

Small Is Beautiful

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Small is Beautiful
*Lessons for
Small-Scale Care Providers*

presented by
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Small is Beautiful

British economist E.F. Schumacher observed that humans are small. He reasoned that, therefore:

SMALL MUST BE BEAUTIFUL




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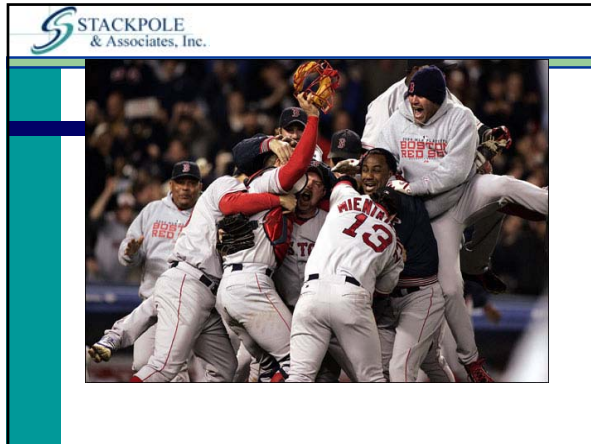
Small is Powerful

Business researcher ZJ Achs & economist DB Audretsch found that small organizations are creating more innovation and job growth. They reasoned that, therefore:

SMALL MUST BE POWERFUL



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Today's Presentation


- Perceived Shortcomings of Small-Scale Providers
- Advantages of Being Small (or Why Small is Beautiful)
- Action Challenges Facing Small-Scale Providers
 - Recruitment / Retention
 - Marketing
 - Flexibility
 - Raving Fans

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Care Providers: What Do We Do?

- "Producing", enabling or ↑ probability of wellness through prevention/intervention
- Wellness produced in one of three ways
 1. With technology & systems
 2. With providers' knowledge and skills
 3. With combinations of both 1 and 2

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“Technology”

- Simple stethoscopes to complex machines, physical property and treatment protocols (systems) are examples of technology
- Anything a practitioner uses to aid in “producing wellness” can be “technology”

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Technology – Untoward Side Effects




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Production of Wellness Occurs...


- Always a combination of technological and human inputs
- In reality, wellness is **never** produced solely by technology and / or systems
- Wellness must always include human inputs / components
 - Staff + Motivation + Skills + Experience
 - These are every care provider’s assets

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Perception: Larger is Better?

- Traditionally, small scale is (often) thought of as a negative quality
 1. Traditional argument: small providers simply can not afford “modern” technology (i.e., property plant & equipment- PP&E)
 2. Traditional argument: a large population is necessary to justify the capital expenditure required for new PP&E and systems

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Technology as a Negative

- Although technology is necessary, there exist some conditions for which it is not useful such as:
 - When proper or effective use is not known or well understood
 - When the amount of technology exceeds a level which allows carers to use their knowledge and skills

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What is “Caring”?


- The practice of caring both is, and should be, focused on individual people
- The provision of care is concerned with producing wellness for individuals and treating people, not diseases
- Because of its inherent properties, technology cannot act as a substitute for skilled, caring practitioners

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Small as an Asset


- Recruitment & Retention
- Marketing
 - Building Preference for your “Brand”
- Flexibility
 - Speed to Change & Adapt
- Creating “Raving Fans”

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Small is Beautiful - Recruitment

- Technology & the physical environment will not prevent carers from using their skills, knowledge and a “human touch”
 - “[YOUR NAME] House – we’ll help you care, not get in the way.”
 - The [YOUR NAME] House – a family of caring families.”
 - “Do what you do best – Care for those who need it most! At [YOUR NAME] together we can...”
 - “You bring the motivation; we’ll provide everything else.”

 STACKPOLE & Associates, Inc. *We don't treat staff like this!*




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Small is Beautiful - Marketing

- Care is not = technology & PP&E!
 - “Each resident is a unique story & history. At [YOUR NAME] House, we know them all by name, not by number.”
 - The [YOUR NAME] House – our family caring for your family.”
 - “An intimate setting for those who need it most!”
 - “[YOUR NAME] House – whatever the care required, personal attention comes as standard.”

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Small is Beautiful - Flexibility

- Employees
 - “Bring us the motivation to care, and together, we’ll find a way.”
- Marketing
 - “No cookie cutters here! Unless of course, Mum wants to bake something for the holidays.”

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Do You Have Raving Fans?


- Frequency / proportion of re-use & recommendation / advocacy
 - Are your customers / staff loyal?
 - Willing to recommend?
 - Do your customers recommend?
 - Do your employees recommend?

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Loyalty = Raving Fans: The Real Story

- Loyalty behavior when experience is good
- Loyalty behavior when experience is bad
- Effective Recovery = ↑↑ Loyalty
- Creating Raving Fans!

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Create Raving Fans!


- Listen, Listen, Listen
 - Ask what can / should be done differently and / or better
 - Satisfaction surveys, focus group discussions, individual interviews
- Small scale should make this easier

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Create Raving Fans!


- Errors
 - Perceived or actual defects in the service
 - Type 1 – Rude, offensive behavior
 - Type 2 – Lost / missing / damaged items
- When “errors” occur
 - Apologize
 - Explain
 - Not Excuse
 - Act
 - Remind

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Create Raving Fans!

- *Effective Error Recovery*
 - *Prompt*
 - *Authoritative*
 - *No Excuses*
 - *Action*
 - *Follow up* *Remind*

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What About Errors / Mistakes?


- *Why Don't We All Get this Right?*
 - *Personal Defensiveness*
 - *Professional Pride*
 - *Culture of CYA*
 - *Loss of Wisdom* → *Turnover*

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Embrace the Challenge


- *Small scale is inherently and naturally different from large scale*
- *Both large and small practices have their own benefits and challenges*
- *Neither is better than other, although, "small is beautiful"!*

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