



Recovery Reboot

Your Path To Powering Up Your Practice

③ Three To Four Days From Reopening



HEA[®]
Healthy Eyes Advantage

Business Strategy

Expand Medical Eye Care Referrals

- Be proactive in reaching out to local urgent care and emergency rooms to triage medical eye care.
 - A successful economic rebound that supports the local hospital/healthcare system will require any and all urgent/emergent eye problems to avoid urgent cares and emergency rooms.
 - Make sure each urgent care/emergency department/primary care office knows where to refer urgent eye care problems.

Keep Reopening Plans Agile And Flexible

- Reconfirm the appropriateness of your reopening schedule, this week and on an ongoing basis.
 - As eager as everyone is to resume full patient care, reopening plans need to be agile and flexible based on the latest pandemic data and in accordance with up-to-the-minute guidance from federal, state and local leaders.
 - Monitor guidance and updates from professional organizations as well. The eye care profession will be evolving as a whole, and groups such as the AOA, AAO, state associations and local societies serve as valuable advocates and sources of information.
 - This extends to AFTER your office has reopened. No one can predict exactly what the 'new normal' is going to look like, and we have to bear in mind that it could even include communities shutting down again after a few weeks in order to quickly adapt to the constantly evolving situation. Of course, no one wants this to happen, but it is important that business owners continue to monitor the situation closely and to identify lessons learned from the first shutdown in the event a recurrence should become a necessity.



Physical Space

Deep Clean The Office

- Perform a thorough deep clean of the office. Make sure it is clean and ready for opening week.

Know Building Requirements And Protocols

- If your practice is located in a multi-tenant building, familiarize yourself with the landlord/building owner's requirements, as well as protocols that others in the building will be following.
 - Unless mandated by the building owner, there's no need to mimic what others are doing, but a high level of awareness is recommended to ensure comfortable 'co-habitation' with neighboring businesses.

Communicate Your Protocols

- Return the favor by letting others in the building know your planned protocols.
 - Sensitivities will be running high, especially during the first few weeks, so there's no such thing as too much communication.



Staff

Schedule Two Staff Meetings Minimum

- Bring your staff back for the first of a minimum of two staff meetings during this week.
 - Physical, in-person staff meetings are preferred, but virtual meetings with video are acceptable if social distancing mandates prevent an in-person meeting.



Meeting #1

- As outlined in Guide 2 of the *Recovery Reboot* series, the first meeting should be used to reconnect the team. Refer back as needed for a meeting template to help you lead the meeting.
 - Living under pandemic conditions has been tough on everyone, including your team. Let them reconnect on a personal level, share stories, fears and concerns.
 - Don't be afraid of vulnerability and address any personal concerns they may have for returning.
 - Avoid discussing business during the first staff meeting but reassure your team of your extensive plan for reopening.
 - Be aware they will have questions. Answer the most important ones and save others for your second staff meeting.

Meeting #2

- For the second (and any subsequent) staff meeting, begin with casting the vision of recovery.
 - As a team, what are you working toward as a greater purpose? For the sake of your patients and their eye care, why is a full recovery essential?
 - Discuss any practice-wide changes you have made.
 - Be sure to discuss the schedule, sanitation/safety protocols, the goals you have set and any other changes to office flow.
 - Perform a dry run of the new patient journey with your entire staff.
 - Remember, your staff is your greatest asset. Let them provide feedback and be open to suggestions that improve upon your plan. You do not have to accept any suggestion that does not make sense, but make sure the entire team is a part of your successful recovery.

See page 5 for a suggested meeting template for your second staff meeting.

Staff

Strategically Schedule Staff

- Some team members may be able to continue working remotely. If you've reduced patients per hour and extended your hours, you'll likely be able to extend your staff appropriately without incurring overtime.

Avoid Overtime

- Avoid overtime at all costs. All overtime must be approved by the practice administrator and the owner. Communicate this to staff.



Staff

Sample Team Meeting Template #2 | 1-1.5 Hours

The focus of the second team meeting is to prepare the team for reopening.

1. Unite The Team

- Recast the recovery vision.
 1. Remind the team of the practice's vision: why the practice exists and why providing the best eye care and patient experience is vital to the bigger picture.
 2. Why is reopening and recovery so important for the patients you serve?
 3. Why is reopening and recovery important for your community and other healthcare providers?
- Recognize team members whose contributions during the downtime went 'above and beyond.'
- Share any patient testimonials/reviews from during downtime.

2. Present Safety Protocol

- Review/acknowledge any fears around reopening and interfacing with patients.
- Discuss each step of the patient journey and the role of each team member.
- Engage the team in discussion. Listen to the team. Acknowledge comments and suggestions.
- Hand out a physical copy for each team member to sign and date.
- Spend time walking through the protocol multiple times with team members, switching off who plays the patient.

3. Review New Scheduling Protocols

4. Discuss Any Additional Changes To Regular Office Procedures

5. Set Daily Team Goals

- Eyewear sales
- Patients scheduled
- Referrals received (other providers, word-of-mouth)
- Positive digital reviews received (Google, Yelp, etc.)
- Others specific to your practice

6. Wrap Up

- Recast the vision one last time.
- Reiterate the importance of each team member.
- Individualize how each team member impacts the patients they will see.
- Schedule daily team 'stand up' meetings (brief, 15-20 minutes).

Patients

Communicate Reopening Details: Date, Hours, Appointment Scheduling And Comprehensive Exam Reminders

- ☐ Communicate again with your patients (or send an initial communication if you haven't already sent one).
 - Remind them of your reopening date, including any changes to your previously communicated plan based upon the most recent guidance from government and community authorities.
 - Clearly indicate patient scheduling options (call now vs. wait for office to reopen), including online scheduling tools.
 - There is a growing body of data demonstrating that routine medical tests have plunged dramatically during the pandemic, with wide-ranging implications expected to be felt for months to come. This is a good time to remind your patients of the many medical benefits of a comprehensive eye examination and that your office provides a safe space for this critical service.

Mention Financing Options

- ☐ Make patient financing options (e.g., CareCredit) known, as many patients will be under financial strain.



Vendors

Prioritize And Schedule Vendor Meetings

- ☐ Reach out to those vendors whose products/ services you anticipate needing within the first week or two of reopening your office.
 - Vendor operations have also been impacted by COVID-19, with some experiencing changes to their workforce, their hours and/or locations of operation.
 1. Make sure you and your staff are aware of any temporary changes to vendor contacts and/or procedures.
 2. Be aware of any potential supply chain issues that may affect your order turnaround times.

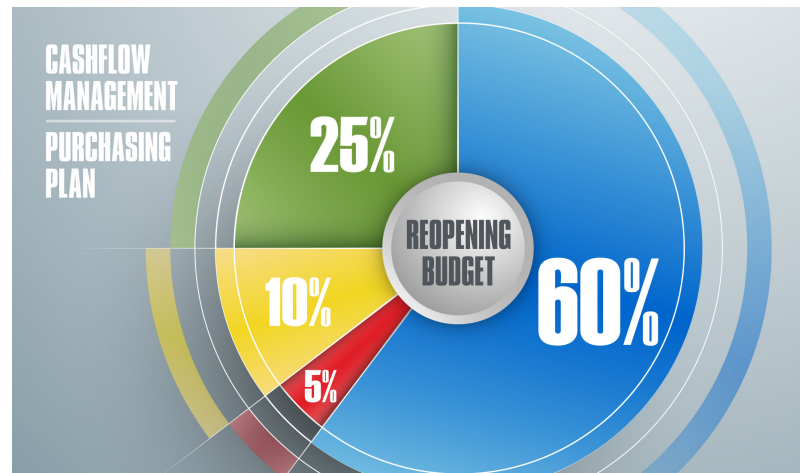
Take Advantage Of Vendor Support And Promotions

- ☐ Understand any special COVID-related support and promotions vendors are offering as practices reopen. While, as previously discussed, cashflow is critical at this juncture and you will be watching expenditures closely, you also want to take advantage of any programs that can support your reopening.

Coming Next Week!

Opening Week

Next week is opening week, the milestone you've been thinking about since this crisis began. Our checklist for this critical time hones in on key strategies to maximize cash flow, including capturing eyewear sales through promotions and seeing out-of-network patients you may not typically see. Communication among your team during this week will also be critical to your success. Our next checklist will empower you to do just that. You won't want to miss it!



The information and opinions contained herein are not intended to serve as the sole source of information or professional advice with respect to the material presented. Healthy Eyes Advantage encourages you to also consult with your state and local governments, as well as eye care professional organizations, for additional guidance.

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