Different Generations Look for When Applying for a Job
According to a survey of 1,700 U.S. workers.

PERCENTAGE RESPONDING “EXTREMELY IMPORTANT”

<table>
<thead>
<tr>
<th>Feature</th>
<th>Baby Boomers</th>
<th>Gen Xers</th>
<th>Millennials</th>
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<tbody>
<tr>
<td>Opportunity to learn and grow</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality of manager</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality of management</td>
<td></td>
<td></td>
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<tr>
<td>Interest in the type of work</td>
<td></td>
<td></td>
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<td>Opportunity for advancement</td>
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<tr>
<td>Overall compensation</td>
<td></td>
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<tr>
<td>Organization encourages creativity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organization is a fun place to work</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Informal work environment</td>
<td></td>
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SOURCE: GALLUP

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### Traits of Top Sales Performers

Top Performer classified as Achieving or Exceeding Sales Metrics and Goals

<table>
<thead>
<tr>
<th>TRAIT</th>
<th>% Level of Trait</th>
<th>SELLING STYLE IMPACT</th>
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<tbody>
<tr>
<td>HUMILITY</td>
<td>&gt;90%</td>
<td>Focus on TEAM</td>
</tr>
<tr>
<td>RESPONSIBLE FOR RESULTS</td>
<td>85%</td>
<td>They Command the Sales Call Cycle</td>
</tr>
<tr>
<td>MERIC CENTRIC</td>
<td>84%</td>
<td>Know their Customer</td>
</tr>
<tr>
<td>HUNGRY FOR KNOWLEDGE</td>
<td>82%</td>
<td>Listen and Probe</td>
</tr>
<tr>
<td>OVERWHELMED or SADNESS</td>
<td>&lt;10%</td>
<td>The majority is Highly Competitive</td>
</tr>
<tr>
<td>SELF-CONSCIOUSNESS</td>
<td>&lt;5%</td>
<td>Aggressive Challengers</td>
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</tbody>
</table>

_HBR, Steve W. Martin: Thousands of Interviews Sales Top Performers and 1,000 Assessments_
“Business men go down with their businesses because they like the old way so well they cannot bring themselves to change. One sees them all about – men who do not know that yesterday is past, and who woke up this morning with their last year’s ideas”

Henry Ford
How to Begin the PATH  
Here to THERE

• When is the Best time to Plant a Tree???

• Why Business Optimization is NOT Strategic Planning
Business Optimization THE PATH

**HERE**
- History and Peak Performance
- Profitability Analysis
- Market and Competitive Analysis

**BHAG**
- Law of Diffusion Strategy
- Trade Area Strategy

**COURSE**
- Metrics
- Cadence

**THERE**
- Execution Discipline

**Law of Diffusion Strategy**
- Burning Imperative 1x3x3

**Team Functional Analysis**
- Team Functional Analysis

**Org Health Analysis**
- Org Health Analysis
4 Disciplines of Business Optimization

1. Build a Cohesive Leadership Team
2. Organizational Health
3. Business Optimization
4. Metrics and Cadence
Building a Cohesive Team

Change Team Behavior

- Trust
- Conflict
- Commitment
- Accountability
- Results
Why Leaders Struggle to Embrace Organizational Health

They quietly believe... they are

- too sophisticated
- too busy
- too analytical to bother with it

In other words they think it’s beneath them
Business Optimization

• Why do we exist? (Achieving Alignment)
• How do we behave? (Core Values)
• What do we do? (Simple One Sentence)
• How will we succeed? (Business Optimization)
• Who does what? (R&R defined and Team Profile)
  • Role
  • Responsibility
  • Focus Point

Serving the Family
Law of Diffusion of Innovation

Psychographics
- Innovators: 2.5%
- Early Adopters: 13.5%
- Early Majority: 34%
- Late Majority: 34%
- Laggards: 16%

Adoption Profile

- Tech Enthusiasts
- Visionaries
- Pragmatists
- Conservatives
- Skeptics

The Tipping Point

Scarcity
Social Proof

Team@Work
## Profitability - Bottom Line Impact

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<th>HCPC Code</th>
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<th>E1390 &amp; E1392</th>
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<td>Maintenance Cost</td>
<td>$198</td>
<td>$865</td>
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<td>GM%</td>
<td>70.32%</td>
<td>24.13%</td>
<td>24.13%</td>
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<td>ROI</td>
<td>9.98 Mo</td>
<td>7.92 Mo</td>
<td>9.61 Mo</td>
<td>5.19 Mo</td>
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The NEW REALITY

GROWTH ACCELERATOR

Referral Trending

DATA

CRM
CRM and DATA

- CRM
  - Sales Call Metrics
  - Trends in Trade Area Strategy
  - Accountability
- Data Driven Sales Approach
  - Targeted Selling
  - Dynamic Conversations
CRM and DATA – Competitive Advantage

But what could you do if....

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<thead>
<tr>
<th>ALL AMERICAN CITY</th>
<th>Name</th>
<th>Middle</th>
<th>Last name</th>
<th>Specialty</th>
<th>City</th>
<th>Decile Rank</th>
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<th>HCPCS /6</th>
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<td>ALL AMERICAN AK</td>
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<tr>
<td>MIKE</td>
<td>E</td>
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<td>H</td>
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<td>672</td>
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<td>631</td>
<td>105</td>
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<td>ALL AMERICAN AK</td>
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<td>9</td>
<td>550</td>
<td>92</td>
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## CRM and DATA – Competitive Advantage

**Better Yet...**

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<th>Last Name</th>
<th>HMS Specialty 1</th>
<th>Facility Name</th>
<th>Practitioner Rank</th>
<th>Facility Rank</th>
<th>Practitioner @ Facility Rank</th>
<th>Workload</th>
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<tbody>
<tr>
<td>DR</td>
<td>Pulmonary Disease</td>
<td>Big Company</td>
<td>10</td>
<td>1</td>
<td>3</td>
<td>&lt;2%</td>
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<tr>
<td>DR</td>
<td>Pulmonary Disease</td>
<td>Other City Company</td>
<td>10</td>
<td>4</td>
<td>10</td>
<td>10% - 20%</td>
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<tr>
<td>DR</td>
<td>Pulmonary Disease</td>
<td>Big Company</td>
<td>10</td>
<td>7</td>
<td>10</td>
<td>50% - 75%</td>
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<td>2</td>
<td>&lt;2%</td>
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<td>Other Big Company</td>
<td>10</td>
<td>1</td>
<td>2</td>
<td>&lt;2%</td>
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<td>DR</td>
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<td>Other Big Company</td>
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<td>7</td>
<td>2% - 10%</td>
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<tr>
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<td>Hospital Based Company</td>
<td>10</td>
<td>3</td>
<td>8</td>
<td>10% - 25%</td>
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<tr>
<td>DR</td>
<td>Pulmonary Disease</td>
<td>YOUR COMPANY</td>
<td>10</td>
<td>1</td>
<td>8</td>
<td>10% - 25%</td>
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</tbody>
</table>

**Develop Strategy**
Referral Trend - Defined

The Intersection of

• Referrals Sources
• Referrals by Modality
Referral Trend - Importance

• Sales Call Impact
• Identify Gaps
• Measure Trends

“If you are not winning the Game, Change the Way you PLAY”
Measure What Matters
Leading and Lagging Indicators

Leading Indicators
- Input Oriented
- Hard to Measure
- Easy to Influence

Lagging Indicators
- Output Oriented
- Easy to Measure
- Hard to Improve
Referral Trend – How to Use

<table>
<thead>
<tr>
<th></th>
<th>2-Apr-18</th>
<th>9-Apr-18</th>
<th>16-Apr-18</th>
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<td>11</td>
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<td>Key Accounts</td>
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</table>

**Sales Call Impact**
**Identify Gaps**
**Measure Trends**

---

**KEY ACCOUNTS**

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<tr>
<th>Rep</th>
<th>ABC</th>
<th>DEF</th>
<th>GHI</th>
<th>JKL</th>
<th>MNO</th>
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<tr>
<td>Tom</td>
<td>1</td>
<td>1</td>
<td>1</td>
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<tr>
<td>Tom</td>
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<td>2</td>
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<tr>
<td>Tom</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
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</table>
Providers and Vendor Partners

2018 OMEPA CONFERENCE
“Stronger Together”
“Success is nothing more than a few simple disciplines practiced everyday”

Jim Rohn

- Employer of Choice
- Business Optimization
- Strategic Plan for 2019
- Sales, Data, Referral Trending
“Here to There”

FINISHING A MARATHON ISN’T JUST AN ATHLETIC ACHIEVEMENT.

IT’S A STATE OF MIND; A STATE OF MIND THAT SAYS

ANYTHING IS POSSIBLE
Available at

ISBN-10: 1722013214
Link: http://a.co/d/2D4rBpp
THANK YOU

Ty Bello, RCC

Team@Work Sales BOOTCAMP
Transforming Leadership CoachShop℠
Sales and Leadership Coaching

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