

A modern bedroom interior featuring a large bed with a light blue duvet and two grey patterned pillows. The bed is positioned against a white wall with a large, rectangular, recessed panel. Above the bed, four pendant lights hang in pairs, each consisting of a copper-colored globe and a silver-colored bell-shaped shade. To the left of the bed, a small round table holds a vase of pink and green flowers. The room has a light-colored wooden floor and a white door is visible on the far left. The overall lighting is warm and ambient.

Seth Jeremy Katz Presents:

Hospitals Aren't Hotels,
Airlines or Restaurants,
But Maybe They Should
Think Like One

What Makes Something An Unbelievable Experience?





Casino
Points

CVS
Coupons

Airline
Miles

Starbucks
Rewards

Fast
Food
Apps

Amazon Prime



New York Times Op-Ed: March 14, 2012



Opinion

OP-ED CONTRIBUTOR

Hospitals Aren't Hotels

By THERESA BROWN

March 14, 2012

[Give this article](#)



Pittsburgh

"YOU should never do this procedure without pain medicine," the senior surgeon told a resident. "This is one of the most painful things we do."

She wasn't scolding, just firm, and she was telling the truth. The patient needed pleurodesis, a treatment that involves abrading the lining of the lungs in an attempt to stop fluid from collecting there. A tube inserted between the two layers of protective lung tissue drains the liquid, and then an irritant is slowly injected back into the tube. The tissue becomes inflamed and sticks together, the idea being that fluid cannot accumulate where there's no space.



AMERICAN COUNCIL
ON SCIENCE AND HEALTH

With the misguided cultural trend of turning patients into so-called *customers* and *consumers* with scorecards and Yelp reviews (mainly prompted by hospital administration, not medical personnel), a disconnect has grown as to what really matters in providing and receiving excellent care.

Hospitals Aren't Hotels. And You Wouldn't Want Them To Be.



EMAIL



FACEBOOK



LINKEDIN



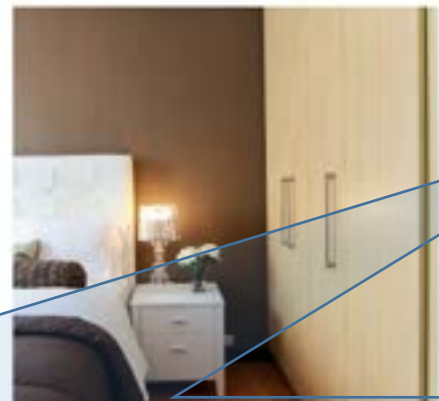
TWITTER



REDDIT



By Jamie Wells, M.D. — November 2, 2017



When it comes to seeking medical care, my focus is always on: Who is the best person for the job (replete with mounting evidence of good outcomes)? Which hospital is most familiar with the diagnosis at hand? Who has performed the most surgeries on that diagnosis in that particular field? Dealt with the most complex cases? Who has the most qualified team of highly trained support? Has the ringing endorsement of all staff from specialist colleagues to surgical

nurses to anesthesiology to residents and so on. In other words, would the people in the know send their most cherished loved ones to them?

Convenience would be low on my priority list. As would the beauty of the facility itself. Clear

Related

What's The Most
Question A P

To Sleep, Pe

COVID-19 Te
Care

2.6 Million S
And Mental
Enough, So C
One More.

Healthcare B
Real-World D

Healthcare's Weird Obsession With Hiding Things

Pre-Meaningful Use

Paper chart that was held at arms length from the patient

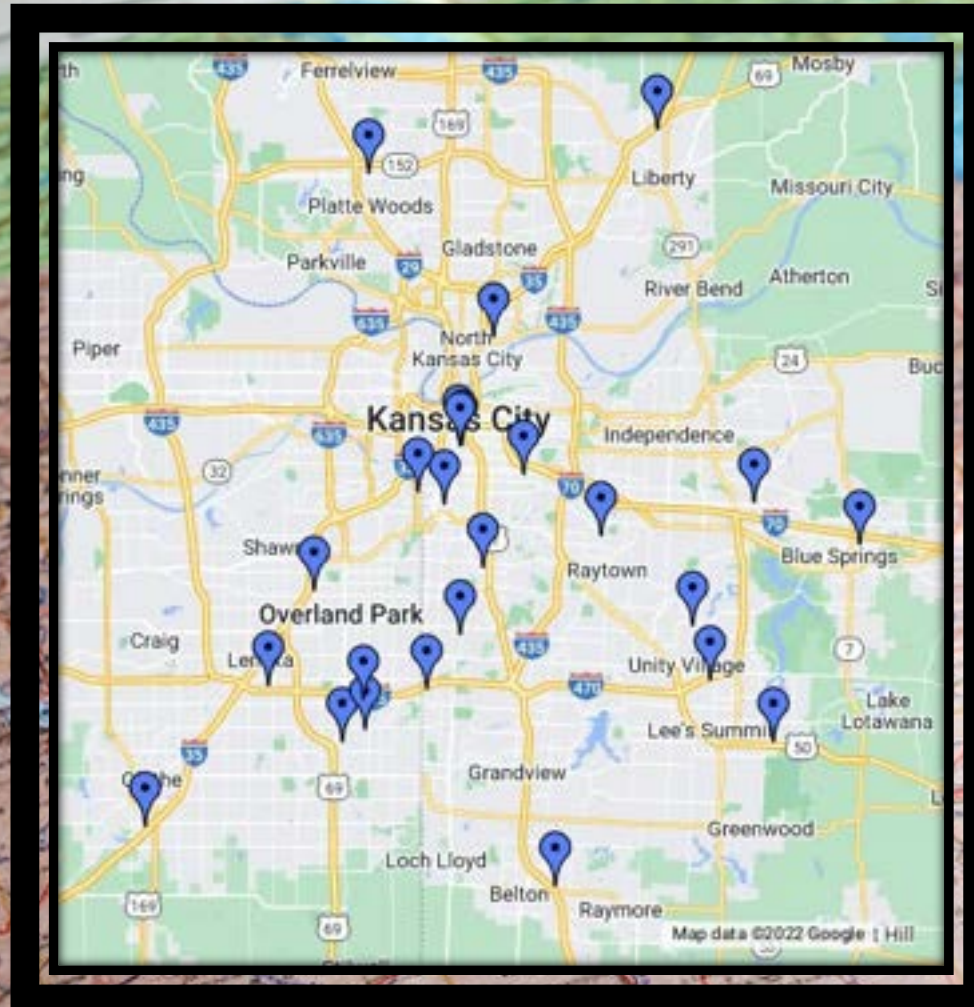
Patient Portal Era Begins

Hospitals weary of providing easy access; add delays and limits to what posts

Price Transparency

Flat out refusal to post charge and payment information; obscure files that are too large to read/use

Why Aren't We Looked At As Customers?



Part I:
The Price
Is Right

Take a Page From Airlines

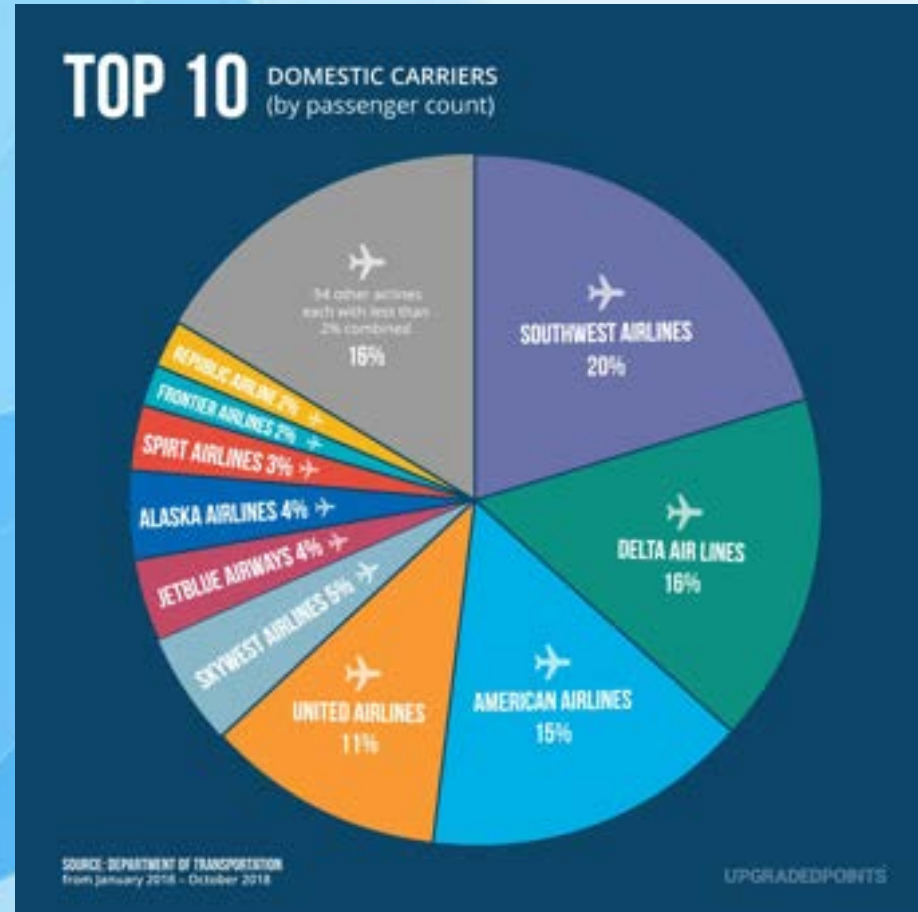
Trans**fare**ncy™

[Trans-fair-uhn-see] n.

1. Philosophy created by Southwest Airlines™ in which Customers are treated honestly and fairly, and low fares actually stay low.



Customer Focus Pays Off, Time & Time Again



Southwest's Pivot: Lessons for Healthcare

- Southwest is dismantling signature perks (free bags, open seating) while adding assigned seating, premium upgrades, and fare tiers.
- Goal: unlock new revenue, segment customers, and modernize the model.
- Risk: profits have dropped, customer backlash and trust erosion have begun.
- Healthcare takeaway: when adding premium services or stricter billing models, weigh revenue gains against patient trust and brand reputation.
- **If adding premium features in healthcare, ensure:**
 - Core access remains fair and equitable
 - Pricing and features are fully transparent
 - Premium services enhance rather than replace baseline care
 - Patient feedback is incorporated before rollout

What If I Forget My Shirt?



Target: \$25



JC Penny: \$50



Halls: \$1,500

But If I Twist My Ankle and Need an X-Ray...

Research Letter

June 7, 2022

Adherence to a Federal Hospital Price Transparency Rule and Associated Financial and Marketplace Factors

Waqas Haque, MD, MPH, MPhil¹; Muzzammil Ahmadzada, BS²; Sanjana Janumpally, BS³; [et al](#)

» [Author Affiliations](#)

JAMA. 2022;327(21):2143-2145. doi:10.1001/jama.2022.5363

The report analyzed 5,000 hospitals nationwide and found that just 300, or fewer than 6 percent, were fully compliant with the rule, meaning they had publicly published both machine-readable files and separate price estimators for shoppable items. Many hospitals were partly compliant, but 50 percent had neither of the two required components.

...Slowly Getting Better

- 34 hospitals did not comply with 1 or more of the requirements associated with publishing comprehensive machine-readable files.
- 14 hospitals did not comply with 1 or more of the requirements associated with displaying shoppable services in a consumer-friendly manner.

Seventh Semi-Annual Hospital Price Transparency Report November 2024



Table 1: Hospital Compliance

Report Date	Hospitals Reviewed	Compliant Hospitals	Percentage Compliant
Nov. 2024	2,000	421	21.1%
Feb. 2024	2,000	689	34.5%
July 2023	2,000	721	36.0%
Feb. 2023	2,000	489	24.5%
Aug. 2022	2,000	319	16.0%
Feb. 2022	1,000	143	14.3%
July 2021	500	28	5.6%

So What If It's Complicated? At Least It's Honest

Ticketmaster be like:

Concert ticket: \$40

Venue fee: 21.32

Access fee \$18.32

Paperless transmission fee:
\$12.03

Fee Fee: \$8.84

Fi Fo Fum: \$3.43

Cuz We Can Fee: \$2.01

Might as well fee: \$1.89

AMERICASBESTPICS.COM

\$99 per night

★ 4.81 (127 reviews)

Dates

04/15/2021



04/15/2021

Guests

1 guest



\$99 x 1 night

\$99

Cleaning fee ?

\$100

Service fee ?

\$26

Occupancy taxes and fees ?

\$23

Total

\$248

Reserve

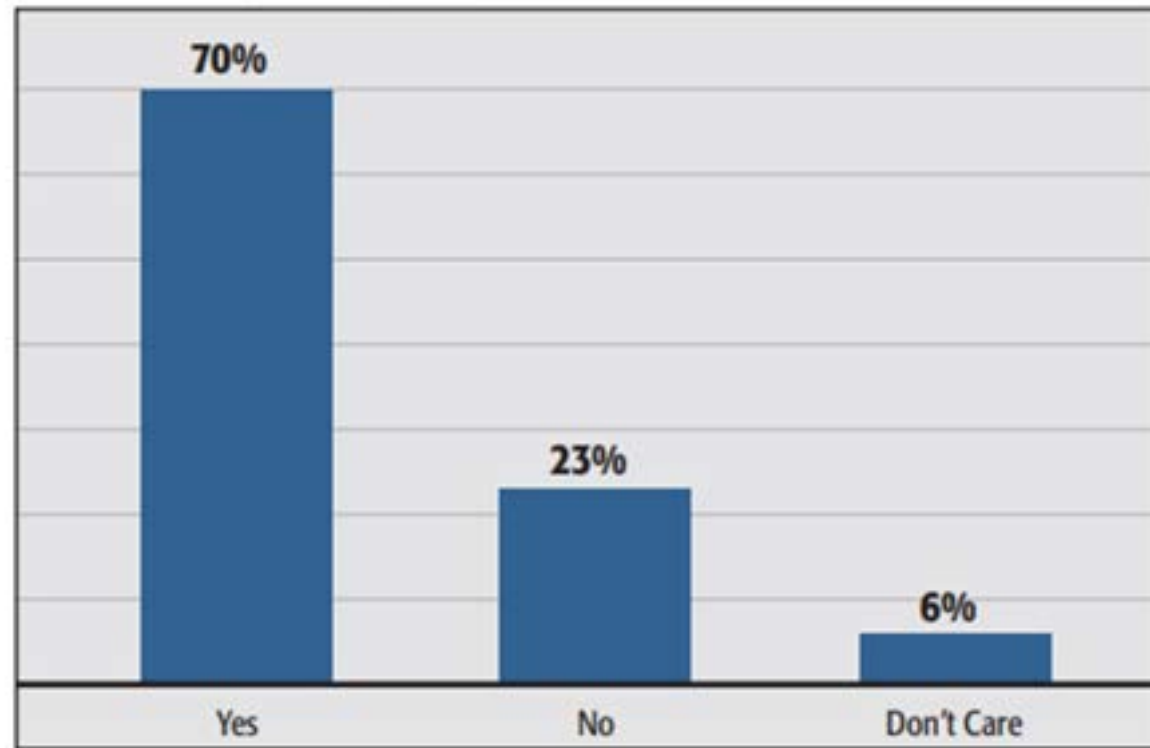
If You're Low Cost...BRAG



The researchers zeroed in on just over 2,700 acute care hospitals – eliminating outpatient surgery centers and rehabilitation facilities. They found that hospitals with less revenue, those in urban areas and those in places with few health care clinics or other hospitals were more likely to be transparent.

People Will/Do Care About Cost

Chart 5: In The Future, Would You Like To Know The Price of a Medical Service Before Obtaining It? (N = 500)



If It Worked For Albert...

$$v = 2\pi f \quad B = \frac{\Delta I_c}{\Delta I_b} \quad V = q/\lambda$$

$$\frac{\sin \alpha}{\sin \beta} = \frac{v_1}{v_2} = \frac{w_2}{w_1} \quad v = \frac{1}{\sqrt{\epsilon \cdot \mu}} = \frac{c}{\sqrt{\epsilon_r \mu_r}}$$

$$p = \frac{l}{s}$$

$$= \frac{h\nu}{T}$$

$$E = mc^2$$

$$F_v = \sum \frac{F_n}{R}$$

$$x^*T =$$

$$F_g = \frac{m_1 m_2}{r^2}$$

$$E = \frac{hc}{\lambda}$$

If you can't explain it simply, you don't understand it well enough.

Albert Einstein



Fast & Easy
QUICK PAY
No Login Required!

Pay Online: northshore.mysecurebill.com

Account Number	Due Date	Amount Due	Amount Paid
654321	11/10/2014	\$500.00	\$

Please make checks payable and remit to:

Hospital/Clinic Statement

For help with billing questions, please call:
(555) 555-5555 or (555) 555-5555
Monday – Friday, 8:00am – 5:30pm
☐ Check if address/insurance changes are on back

Addressee

JON Q DOE
1234 MAIN ST
ALBERT LEA, USA 56007

YOUR FACILITY
PO BOX 0000
ANYWHERE USA 12345-0000

X0000000654321 11102014 000100000 2

myEasyMatch Code: A-BCDEF-000000-GHIJKL

Please detach and return top portion with payment.

Account Number	Account Name	Statement Date	Due Date
654321	Jon Q. Doe	10/21/2014	11/10/2014

Date	Service Description	Status	Charges	Payments/Adjustments	Patient Balance
Hospital Charges					
10/02/2014	PATIENT: JON Q. DOE Encounter #: 123456789 Loc: Highland Park Hospital Date of Service: 7/14/2014 to 7/31/2014 SPEECH THERAPY - LANGUAGE PATHOLOGY INSURANCE PAYMENT - BLUE CROSS PPO	Current	\$500.00	-\$250.00	\$250.00
Professional Charges					
10/01/2014	PATIENT: JANE D. DOE Encounter #: 123456789 Provider: Aaron D. Friedman, MD OFFICE/OUTPUT VISIT: EST, LEVEL III		\$250.00		
10/01/2014	LARYNGOSCOPY: FLEX/RIGID+STROBOSCOPY		\$250.00		
10/02/2014	INSURANCE ADJUSTMENT - BLUE CROSS PPO			-\$100.00	
10/02/2014	INSURANCE PAYMENT - BLUE CROSS PPO			-\$150.00	
	Patient Balance:	Current			\$250.00
Total Statement Balance: \$500.00					
Minimum Amount Due: \$500.00					

NorthShoreConnect
Your secure, online health connection.

- View and pay your bill online
- Go paperless, sign up for eStatements

Please visit northshoreconnect.org to register.

MESSAGES

To set up a payment plan, please call us at 847.570.5000 or you can pay online at northshore.mysecurebill.com

AMOUNT DUE: \$500.00

Pricing Doesn't Have To Be Complex

RESULTS



Sponsored
Earbuds Wired with Microphone Pack of 5, Noise Isolating in-Ear Headphones, Powerful Heavy Bass, High Definition, Earphones Compatible with iPhone, iPod, iPad, MP3, Samsung, and Most 3.5mm Jack
★★★★☆ - 10,423
-32% **\$12.05** ~~\$18.00~~
prime FREE One-Day
Get it tomorrow, Jul 1



Sponsored
sephia SP3060 Earbuds Wired in-Ear Headphones with Tangle-Free Cord, Noise Isolating, Bass Driven Sound, Metal Earphones, Carry Case, Ear Bud Tips, 3.5mm
★★★★☆ - 27,392
-25% **\$14.95** ~~\$19.99~~
prime FREE One-Day
Get it tomorrow, Jul 1



Beats Studio3 Wireless Noise Cancelling Over-Ear Headphones - Apple W1 Headphone Chip, Class 1 Bluetooth, 22 Hours of Listening Time, Built-in Microphone - Matte Black (Latest Model)
★★★★☆ - 17,498
-40% **\$211.49** ~~\$349.99~~
Get it as soon as **Thu, Jul 7**
FREE Shipping
More Buying Choices
\$149.07 (8 used & new offers)



New listing
Sony ZX Series Wired On-Ear Headphones, Black MDR-ZX110
★★★★☆ - 87,242
-26% **\$12.50** ~~\$16.99~~
prime FREE One-Day

University Health in the Medical Imaging Department Health Sciences District Imaging and Radiology ★★★★★ (80)	Offered by 	MRI with Contrast \$821 Learn More Add to Cart
University Health Medical Imaging UH1 in the Health Sciences District Imaging and Radiology ★★★★★ (2)	Offered by 	MRI with Contrast \$821 Learn More Add to Cart
St. Joseph Medical Center Imaging and Radiology ★★★★★ (19)	Offered by 	MRI with Contrast \$789 Learn More Add to Cart
Providence Campus Imaging	Offered by	MRI with Contrast \$676

Part II:



Are You Missing What's Right In Front Of You?

Blockbuster could've
bought Netflix for \$50M
in 2000

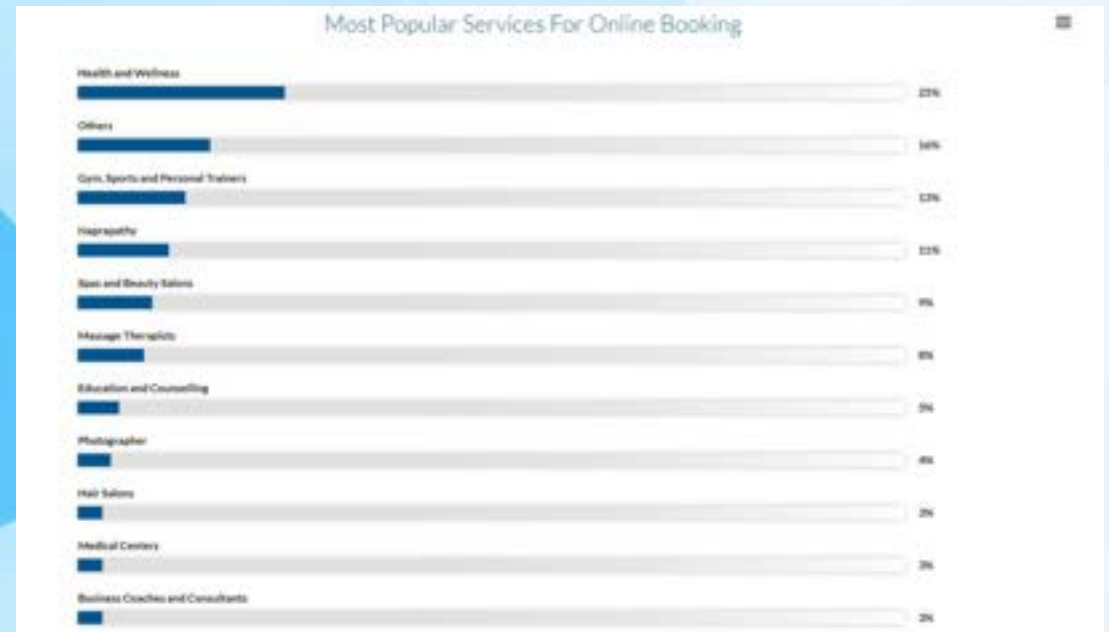
Sony could've bought
Marvel's entire roster
for \$25M in 1998

AOL could've bought
Facebook in 2006 for
\$1B and the CEO balked

Yahoo could've bought
Google for \$1B in 2002

Sears, the one-time
largest retailer in the
world, let Amazon win
by believing the
internet was a fad

What Are Your Patients Telling You That You're Ignoring?



Airlines Have Mastered Convenience (and fees)...Hospitals, Not So Much

Phone Heavy
Scheduling

Clunky Patient
Portals

Limited
Appointment Slots

Customa-what?

Add-Ons

Seat
Selection-
Upgrades

Mobile Apps

Early
Websites

Phone
Only
Bookings



\$150 billion per year

Estimated **annual losses** from missed medical appointments.



91%

of **health practitioners** use cloud-based systems



52%

of **healthcare providers** use various methods of patient reminders



78.8%

of **healthcare providers** say they have **use a patient portal** to enhance patient experience



42%

of **patients** prefer to book appointments online

Sources: [tmtrade.com](#), [nctsinetund.gov](#), [mgma.com](#), [lynn.com](#)

 **FinancesOnline**
DIGITAL FOR BUSINESS

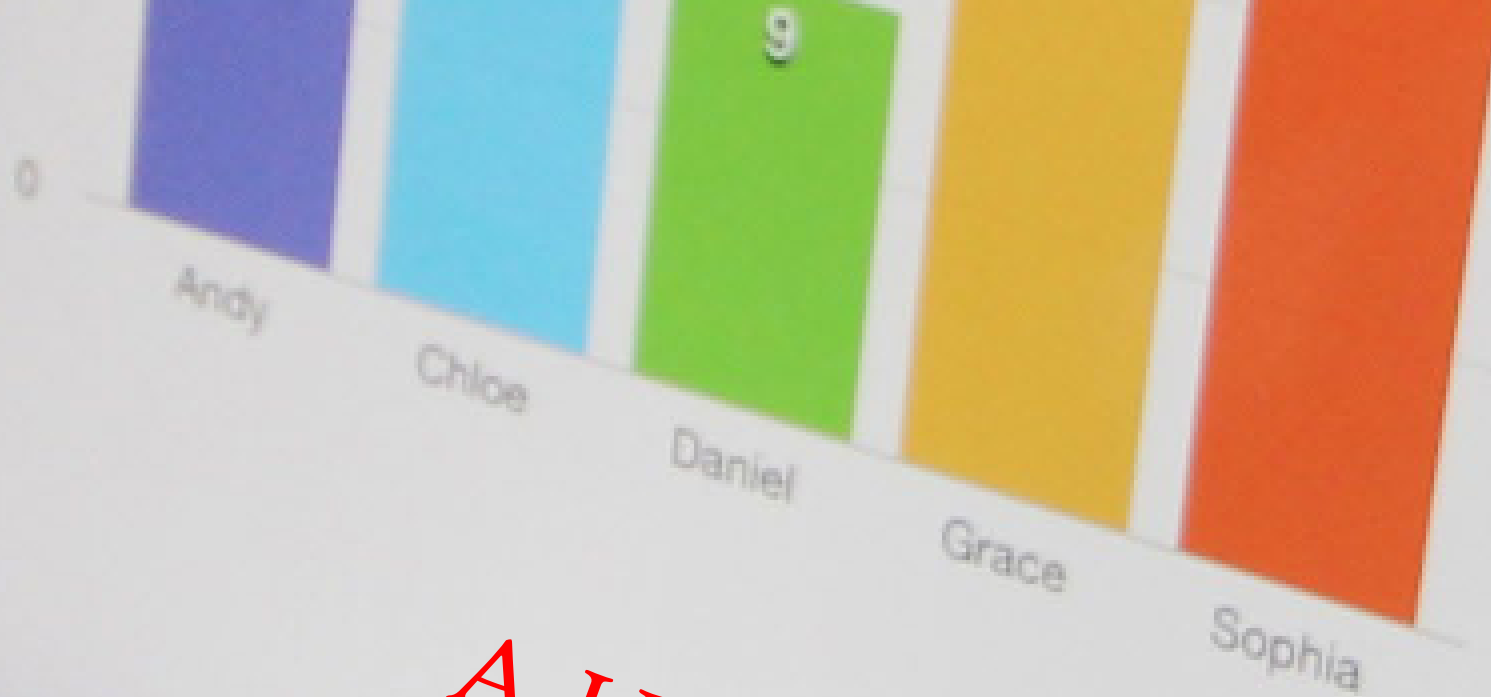
PATIENT
PARKING
ONLY

What Happens When You Embrace Self- Scheduling?

Currently available
research indicates:

1. Lower no show rate¹
2. Improved patient
satisfaction²
3. Reduced burnout and
stress³





A Health Data Obsession

An aerial photograph of a green soccer field with white boundary lines. Several players in various colored jerseys are scattered across the field. Long shadows are cast across the grass from the left side. The text 'Part III: Competition is the New Normal' is overlaid in a blue serif font on the right side of the field.

Part III: Competition is the New Normal



Google Health

Walgreens
healthcare clinic



Patient
centered tool
to store
medical
records

HIE for
patient
portals

Opened 400+
clinics, but by
October 2019,
nearly half were
closed

Revolutionize
AI in
healthcare

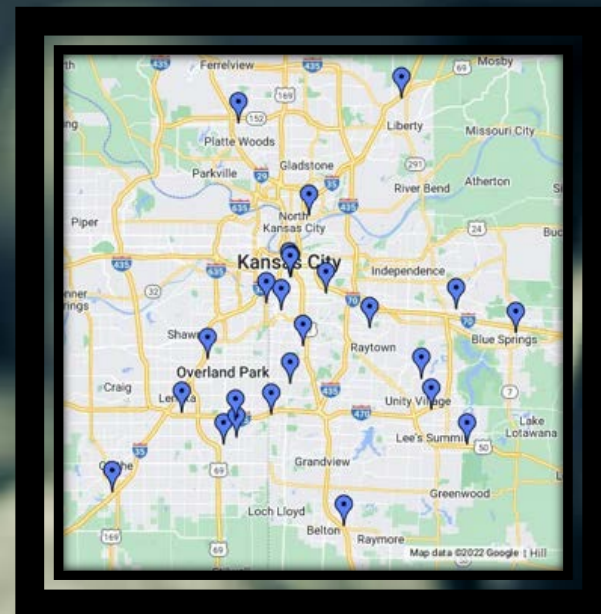
Aimed to
disrupt
insurance





Amazon plans to acquire virtual and in-person primary care company One Medical, the online retailer said July 21.

In a cash deal valued at \$3.9 billion, the aim is to combine One Medical's technology and team with Amazon, it said in a news release. The goal of the acquisition, according to the two companies, is to offer more convenient and affordable healthcare in-person and virtually.



Lessons To Be Learned?

✓ Pricing

- Lower Price can lead to market growth
- Doesn't always apply though (e.g. MacBook)

✓ Consolidation

- Buying our competitors for market share
- Building partnerships

✓ Marketing Matters

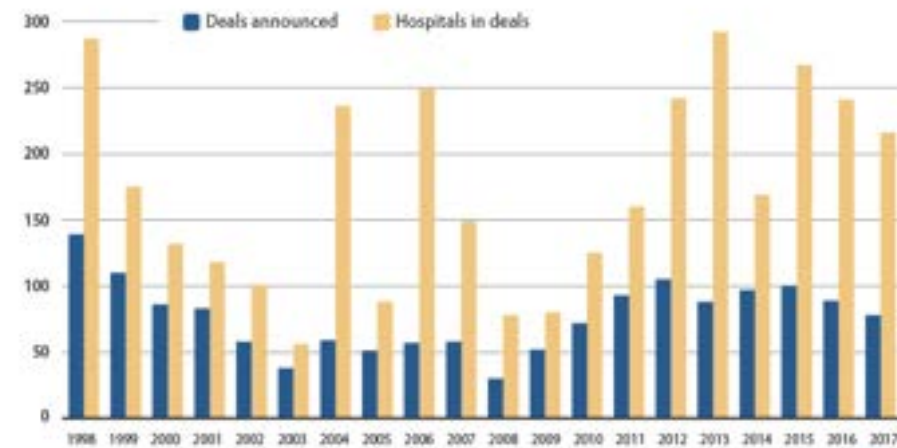
- Initial iPhone ads (e.g. 'There's An App For That') simplified what a smart phone was, or could do

✓ Growing

- Facebook kept finding ways to grow beyond it's initial concept (e.g. ads, marketplace, InstaGram, etc.)

Because What's Happening More and More?

FIGURE 3
Hospital consolidation shows no signs of slowing
Number of announced hospital mergers and acquisitions, 1998–2017

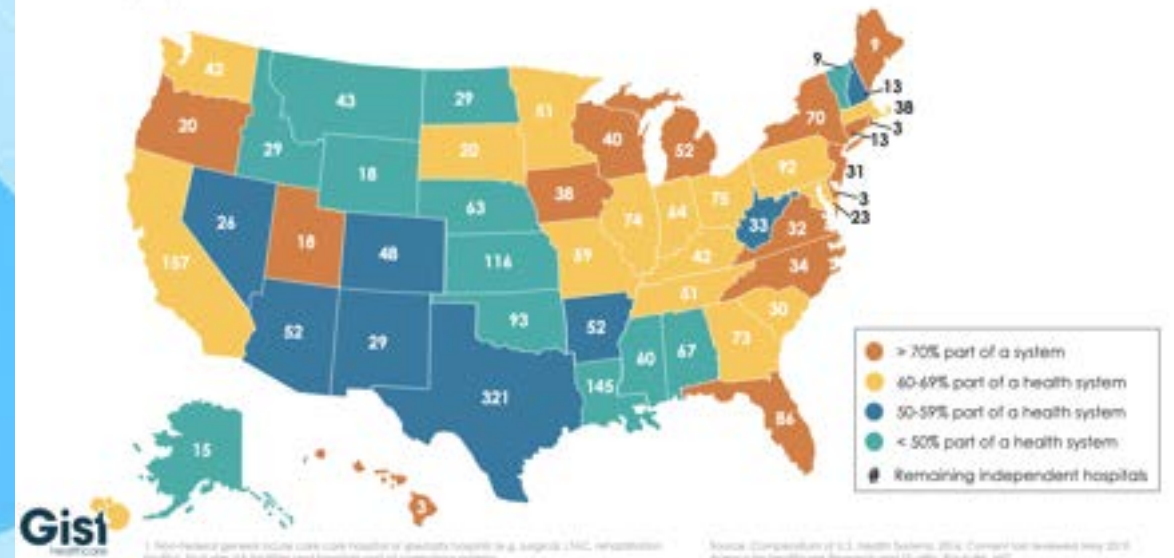


Source: American Hospital Association, "Trendwatch Chartbook 2016" (2016), available at <https://www.aha.org/system/files/2018-01/2016-chart-book.pdf>; American Hospital Association, "Trendwatch Chartbook 2018" (2018), Chart 2.9 Announced Hospital Mergers and Acquisitions, 2005–2017, available at <https://www.aha.org/system/files/2018-05/2018-chartbook-chart-2-9.pdf>

CAP

Wide Variability in Hospital Consolidation Across States

Multi-hospital Systems¹ Dominate in the Eastern Half of the US, on the West Coast



Gist
Healthcare

¹ Non-Federal government owned, core hospitals of specialty hospitals, e.g., surgical, cancer, neurological, etc., and hospitals part of non-profit systems.

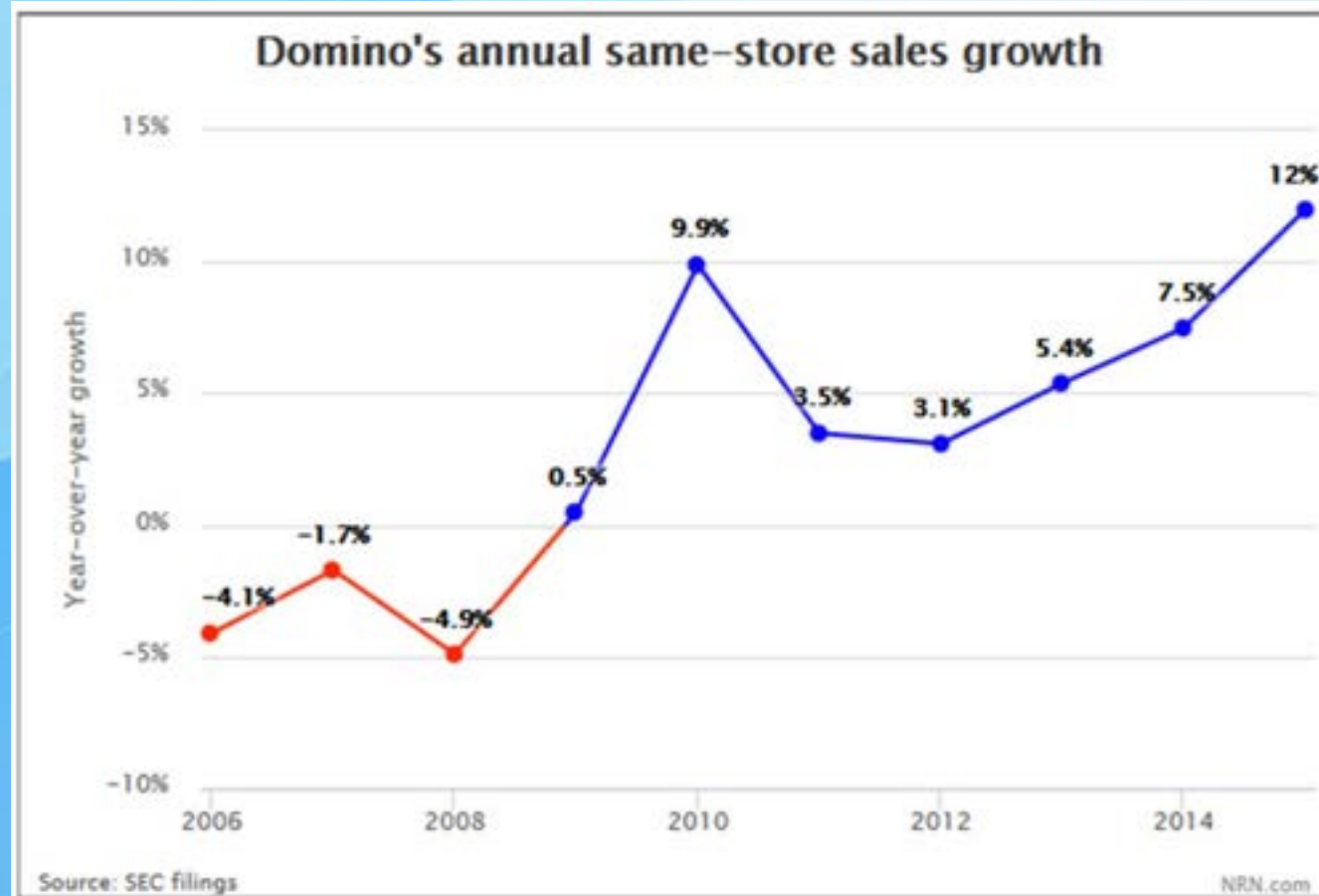
Source: (Compendium of U.S. Health Systems, 2016; Current data reviewed May 2018; Agency for Healthcare Research and Quality, Rockville, MD; <https://www.ahrq.gov/data/hospitals/compendium/>) (Note: Data for Hawaii is available).

Part IV:
Yelp! For
Healthcare
Review

Are You Listening To Your Harshest Critics?



Your Customers Would Appreciate It



Patient Satisfaction Is More Than A Number

- Nearly 1/3 of healthcare consumers are actively looking for new providers at any given time
 - That number JUMPS to 56% for millennials and parents
- 52% of respondents to a VERICAST survey said they would switch providers based on affordability
- According to the NIH, the loss of revenue from a dissatisfied patient who leaves your practice/system is, at a minimum, \$200K

Reviews & Experience DO Matter in Healthcare

Majority of Patients Read Reviews Online *Before* Choosing a Provider

- According to Healthgrades, “Nearly 75% of patients turn to online reviews as the first step in searching for a new physician”
- TechTarget found that 72% of patients read online reviews when selecting a new provider

Low Stars = REJECTION

- 72% of patients said they prefer providers rated 4-5 stars
- Medical Economics found 84% of patients *wouldn't* go to a referred physician if was rated 4 stars or less

Negative Reviews Influence Behavior

- 40% of patients said they'd change care plans (including cancelling or not booking) due to reading negative feedback

1. Monitor Consistently

Assign ownership (marketing, patient relations, or a hybrid).

Use tools to track reviews across Google, Healthgrades, Yelp, Zocdoc, etc.

Treat reviews as *real-time patient feedback* — a free focus group.

2. Respond Thoughtfully

Acknowledge concerns publicly (without breaching HIPAA).

Thank patients for positive feedback.

Research shows patients are more likely to choose providers who respond to reviews, even negative ones.

3. Encourage Happy Patients to Speak Up

Many satisfied patients never leave reviews.

Build “review moments” into workflows (e.g., after a telehealth visit or discharge, send a quick link).

A higher volume of balanced reviews dilutes the impact of one negative comment.

4. Analyze for Trends

Don’t just react — track themes.

Are long waits, rude staff, or billing surprises showing up often?

Use review data to guide operational fixes (wait times, front desk training, billing clarity).

5. Integrate Into Strategy

Share review insights at leadership and board meetings.

Benchmark reputation scores against local competitors.

Market wins: highlight strong ratings in patient communications.



Food is prepared, cooked and delivered the same in every chain of a restaurant across the country

Efficiency is key: pick-up, delivery, drive-thru, mobile ordering, kiosks, etc.

Special targeting of demographics: kids meals, senior discounts, family atmosphere

Brand matters

Dedicated server to assist you through your experience

Why Do We Love Hotels?

Quiet rooms so the sounds of the city or the building aren't keeping you up

Comfortable rooms, bedding, towels, etc.

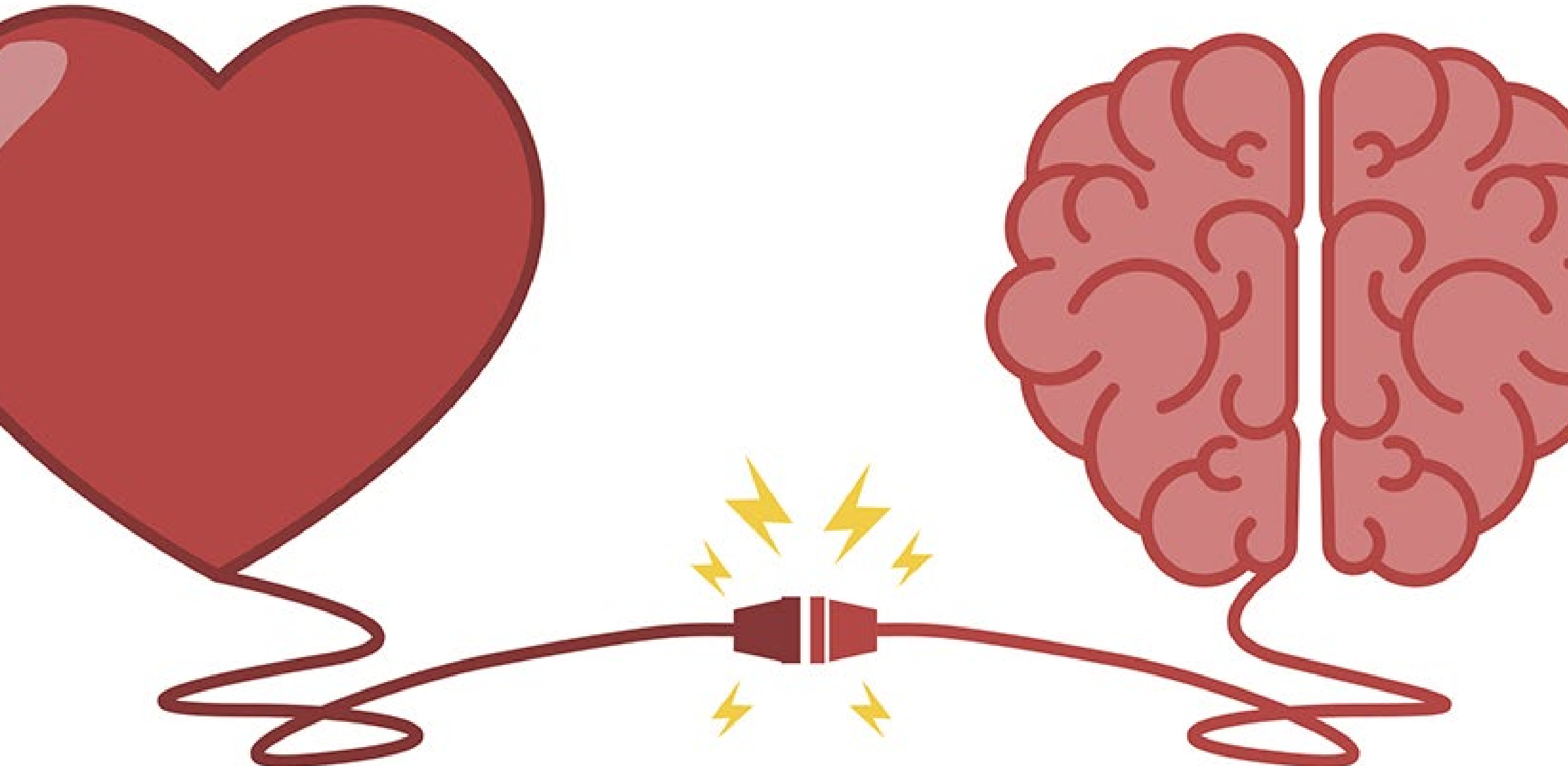
It's all about the amenities and what the hotel has to offer the guest to help in their stay

Design matters a lot: layout, room size, modern and sleek fixtures, etc.

Hospitality standards of empathy and professionalism

High quality housekeeping and standards of service delivery

It's About An Emotional Connection



What Are You Prepared To Do?



With the misguided cultural trend of turning patients into so-called *customers* and *consumers* with scorecards and Yelp reviews (mainly prompted by hospital administration, not medical personnel), a disconnect has grown as to what really matters in providing and receiving excellent care.

