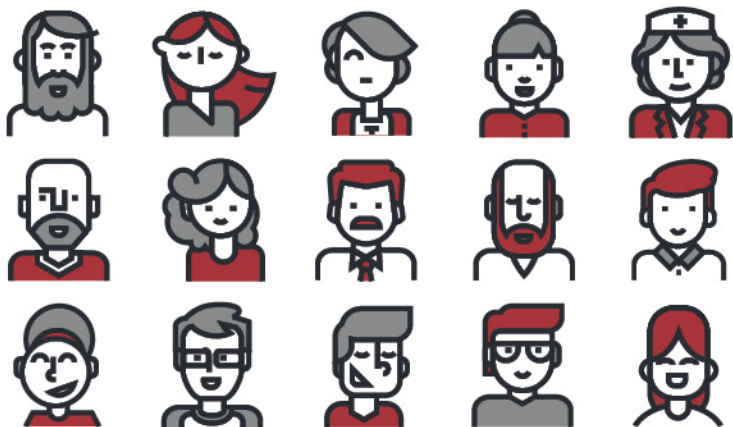


Put **People** First & **People** Get Healthy

The Arrowhead Health Centers Story Book





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VERSION

6.0

The Arrowhead Health Centers
Story Book

Digital Version

My Name



Don't forget to write your name on the cover
and draw a smiley face on the band-aid!

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Look for this icon throughout the book
to explore additional online content!

Our Story Is Something That **Everyone** Can **Relate** To.

The Story Book began as a guide for understanding our roles and key processes. Since then, we've published 5 more versions — each more informative and in-depth than the last.

Our culture centers around a singular mission: Put People First & People Get Healthy. And when our focus is on making healthcare easy, convenient, and affordable, we do exactly that for our customers and our team. This message and mindset is something that's universally applicable — no matter who you are, what you do, or where you're from, we all appreciate being put first.

From our customers to our owners, this mindset has distinguished us from the rest of the pack since 1997, and it continues to do so as we grow and learn how to implement this vision further. Whether it be Patient Parking, our On-Time Promise, FREE Healthcare, or even our annual STIP Bonus — Arrowhead Health Centers continues to find new ways to put people first.

We live and breathe the culture every day, but it's important to recognize the far-reaching impact of what we do on a daily basis. That's why Version 6.0 has so many faces on the cover and throughout its pages — our story has a universal appeal to the human need for heart and kindness. Everyone understands what it feels like to be put first & feel valued. We want our customers (internal and external) to feel appreciated and acknowledged — our simplest actions of sincerity can turn someone's day around, perhaps even create a lifetime raving fan.



Michael Blendu-Howard
Patient Services

**"We must obsess on how our customers and team
feel at every step."**

-Dean Graziosi



Arrowhead

HEALTH CENTER

Dulce Acosta
Referral Coordinator



Who We Are

This section focuses on who Arrowhead Health Centers is, how we got here, and the mission, vision, and values we live by.

"A brand for a company is like a reputation for a person. You earn reputation by trying to do hard things well."

-Jeff Bezos



Our **Mission**

Our Mission as an organization is stated simply: Put People First & People Get Healthy. We put people first by making healthcare easy, convenient, and affordable.

Our **Value Statement**

Our Value Statement reflects the team-oriented, helpful, & friendly nature of our organization: Yes, We Can Help You. We start every response with this, and we figure it out from there.

Our **Core Values**



Positive, Helpful, & Friendly - "Yes, WE can help you" is always our starting mindset. Always be exceeding expectations and having fun. Customer experience is not just words... it is our essence.



Teamwork - Always be "we" not "me". A great healthcare experience will always need a great team working together.



Promoter of AHC - Everyone has an AHC story. We tell it everywhere. Marketing is everybody's job. We know that AHC is special.



Reliable & Dependable - We do what we say we will. We err on the side of 'sooner' rather than 'later'. Fast matters.



Fiscal Responsibility - Be profitable. Be resourceful. Detest waste. Save time, money, and hassle everywhere.



Constant Learning and Improvement - Keep leading and improving the way healthcare is done. Set the example for other healthcare companies so they might serve their customers better. Always be looking for people who will improve our team. Look for those who already live these very Core Values.



Problem Solving - We raise our hands quickly and swarm problems as a team. The 80% solution is better than 100%, because it is faster.

Better vs. Different

Our mindset at Arrowhead Health Centers is one that's consistently challenging the status quo, or what is commonly accepted as the standard in customer experience and healthcare. Being better than someone at something limits us to a comparison — we will always look at what we're doing next to what the competition sees as their 'normal.' By doing something different, we have no rules, no one to compare ourselves to. We're not afraid to be different, we're proud of it.

Think about how Uber changed the taxi industry. There were plenty of cab companies that offered 'better' service, but Uber offered something different to a marketplace that needed it — and they have totally changed the industry because of it.

That's what we do at Arrowhead Health Centers. **We know healthcare so well that we provide it for free starting on day one for all employees and their families.** It wasn't always this way, though, and that's why it's important that we keep challenging assumptions so we can learn and grow as a company. Back in 2007, AHC moved from a fully-insured health plan to a self-funded health plan. We learned a lot in that transition — so much that we were able to take our knowledge and share it with other organizations. Today, we know that as Redirect Health, the company that provides our own FREE Healthcare.

In addition to the unique set of skills, abilities, and knowledge we collectively hold as an organization, we are also a one-of-a-kind network of healthcare centers. In fact, Arrowhead Health Centers is the only privately-owned multi-specialty network of healthcare centers to be awarded the Level 3 designation for Patient-Centered Medical Homes by the National Committee for Quality Assurance. At Arrowhead Health Centers, we're dedicated to being different — it's how we're changing healthcare.

"Whatever we do everyday will be our brand. Everyday, AHC looks for ways to make healthcare easier, more convenient, and affordable. That is our reputation & our brand."

-David Berg

Working Here is **Awesome**

Delivering the **best** customer experience imaginable requires an engaged team, with everyone taking responsibility not only for their individual roles, but also for overall performance.

We value our teammates with the clear understanding that working with purpose is the pathway to personal growth and fulfillment. We also know that part of a team member's fulfillment is the company's willingness to share in the success of our collective efforts. With the incentive of an annual bonus on the horizon every year, it inspires each and every one of us to take an ownership mentality in the day-to-day operations at Arrowhead Health Centers. If each of us contributes a small part to the success of the company, the results are always tremendous.

We further optimize team engagement by living our Core Values each and every day. Together, we learn how to be better as an organization. At this point, we know healthcare so well that we've earned the ability to offer it to our entire team and our families for FREE! They said it was impossible, but we accomplished it as a team. What else can we achieve in the coming year?

The past year has been a landmark year for AHC's culture and growth:

We Worked Hard & Earned Free Healthcare



Because we work together as a team, and because we know healthcare so well, we have healthcare working efficiently and inexpensively. In fact, it works so well, that every team member and their family gets it for FREE at AHC. No premiums, no co-pays, no-deductibles... and no hassles. We work with Redirect Health to keep learning how to make healthcare easier, and help keep our healthcare costs low by calling Care Logistics anytime we need care. We want to inspire and help other companies to do the same. We want to make a difference.

We Celebrated Our First Company-Wide Bonus

STIP (or Short Term Incentive Plan) is a company-wide compensation program that enables every eligible team member to earn an annual bonus based on the overall performance of the company.

Earning more so we can take care of our families is important. When we all take responsibility for building the best team and performing our roles excellently, AHC has profits left over that it can share with everyone!

We are More Engaged Than Ever



When we are engaged, and when our team is engaged, wonderful things happen. Our customers are served better, we have more fun, and we all earn more. The Engagement Multiplier is a tool that comes to us all the way from the United Kingdom. By engaging in the quarterly surveys, we not only help Arrowhead Health Centers continually improve and be at its best, but we also ensure that everybody on the team gets the most out of working towards our common mission.

Thanks to your Engagement Multiplier responses, we've implemented several new things:

- Slack
- The Team & Individual Growth Game Plans
- Raise a Hand Process
- Story Book v5 & v6
- Connect Dashboard
- Our Annual Team Appreciation Days

We Recognize Our Team's Success



AMPT is a recognition software that we use to recognize and thank teammates for the helpful and thoughtful work we do for each other. It is so empowering to be made aware of how we made a difference in a way that was aligned with AHC's core values. And it feels so good to let others know the difference they made when they helped us.

A Game Plan for Growth

We are passionate about our teammates' personal growth within the organization, which is why we've developed the Team Growth Game Plan and Individual Growth Game Plan. When you are ready to grow with AHC, talk to your manager about completing an Individual Growth Game Plan. You will be matched with a mentor within our organization and given



Arrowhead Health Centers

Onboarding Day 1

- Meet Human Resources
- Introduction to AHC Story Book
- Meet managers / leads in all departments for onboarding
- Meet your manager for schedule and information about department
- Given Power of TED to read
- Send employee home early to read

2 Day Bootcamp Preparation

- Meet manager to discuss Power of TED
- Test on Power of TED
- Meet with manager for introduction of Story Book
- Read & study Mission, Value Statement, & Core Values
- Test on Mission, Value Statement, & Core Values
- Read & study individual role page
- Test on individual role page
- Read & study "hand-off" pages for role
- Test on Hand-Offs

2 Week Bootcamp

- Set up by Storybook
- Proficiency Checklist
- AHC Core Value Scorecard

"AH HA Moment" Everything is clicking

Introduction

Positive Feedback

- General feedback, no goals

Other Companies

specific direction on areas to hone and improve as you work toward advancement in your career.



View the full Team Growth Game Plan & Download a copy of the Individual Growth Game Plan by visiting arrowheadhealth.com/growth.



Building on Success

- We want to help you be more successful
- Give steps to being "great"
- Complete Individual Growth Game Plan

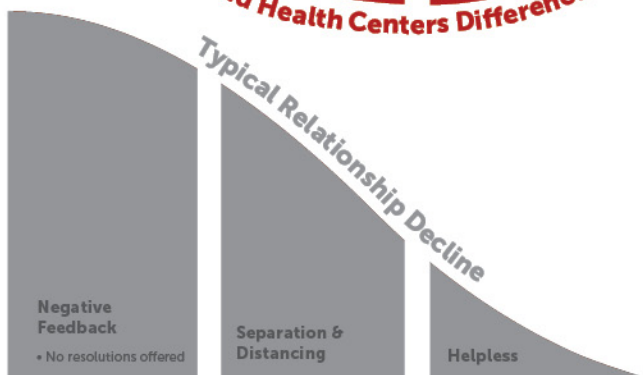
Getting Back on Track

- Seems our relationship is not working. Let's solve this.
- Reference AHC Core Value Scorecard

Momentum

- Find your "fit" in the organization
- New roles, department changes
- Assist in external success
- Keep it exciting
- Stay motivated
- Explore new opportunities with AHC or Redirect Health

The Arrowhead Health Centers Difference



that's why
we're here
to make a
dent in the
universe.



Janice Johnston & David Berg
AHC Co-Founders

The AHC Story

When David Berg and Janice Johnston were attending college in Toronto, they had no idea that they would one day build a healthcare organization that is known for excellent care that consistently creates incredible customer experiences. David, an aspiring chiropractor, and Janice, a blossoming family physician, saw themselves graduating, getting married, starting a family, and starting their own practices.

Early in their careers, David worked in a small chiropractic clinic in Toronto with Janice assisting on weekends while completing her medical degree and residency. She later went to work at a family practice clinic when they moved to Phoenix in 1995. Both loved taking care of people, getting to know them, seeing them get well and knowing they had a hand in those positive outcomes. It felt good to make a difference, and their life plan seemed to be working.

But then something happened. They began noticing the many flaws in the healthcare system. They started to ask questions that others in the profession couldn't seem to answer. They started questioning the effectiveness of what they were doing, the ease and convenience for the people they served, or lack of it. "Is the system making it hard for people to get well?" they wondered. David and Janice came from two different healthcare philosophies – allopathic medicine and chiropractic. Despite their differences, each had an appreciation for the other's knowledge and expertise. They began to ask, "Why can't we combine our specialties and the specialties of others into one office? Why should people have to drive all over town to get well? Wouldn't it be better for people to get the care they need in one place where everyone worked together in an organized and well-planned way?" So in 1997, David and Janice traded in their almost-guaranteed "good life" for a dream of creating a better life for the people they served.

"All we did was ask people what they wanted," said David, "and we were overwhelmed with the openness and honesty of the responses. In general, people told them that they found the healthcare industry routinely was letting them down."

They told David and Janice what they liked, what they didn't like. What they wanted and what bothered them most about healthcare. The couple took it all in, and using this knowledge built Arrowhead Health Centers from the people they served on up. And because of its roots, the health center looked, sounded and acted like no other practice in Arizona, possibly America. They continued to ask people what they wanted and then put their desires into action. Online scheduling, same day/next day appointments, an on-time promise, and visits by phone are just a few examples of the many ways Arrowhead Health Centers acts on the feedback they receive.

Arrowhead Health Centers now has locations around Phoenix and into Northern Arizona, and has received the coveted Patient-Centered Medical Home (Level 3) recognition by NCQA. Their comprehensive, integrated systematic approach, their understanding of how to run a highly functioning Level 3 Patient-Centered Medical Home, the respect and care they show people, their willingness and ability to listen, the many systems and processes that give consistently wonderful customer experiences — these are the things that set Arrowhead Health Centers apart.

Despite Arrowhead Health Centers' success, David and Janice give most of the credit to the people who knew what they wanted, but were missing, in healthcare. As David and Janice put it, "All we did was ask."



Watch Dr. Berg tell his own version of our story by visiting thearrowheadhealth.com/story.



Taylor Pitts
Clinical Research Manager

DELL



How We Do It

This section focuses on the critical processes and procedures that make Arrowhead Health Centers a one-of-a-kind story.

"Coming together is a beginning. Keeping together is progress. Working together is success."

-Henry Ford

Understanding the Reach of Customer Experience

Picture a car assembly line. There are different sections on the line: people assembling the chassis, the engine, the interior, painting the vehicle — they're all working toward the same goal: completing a vehicle assembly to the manufacturer's specifications. When the team at this factory works together, vehicles leave the factory in great shape, fully assembled, and ready to go.

But what happens when one role, say the team that installs the brakes, misses a hand off? What if the people installing the wheels noticed the missing brakes, but never said anything? There's a good chance the customer purchasing that vehicle is going to have one heck of a test drive.

Our roles at Arrowhead Health Centers are not unlike the assembly line mentioned above. We have lots of hand-offs coming to us and coming from us, and it's important to make sure we fulfill the requirements of our roles fully before handing our product off. Not doing so can lead to unforeseen process breakdowns and sacrificed customer care and experience. And we certainly don't want that!

Which brings us to the importance of Raising a Hand and swarming. The Raise a Hand process is a way for members at all levels of the organization to call attention to process breakdowns and suggest improvements on current processes & procedures. Swarming, in the purest sense, is the immediate action toward containing and correcting a problem at the time and place it occurs. This easily applies to how we work at AHC.

The key focus of a swarming mentality is to immediately take corrective action when a problem presents itself. This helps the team contain the issue, learn more about how/why it happened, and prevent issues from affecting other teams within the company. It also allows us to learn so we can prevent the issue from happening again.

By raising our hands at the first sign of trouble, we've now got a team helping us troubleshoot a problem. We're helping prevent other issues from popping up, and making sure everyone understands the situation. Without that quick reaction, missed hand-offs can quickly cause a ripple effect within the organization that impacts our processes negatively, and our customers and teammates certainly wouldn't be thrilled about their experience!

It doesn't have to be a catastrophic event, though. Maybe it's a minor complaint from a customer, or a process that could be simplified or modified to save the team time, money, or hassle. A simple raise of your hand can be all it takes to improve AHC's operation for the better.

And that's why we created the Raise a Hand process. It's a trigger for our team to swarm an issue, no matter how large or small. Swarming allows us to learn and grow as an organization as we learn new capabilities by working together to solve problems.

By always looking for process improvement and challenging the status quo, we're creating a better customer experience. Remember, when Dr. Johnston & Dr. Berg started Arrowhead Health Centers in 1997, they asked customers directly to raise their hands on what processes could be improved upon to make their healthcare run more smoothly. It falls on us to continue that trend — without this mindset, we wouldn't have a multi-specialty team, patient parking, same day/next day appointments, our on-time promise, even FREE healthcare for our families!

Monitoring our process and Raising a Hand to swarm issues is the genesis of the amazing Customer Experience we provide!

Feedback is Critical to Success

Net Promoter Score

At Arrowhead Health Centers, we consider Net Promoter Score (NPS) to be a measure of success — as every employee's job is to inspire people to tell their AHC story. Every time we do that, we create a Promoter. We are often so successful that we outpace the industry leaders in NPS (USAA has an average NPS of 88, and they're considered "the best.") Any time someone scores us below a 6 (a Detractor), we reach out to them personally within 48 hours to see what we can do to rectify the situation (if necessary) and find out what we can do better next time.

The Net Promoter Score is an index ranging from -100 to 100 that measures the willingness of customers to recommend a company's products or services to others. It is used as a proxy for gauging the customer's overall satisfaction with a company's product or service and the customer's loyalty to the brand. The system is based on the fundamental perspective that every company's customers can be divided into three categories: Promoters, Passives, and Detractors.

By asking one simple question — How likely is it that you would recommend Arrowhead Health Centers to a friend or colleague? — we can get a clear measure of our performance through our customers' eyes. They respond on a 0-to-10 point rating scale and are categorized as follows:

- **Promoters (score 9-10)** are loyal enthusiasts who will keep buying and refer others, fueling growth.
- **Passives (score 7-8)** are satisfied but unenthusiastic customers who are vulnerable to competitive offerings.
- **Detractors (score 0-6)** are unhappy customers who can damage our brand and impede growth through negative word-of-mouth.

To calculate our NPS, we take the percentage of customers who are Promoters and subtract the percentage who are Detractors. We gather these responses on the tablets at our Check Out counters and report on them monthly.

CXScore (Customer Experience Score)

CXScore was developed by the Marketing team as a way to measure the finer details of a customer's experience. These surveys go out during the first week of every month, and go to every customer that has had a visit in the past month. We ask them to rate us on a scale of 1 to 5, with 5 being highly satisfied, on 9 different metrics:

- Was it easy to schedule a convenient appointment?
- Were you greeted in a prompt and friendly manner?
- Was the team sensitive to your needs?
- Was your waiting time reasonable?
- Were your concerns or questions answered?
- How would you rate the cleanliness of our facility?
- How would you rate the quality of care received from our team?
- How would you rate your overall experience?
- Would you refer a friend to our practice in the future?

These are weighted by question, then calculated by provider, and finally averaged over the company. Much like NPS, this score is an indicator of how well we are fulfilling the promises we make to our customers — the higher the score, the better the customer's experience.

You can find both scores for the prior month on the home page of your Connect Dashboard.

Raise a Hand & Guiding Team

As our company continues on the path of providing excellent patient care, we look for methods to improve our organization. As you work through the day, you may notice something you feel could help our process improve for our customers, our team, and our company. Whether you have an idea of how we could work smarter or faster, or just a suggestion to improve the Story Book, we want to hear from you!

In the past if you had a suggestion, you might not have known where to take this. Now you can access "Raise a Hand" from the Dashboard (just visit connect.arrowheadhealth.com on our network).

Every hand raise will be read by the executive leadership and then given to our Guiding Team. Our Guiding Team is made up of your peers, and will meet to review hand raises and create new processes or improvements for our Story Book. One day, you may have the great honor of serving on the Guiding Team and helping review hand raises.

When you Raise a Hand, we ask that you leave your name so that we are able to recognize you for helping us improve. There will be prizes for those who Raise a Hand and the Guiding Team creates a new process from your suggestion.

It starts with you; you are the key for our organization's continuous improvement!



Open the Raise a Hand form by visiting
connect.arrowheadhealth.com/raise-a-hand/



The Guiding Team

- 1 nominee from each department, considered leaders within their respective teams
- Led and guided by Brand Ambassador
- Review Hand Raises passed on by Management
- Review Story Book & provide updates for next version
- Review Hand-Offs
- Empowered to Raise a Hand within team, which goes to senior management

Raise a Hand Process

- Direct to Senior Management
- Swarm immediately, then work on long-term solutions
- Updates go into Story Book

Understanding Our Customer

It is important to always ask ourselves, “who is the customer, and who is making the decisions?” So many simple problems and issues can be easily solved by asking this question. Remember, the true customer (the decision maker) may not always be the patient. When analyzing a situation, follow this thought process.

Refocus and challenge assumptions.

1. Who is the customer we wish to serve?

We want to serve the customer's:

- a) articulated needs, and
- b) non-articulated needs (feelings of confusion, isolation, powerlessness, etc.)

2. What are they hiring us to do?

What is the “real” reason they chose us? Focus especially on non-articulated needs that the rest of the market dismisses as non-important, or fails to recognize.

3. How do we execute the plan?

Process - create an end-to-end process that gets the “real” job done effectively every time.

People - always have the right people on board ready to Raise a Hand and swarm problems.

Technology - automation using the most appropriate technology & methods.

4. Continual feedback loop

Monitor success and effectiveness, look for storytellers & referrers. Remember, the customer's needs may evolve and change over time.

The AHC Difference

While there are far too many differentiators to list, here are a few that are key and make us stand out in the healthcare community:

Comprehensive, Integrated Care – A multi-specialty team of staff and providers that includes family medicine, physical rehabilitation, chiropractic, pain management, and on-site diagnostics.

Personalized Game Plans – Our Recovery Game Plan™ and 'Staying Healthy' Game Plan™ help get patients well and keep them that way by navigating care with them.

Same-Day/Next-Day Appointments – Our goal is to see people when they need to be seen. We don't want them to miss work or school if they don't have to.

On-Time Promise – Our goal is to see each customer to a room within 15 minutes of their appointment time (our 14 Minute Policy explains what makes this successful — see page 32).

Convenient Locations – We have several conveniently-located centers throughout the Valley and into Northern Arizona, and we're growing. Check out the Vision Map in the Patient Education Center, Innovation Center, or your break room!

Reserved Parking Spaces – Our customers come first, and that is true even in the parking lot. It's important that we always leave these spaces for patients. If we park in a Patient Parking space, that's one less space for a potential customer!

Care Logistics Team & Process – Sometimes the logistics of adhering to a treatment plan are too much of a burden. Our Care Logistics team manages patient care across a variety of specialty programs and services, so people don't need to worry about next steps.

Internal Communication

Connect is the name of our dashboard, or intranet. This site is intended for internal communication and organization at AHC. Your homepage will be set to the dashboard - you can also visit **connect.arrowheadhealth.com** from any browser while you're on an AHC or Redirect Health network.

With this intranet, you're able to: get the latest AHC news & updates, view our latest NPS & CXScore, visit a number of important sites quickly through the 'Helpful Links' widget on the Dashboard, schedule rooms at AHC for meetings, view posted time off for Providers, submit maintenance requests, order documents & forms, order uniforms, and submit Raise a Hand entries.

We also use several internal communication tools at Arrowhead Health Centers that you may or may not use in your daily duties. These services and their purposes are laid out below:



AMPT is a recognition system for acknowledging our fellow employees' work and dedication to our Core Values.



Care Logistics App (Salesforce) is a system that has been custom-developed to track customers as they move through our Specialty & Referral Programs.



Engagement Multiplier is the tool we use to measure how engaged we are in the overall vision and mission. A survey is sent out every 90 days, and we ask every team member to participate so we can continue innovating!



Slack is a communication system that has instant messaging capabilities within the entire company.



Tawk.to is a chat widget used for communicating with people visiting our website.



Trello is a tracking board for internal deliveries, uniform orders, and maintenance requests.

Use this page to keep track of your login information to all of our key services. Remember to always keep this book in a safe place! You are responsible for the safety of your login information.

AHC System

Username _____

Password _____

Email

Username _____

Password _____

e-MDs

Username _____

Password _____

AMPT

Username _____

Password _____

Slack

Username _____

Password _____

Salesforce

Username _____

Password _____

Username _____

Password _____

14 Minute Policy

1. Our Promise:

- We see customers within 15 minutes of their appointment time. We are successful at least 91% of the time (our record is 93.2%). That means we fail over 1,000 times every month.

2. Purpose:

- This policy is for the 1,000 times we fail a month. We need our customers to feel special every time we fail — even more special than the times we succeed.
- This will lead to their Net Promoter Scores being higher than for the people we see on time.
- It will also lead to great stories being told about AHC.

3. Steps:

- At exactly 14 minutes (15 is too late) go to the customer and...
 - Apologize that they have been waiting for “14 minutes”
 - Explain the approximate wait time
 - “You are next so it shouldn’t be more than 5-10 minutes.”
 - “Is there anything I can do to make you more comfortable?”
 - Then be silent and wait for an answer

Our goal is to distract from our failure with our conscientiousness and respectfulness. It will work every time and get them one step closer to becoming a raving fan that will tell others about their amazing experience.

Walk-In Policy

1. **Principle:** “Yes, we can help you.” is always the starting point. We want customers to tell their AHC story.
2. **Purpose:** Help customers that choose to walk-in without an appointment. This process will lead to the customer being happy and feeling important.
3. **Process:** We will always choose from one of the following possible options:
 - Option 1: Add customer to next open slot. Only when no immediate open slots should someone proceed to Option 2.
 - Option 2: Find a provider (checking with all specialties) who can & will fit the customer into their schedule. If no provider will fit customer in, proceed to Option 3.
 - Option 3: Automatically triage customer
 - Ask next available MA to bring customer to open room and triage the customer
 - MA will review the triage form with a provider to ensure customer does not need to be seen at hospital
 - If customer is stable to stay at Arrowhead, facilitate a 24/7 visit by phone (888-407-7928)
 - Make this visit free - let's really inspire them to tell a story
4. **Exception:** When customer walks into our facility requesting narcotic prescription refill and is a pain customer with a scheduled next visit.
 - Check with treating pain provider if they can be seen ahead of schedule
 - If treating provider is unavailable, check with next available pain provider
 - If no pain providers are available, explain to customer you will send the request and they should expect a call within 24 hours, or 48 hours if on a Saturday
 - Task the provider's department manager to ensure quick turnaround and that the customer is properly communicated with

What We Do

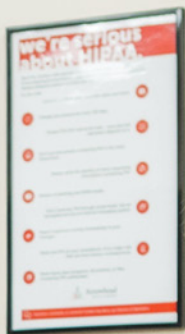
This section outlines every role at Arrowhead Health Centers, how it affects the customer experience, and what the hand-offs are.

"People will forget what you said. They will forget what you did. But they will never forget how you made them feel."

-Maya Angelou

Ashley Moroz
Medical Assistant





Dr. Robert West
Family Practice Provider



The Patient **Critical Path** & **Vital Support Roles**

This Critical Path can generally be defined as the typical customer experience at Arrowhead Health Centers. From how they hear about us, until they pay their bill for the services they received, nearly every customer touches the roles outlined on this pathway. By focusing on the Triple Aim along the critical path, we can guide customers from confused, isolated, and powerless to clear, confident, and capable with ease.

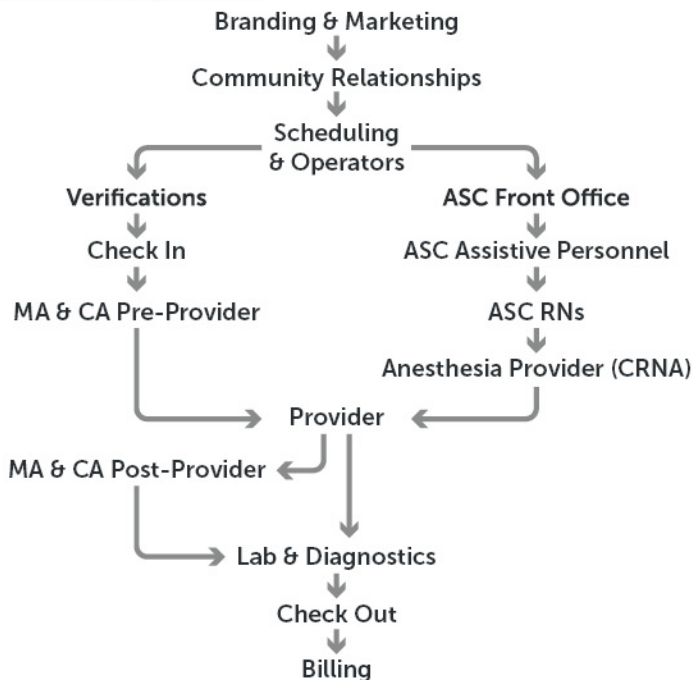
Vital Support roles make the work the Critical Path roles do possible. Without these support roles, we would not be able to offer the level of service we do today — and we certainly wouldn't be able to maintain our Triple Aim focus throughout every role at AHC.

The following pages outline these Critical Path and Vital Support roles in greater detail, including how each role can positively affect the Triple Aim. When we perform our roles excellently, we create AHC storytellers — we've included a small number of those on the following pages, too!

“Nobody should ever wonder if they contributed well if they were a hero in the AHC customer experience.”

-David Berg

The Patient Critical Path



The Vital Support Roles

Accounting	Care Logistics
Quality Assurance & IT	Referrals
Credentialing & Contracting	Motor Vehicle Accidents
Customer Experience	Clinical Research
Human Resources	Managers & Directors
	Redirect Health

How This Role Affects the Triple Aim

"What does a Great Customer Experience look like?" This section will answer that question for every role at AHC.

"How do I contribute to lowering healthcare costs?" This section will answer that question for every role at AHC.

"How can performing my role successfully help get people healthy?" This section will answer that question for every role at AHC.



Great Customer Experience



Lower Costs



Healthier People

Incoming Hand-Offs

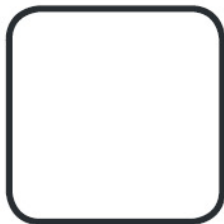
*This section explains the hand-offs coming into this role's workflow. These would be your department's **inputs**.*

Outgoing Hand-Offs

*This section explains the hand-offs leaving this role's workflow. This would be the **product** of your department.*

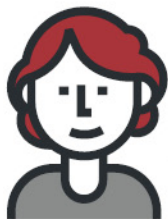
Onboarding Passport Stamp

Ask the Manager of this role to tell you about the key functions of this position during your onboarding to get their stamp!



Everybody's Role

- 1. Inspire people to tell their AHC Story & make it easy for teammates to do the same**
 - Smile & make eye contact quickly
 - Use the person's name and speak to them in language they understand. Listening is more important than telling
 - Relieve emotion, fear and anxiety first; then the other person will be open to your ideas and assistance
 - Anticipate the needs of customers and assist before they realize that they have the need
 - Be on time, do what you say you will, finish what you start, say please and thank you
- 2. Know our AHC Mission, Vision & Triple Aim – and raise your hand every time you notice something contrary**
- 3. Practice Arrowhead Health Centers' Founding Principles**
 - Always ask yourself, "Who is the customer?" Look at everything through the lens of that customer
 - Fine details matter. Everything speaks. Helpful, Friendly and Timely in a clean & organized manner is everyone's job as a team
 - Know the frustrations of our customers and teammates and do something about it before they even recognize the problem
- 4. Raise Your Hand**
 - Commit to knowing and performing your role – and raise your hand and talk about it every time you receive or see an incomplete hand-off



*I am very happy at Arrowhead Health Centers, my medical **home**. I changed from another office and couldn't be happier. The office is clean, professional, friendly, and the healthcare is the best I have ever received. I'm happy that I don't have to wait long for appointments and never feel rushed out. It's nice to know someone really cares and to have the confidence that they know what they are doing to keep us healthy and well.*

- Deborah B.

How This Role Affects the Triple Aim

I listen to customer stories through reviews/social media and affect process change on behalf of our customers.

I increase awareness of programs/services that may save people time, money, and effort.

I introduce benefits of AHC to current and new customers to familiarize them with our programs & services.



Great Customer Experience



Lower Costs



Healthier People

Incoming Hand-Offs

- Feedback on financial success of campaigns

Outgoing Hand-Offs

- Campaigns launched for Management
- Inbound leads for Sales

Onboarding Passport Stamp

Ask the Manager of this role to tell you about the key functions of this position during your onboarding to get their stamp!



Branding & Marketing

1. Inspire people to tell their AHC Story

2. Aid in the growth of the company

- Educate customers through various media to help them make informed decisions about their care needs
- Manage marketing campaigns and relationships
- Manage web presence (website, social media, etc.)
- Manage & respond to customer experience feedback within 24 hours

3. Protect all brand and messaging consistency

- Create and manage internal forms, posters, and sales material, so the job we need done is accomplished

4. Be a representative of the company's culture

- Create and manage promotion of The AHC Story Book
- Send monthly newsletters to team & customers
- Prompt NPS & Wait Time Reporting

5. Understand our current customers and identify new opportunities for growth within the community

- Advertise benefits of AHC to current and new customers to introduce them to our programs & services



I am 82 and have never been associated with a health facility that has shown more caring, smiles and genuine concern as Arrowhead Health Centers. Thank you!

- Gayle H.

#ahc-story

Critical Path

How This Role Affects the Triple Aim

I lead educational events and presentations that reinforce the AHC core values and show people what we're about.

I increase awareness of programs/services that may save people time, money, and effort.

I act as a liaison for customers and teammates to help coordinate necessary care.



Great Customer Experience



Lower Costs



Healthier People

Incoming Hand-Offs

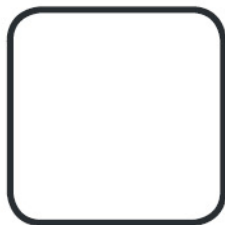
- Campaigns launched for management
- Inbound leads

Outgoing Hand-Offs

- Internal awareness of campaigns
- Sales Reporting

Onboarding Passport Stamp

Ask the Manager of this role to tell you about the key functions of this position during your onboarding to get their stamp!



Community Relationships

- 1. Inspire people to tell their AHC Story**
- 2. Know and support the overall sales strategy and plan at all times**
 - Provide potential referral sources with a single point of contact for any assistance they may need
 - Support and carry out marketing campaigns
- 3. Meet sales quotas and goals; know the numbers and own the numbers**
 - Enter and track sales through Salesforce
- 4. Identify market trends and communicate to Marketing/ Executive leadership (i.e. a new treatment option we can utilize, a new problem that a customer is having, etc.)**
- 5. Teach our customers about programs and services that may help them**



I'm in the knee program at Arrowhead Health Centers. My knees have improved tremendously! I don't wake up in pain anymore in the middle of the night. I can get right up and start moving. This program has made such a difference in my life. Thank you all!

- Roberta C.

#ahc-story

How This Role Affects the Triple Aim

I am the first interaction most people have with AHC, the Customer Experience I provide sets the tone for the rest of our customers' time with us.



Great Customer Experience

I ensure that the scheduling grid and rules are followed to make sure we avoid costly mistakes and restrictions.



Lower Costs

I act as a resource for customers, getting them into contact with the people they need to talk to when they need assistance.



Healthier People

Incoming Hand-Offs

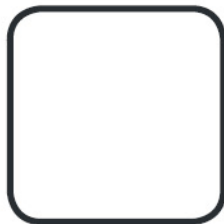
- Internal awareness of campaigns

Outgoing Hand-Offs

- Phone Visit calls (to Redirect Health Care Logistics)
- Scheduled appointments

Onboarding Passport Stamp

Ask the Manager of this role to tell you about the key functions of this position during your onboarding to get their stamp!



Scheduling & Operators

- 1. Inspire people to tell their AHC Story**
- 2. Let customers hear your smile**
- 3. Be a great resource**
 - Help people get their balances to zero
 - Answer questions, educate people, and raise a hand on process breakdowns (i.e. when someone else should have answered question during a patient visit)
- 4. Schedule perfect appointments**
 - Answer 95% of calls, less than 1 minute average hold time for abandoned calls
 - Same Day/Next Day Appointments
 - People certain of directions & they show up (on time / no no-shows / no cancellations)
 - Earlier appointments in shift filled first
 - Billing Scheduling Blocks adhered to
 - "How did you hear about us?" in e-MDs for new patient charts
- 5. Use the scheduling grid to make sure people are properly scheduled**
 - Helping avoid frustrating/costly mistakes and restrictions



The scheduling person I dealt with was very helpful. I called in on Thursday morning, because I thought I might have an ear infection and I was going out of town the following day. The scheduler worked me in that morning and I was able to be seen right away. I really appreciated the great customer service and your willingness to work with me. I will definitely tell my family and friends about the awesome care I received at AHC!

- James B.

#ahc-story

How This Role Affects the Triple Aim

I update alerts so AHC staff is confident when discussing insurance with our customers.

I make sure benefits are accurately verified, avoiding costly mistakes and oversights.

My accurate verifications allow our team to prescribe treatment and relay relevant coverage information, ensuring adherence to plan.



Great Customer Experience



Lower Costs



Healthier People

Incoming Hand-Offs

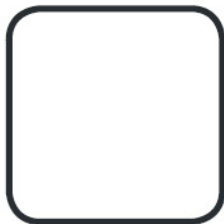
- Scheduled appointments

Outgoing Hand-Offs

- Benefits entered into patient chart

Onboarding Passport Stamp

Ask the Manager of this role to tell you about the key functions of this position during your onboarding to get their stamp!



Verifications

1. Inspire people to tell their AHC Story
2. Accurately verify benefits to ensure correct information on costs and coverage for our customers
3. Verify & enter benefits in a timely fashion so they are ready when people arrive. This allows us to prescribe treatment and relay relevant coverage information, ensuring adherence to plan
4. Update people's alerts with pertinent benefit information



Fast service. Excellent care. Patience with me. Loved it. My mom will switch over soon too because she was so impressed.

- Alexander M.

#ahc-story

Critical Path

How This Role Affects the Triple Aim

I acknowledge customers quickly with eye contact and a smile, and help them by making sure they have everything needed for their visit.

I ensure all demographic and insurance information is completed, which will help with billing after the visit.

I prepare people for their visit by ensuring that all proper documentation is completed.



Great Customer Experience



Lower Costs



Healthier People

Incoming Hand-Offs

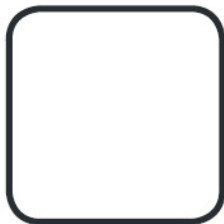
- Benefits entered into patient chart
- Scanned insurance card

Outgoing Hand-Offs

- People ready for visit
- Necessary paperwork completed

Onboarding Passport Stamp

Ask the Manager of this role to tell you about the key functions of this position during your onboarding to get their stamp!



Check In

- 1. Inspire people to tell their AHC Story**
- 2. Make a stellar first impression**
 - Acknowledge customers quickly with eye contact and a smile, chit-chat & make them laugh/smile
 - Identify and interact with people on certain interests you think they may have. Be creative, and be yourself
 - Keep customers informed while they are waiting (14 minute policy)
 - Keep waiting room and restroom clean & tidy
- 3. Notify MA/CA of arrival (Tracking Board)**
- 4. Ensure people are ready for their visit by making sure all proper documentation is completed**
 - Demographics complete (insurance/phone/address changes/ e-mail address)
 - Scan insurance cards and photo ID if needed
 - Take photos for e-MDs
- 5. Inform every patient of prior balance and co-pays, even when account is up-to-date**



*Love my new doctor's office. Checking in is so easy.
Everyone there is so kind.*

- Debbie S.

#ahc-story

Critical Path

How This Role Affects the Triple Aim

I acknowledge patients quickly with eye contact and a smile, and help them by making sure they have everything needed for their visit.

I ensure all demographic and insurance information is completed, which will help with billing after the visit.

I prepare people for their visit by ensuring that all proper documentation is completed.



Great Customer Experience



Lower Costs



Healthier People

Incoming Hand-Offs

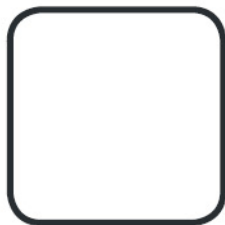
- Customer referrals
- Scheduled appointments

Outgoing Hand-Offs

- Benefits entered into patient chart
- Scanned insurance card
- People ready for visit
- Necessary paperwork completed

Onboarding Passport Stamp

Ask the Manager of this role to tell you about the key functions of this position during your onboarding to get their stamp!



ASC Front Office

1. Inspire people to tell their AHC Story

- Make a stellar first impression
- Let people hear you smile
- Keep customers informed while they are waiting
- Keep waiting room and restroom clean & tidy
- Be a great resource: answer questions & educate

2. Schedule perfect appointments

- People certain of directions & they show up (on time / no no-shows / no cancellations)
- Billing Scheduling Blocks adhered to

3. Notify nurse of arrival (clipboard with chart placed on wall)

4. Prepare patient's paperwork for visit

- Forms given to people to complete before being taken to pre-op
- Verify benefits accurately and in a timely fashion (same or next day)
- Scan insurance cards and photo ID if needed

5. Ensure customer knows all fine details of their next steps



Have always had a great experience at the Ambulatory Surgery Center. They are all tops!

- Susan S.

#ahc-story

Critical Path

How This Role Affects the Triple Aim

I greet people and help them interact with AHC by responding to questions quickly.

I have open dialogues with people to ensure all their needs are met — preventing unnecessary follow up visits.

I initiate a “let’s make sure all your questions answered today” discussion — and relay the discussion to my team.



Great Customer Experience



Lower Costs



Healthier People

Incoming Hand-Offs

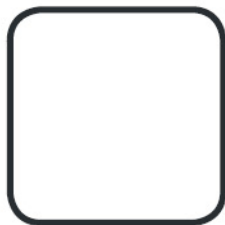
- Phone Visit calls
- People ready for visit
- Necessary paperwork completed

Outgoing Hand-Offs

- Complete Review of Systems form and any other necessary paperwork for visit
- Past medical history, HPI, and vitals in patient chart

Onboarding Passport Stamp

Ask the Manager of this role to tell you about the key functions of this position during your onboarding to get their stamp!



MA & CA Pre-Provider

- 1. Inspire people to tell their AHC Story**
- 2. Begin vitals & medical history**
 - Start note/history — review of systems are consistent and supervisor is correct
- 3. Initiate “let’s make sure all your questions answered today” discussion**
 - Greet people by introducing yourself
 - Let people know you care about them through your actions and words
 - Relay discussion to provider before they enter the room
 - Have an open dialogue with the customer to ensure their needs are covered during their visit, preventing extra and/or unnecessary follow up visits
- 4. Help with Provider and other MA task messages**
 - Monitor provider task messages and verbally ask provider or use sticky notes to save provider from needing to open some tasks
- 5. Help people get quick responses when they call in with a question (ASAP, but always within 24 hours)**



As soon as I walked into the office I was greeted. I have been in the health industry since 1988 so it's great to see someone in the front office with a smile! The medical assistant was very attentive. Within a few days I was advised of my results as promised. I am very pleased.

- Haleh H.

#ahc-story

How This Role Affects the Triple Aim

I coordinate patient flow to ensure people get to where they need to go in a timely fashion.

I audit patient charts for accuracy and completeness.

I help maintain a steady patient flow by collaborating with the team to complete assistive duties.



Great Customer Experience



Lower Costs



Healthier People

Incoming Hand-Offs

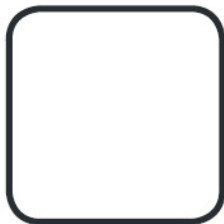
- RFN probes that need cleaning
- Drivers waiting for updates on procedures

Outgoing Hand-Offs

- People transferred to their transportation safely
- RNs notified if off floor

Onboarding Passport Stamp

Ask the Manager of this role to tell you about the key functions of this position during your onboarding to get their stamp!



ASC Assistive Personnel

- 1. Inspire people to tell their AHC Story**
- 2. Work under direction of the Registered Nurses to facilitate care**
 - Assist with cleaning of Pre-op and PACU bays
 - Ensure radiofrequency probes are processed in a timely manner
 - Help clothe and ambulate customers safely in the PACU
- 3. Copy anesthesia, procedure notes, and dictated reports and file back in charts at end of each shift**
- 4. Audit patient charts for accuracy and completeness**
 - Pull charts for peer review
- 5. Call patient's drivers in a timely fashion and ensure they are discharged safely to their designated driver**
 - Take people out safely to their drivers



My experience was very good considering I was there for a (what I thought was going to be scary) procedure! Very friendly and caring staff.

- Jeannette P.

#ahc-story

How This Role Affects the Triple Aim

I communicate with people to ensure they're aware of procedure and next steps.

I complete necessary paperwork to ensure accurate billing. I help turn over OR to maintain efficient patient flow.

I set up, assist, and monitor progress of procedures to ensure great outcomes.



Great Customer Experience



Lower Costs



Healthier People

Incoming Hand-Offs

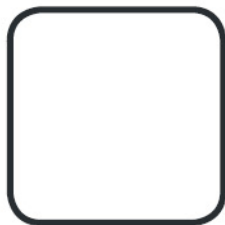
- Paperwork completed at admission
- Report from teammates on patient care/status

Outgoing Hand-Offs

- Report to teammates regarding patient's status/care
- Notify teammates of discharges
- Notify RNs of completed daily duties

Onboarding Passport Stamp

Ask the Manager of this role to tell you about the key functions of this position during your onboarding to get their stamp!



ASC RNs

1. Inspire people to tell their AHC Story

2. Provide a stellar first impression

- Greet people, introduce yourself, check patient ID and allergies
- Review relevant medical history
- Review medications and confirm no contraindications to procedure
- Begin vitals, start IV, and complete lab testing as appropriate
- Review patient post-op instructions with customer and educate them on procedure

3. Verify all necessary paperwork is completed

- Complete pre-operative paperwork accurately and completely every time
- Ensure anesthesia and procedure consent are signed
- Confirm all consents are signed

4. Manage and assist with patient flow in the ASC

- Set up for procedure, do not leave sterile items once opened
- Ensure time out and safety checklist is completed on every customer
- Circulate OR, assisting CRNA and providers as needed
- Do timeout before transferring people, give pertinent report to PACU RN
- Receive report from OR RN and assist in safe transfer of people to PACU
- Monitor and recover people appropriately
- Assess to ensure discharge criteria is met



Wonderful! Everyone there are kind, and polite. The offices are clean! The nurses and doctor take the time to talk and find out what they can do for you. I wish I would have known about them before.

- Larry H.

#ahc-story

How This Role Affects the Triple Aim

I provide temporary relief from pain for people, and assist team in PACU as needed.

I ensure proper documentation is maintained at all times to maximize patient care and reimbursement.

I ensure proper administration of anesthesia to maintain appropriate level of sedation.



Great Customer Experience



Lower Costs



Healthier People

Incoming Hand-Offs

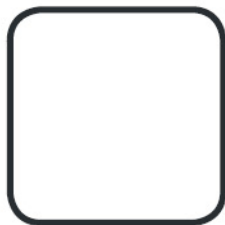
- Report from teammates on patient care/status

Outgoing Hand-Offs

- Report on patient care/status to transferring RN

Onboarding Passport Stamp

Ask the Manager of this role to tell you about the key functions of this position during your onboarding to get their stamp!



Anesthesia Provider (CRNA)

1. Inspire people to tell their AHC Story

2. Provide a stellar first impression

- Greet people, introduce yourself, check patient ID and allergies
- Educate customer on MAC

3. Administer anesthesia to people

- Complete anesthesia history to ensure customer is candidate for sedation
- Ensure anesthesia is administered and monitored to maintain appropriate level of sedation

4. Provide support to ASC team

- Oversee transfer of people from OR to PACU
- Collaborate with the team on issues as they arise
- Be available to provide support to PACU when issues arise

5. Complete documentation accurately and completely

- Ensure proper documentation is maintained at all times to maximize patient care and reimbursement



The treatments and procedures at Arrowhead were more than satisfying and the results were terrific. I am now able to use and do things with my right arm that I had not been able to do in years. I will be eighty years old this year and I certainly look forward to many more — best of all doing and enjoying activities with my great grand children that I was not able to fully participate in before.

- David S.

How This Role Affects the Triple Aim

I provide excellent service by listening to people and making accurate diagnoses



Great Customer Experience

I accurately document visits with proper coding and charting, preventing unnecessary follow up.



Lower Costs

I perform treatments and offers advice competently — helping the people get healthier.



Healthier People

Incoming Hand-Offs

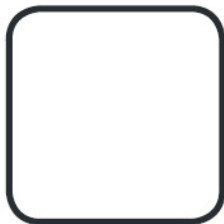
- Complete Review of Systems form and any other necessary paperwork for visit
- Past medical history, HPI, and vitals in patient chart

Outgoing Hand-Offs

- Orders and referrals
- Accurate billing coding

Onboarding Passport Stamp

Ask the Manager of this role to tell you about the key functions of this position during your onboarding to get their stamp!



Provider

- 1. Inspire people to tell their AHC Story**
- 2. Make accurate diagnoses & perform treatments competently**
 - Provide documentation that supports codes billed and which is signed in less than 72 hours (so as to not hold up billing, since this affects many people's pay).
 - Collaborate with staff to provide optimal customer care and experience
- 3. Help people adhere to plan**
 - Decide on treatment plan and communicate optimally to team and customer
 - Provide your customers with care that surprises them and makes them feel like the top priority
 - Ask "do you have any other questions for me today?"
- 4. Utilize other AHC specialties / services / programs (cross-care referrals)**
 - Always remember that others are depending on your referrals and support for their livelihood. Your comments to customers, your actions, and your recommendations matter to the AHC Ecosystem
- 5. Continually give staff feedback and hold them accountable for great notes / histories / review of systems**



Very pleased with the courteous and efficient manner my wife and I were received at Arrowhead. We barely were able to sit down after check in before being called in for our appointments! Amazing! Doctor's are knowledgeable and readily answered our questions and concerns..

- Frank S.

#ahc-story

Critical Path

How This Role Affects the Triple Aim

I ensure the customer is confident and understands next steps in what was discussed during visit.

I enter accurate orders and referrals, preventing additional follow ups from customers and staff.

I answer any remaining questions that people may have to help them navigate their next steps.



Great Customer Experience



Lower Costs



Healthier People

Incoming Hand-Offs

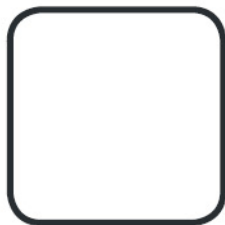
- Orders and referrals

Outgoing Hand-Offs

- People ready for next steps
- Executed orders or referrals sent to referral team if required

Onboarding Passport Stamp

Ask the Manager of this role to tell you about the key functions of this position during your onboarding to get their stamp!



MA & CA Post-Provider

1. Inspire people to tell their AHC Story

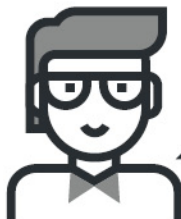
2. Execute provider's orders and referrals

- Utilize the Preferred Provider List (PPL) for referrals that can be taken care of at the time of the visit
- If sending a referral to the Referral team, ensure the customer's insurance is in the subject line of the task message

3. Communicate next steps to the customer

- Educate people on Patient Portal access
- Make sure people understand when to expect communication from us regarding lab or x-ray results, referral information, a call back, etc. (preventing extra questions for scheduling to answer via phone)
- Make sure customer knows how to retrieve lab or X-ray results every time

4. Walk customers to Check Out and introduce them to the person that will be checking them out



The staff is friendly, thoughtful and efficient. They get me in quickly, take care of my needs and do not waste my time. Unusual in this day and age!

- Gerald N.

#ahc-story

Critical Path

How This Role Affects the Triple Aim

I help patients understand the timeline associated with results, so they are confident in when they will be received.

I record tests, products, and results accurately in chart notes.

I perform necessary duties to ensure people get the care they were prescribed.



Great Customer Experience



Lower Costs



Healthier People

Incoming Hand-Offs

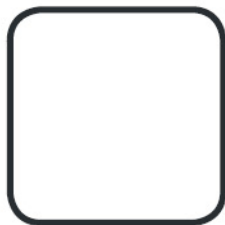
- People ready for diagnostics
- Executed orders or referrals

Outgoing Hand-Offs

- People ready for next steps
- Diagnostic results for follow up

Onboarding Passport Stamp

Ask the Manager of this role to tell you about the key functions of this position during your onboarding to get their stamp!



Lab & Diagnostics

- 1. Inspire people to tell their AHC Story**
- 2. Draw blood / collect sample / do X-Ray / do procedure / dispense DME**
- 3. Record in chart note accurately**
 - Use Lab Grid or other similar tools
- 4. Make sure people understand when they should expect results**
 - Verify they were given handout by MA describing how to retrieve lab or X-Ray results, with the date the result is expected
- 5. Make sure customer is walked to check out by an AHC employee**



Great overall experience. The in-house lab is incredibly convenient. The staff is friendly.

- Andy A.

#ahc-story

How This Role Affects the Triple Aim

I inspire people to tell their AHC story when they leave the office by providing an excellent last impression.



Great Customer Experience

I educate people on patient portal access, and offer payment plans & cash pay options when necessary.



Lower Costs

I ensure people are ready for their next steps.



Healthier People

Incoming Hand-Offs

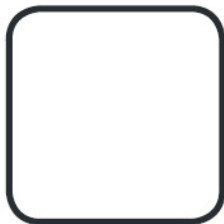
- People ready for next steps
- Executed orders or referrals

Outgoing Hand-Offs

- Informal customer feedback (submitted to Raise a Hand)
- People ready for next steps

Onboarding Passport Stamp

Ask the Manager of this role to tell you about the key functions of this position during your onboarding to get their stamp!



Check Out

- 1. Inspire people to tell their AHC Story**
- 2. Provide an excellent last impression**
- 3. Encourage customers to complete the NPS tablet survey**
 - Focus on attaining monthly survey count goals
 - If they're uncomfortable doing so, ask them about their visit and where (if any) we can improve for next time
 - Use Raise a Hand to relay verbal patient feedback
- 4. Ensure people know all details of their next steps**
 - Schedule next appointment if needed
 - Educate people on Patient Portal access
- 5. Inform every customer of prior balance and co-pays, even when account is up-to-date**
 - Offer payment plans and cash pay options when possible
 - Follow Blue Envelope process
 - Accurately and legibly document every payment in cash log, helping ensure payments are applied correctly



My wife and I consider your facility blessings in our lives. Also, the individuals you have working at your facility check-in and check-out counters are courteous and professional and friendly. I appreciate everyone involved in my visits at Arrowhead Health Centers and my wife echos my sentiments.

- Dennis A.

#ahc-story

Critical Path

How This Role Affects the Triple Aim

I ensure that the patient responsibility is always accurate so staff can confidently discuss balances with customers.

I work claims, appeals, denials, and reimbursement to ensure that we are paid accurately and on-time.

I review denials to ensure accuracy and relay findings to providers, preventing unnecessary delays in care.



Great Customer Experience



Lower Costs



Healthier People

Incoming Hand-Offs

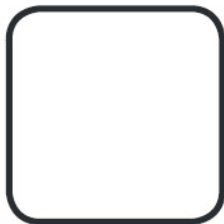
- Accurate billing coding
- Customer inquiries

Outgoing Hand-Offs

- Bills to customers
- Billing data

Onboarding Passport Stamp

Ask the Manager of this role to tell you about the key functions of this position during your onboarding to get their stamp!



Billing

1. Inspire people to tell their AHC Story

- Inspire future teammates through Billing Extern Program

2. Post charges

- Audit and provide feedback to providers real time
- Work Gateway/payer rejections

3. Post payments

- Make sure Reimbursement Manager has up-to-date fee schedules, and use this to ensure proper payment

4. Work insurance claims

- File & work appeals
- Work denials to ensure accuracy and relay relevant findings to providers — preventing unnecessary delays or obstacles for patients
- Document, report, and follow-up on no responses/denials
- Submit supporting documentation to ensure claims are processed correctly
- Identify and Raise a Hand on issues/trends with payers

5. Help patients get their balance to zero

- Create and manage billing schedule blocks
- Collect returned mail and update patient demographics
- Make sure patient responsibility in e-MDs is always accurate so Operators / Reception / Checkout can have confidence helping get balance to zero



I've been going to Arrowhead Health for several years now for my check ups, having been referred by both my daughter and sister. What I appreciate is the convenient location & professionalism of the billing department personnel. I highly recommend this group to anyone who is looking for a medical office to go to for their healthcare needs.

- Jean V.

#ahc-story

How This Role Affects the Triple Aim

I provide reliable information that is relevant in content and timeliness.



Great Customer Experience

I look for wasteful spending and raise a hand with ideas for cost savings.



Lower Costs

I search for and act upon spending/expenses that may be limiting or hindering patient care.



Healthier People

Incoming Hand-Offs

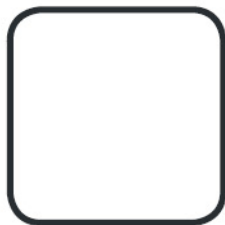
- Billing data

Outgoing Hand-Offs

- Feedback on financial success and viability of operations

Onboarding Passport Stamp

Ask the Manager of this role to tell you about the key functions of this position during your onboarding to get their stamp!



Accounting

- 1. Inspire people to tell their AHC Story**
- 2. Provide accurate, available, and actionable reporting**
 - Provide reports to teammates for operating review
 - Identify billing trends that affect cash flow
 - Look for wasteful spending and make suggestions for cost savings
 - Be aware of and act upon spending/expenses that may be limiting or hindering patient care
- 3. Payroll processed accurately and on time**
- 4. Pay accounts payable (AP) accurately and on-time**
 - Maintain excellent vendor & banking relationships



Everyone is so helpful and considerate! Wouldn't go anywhere else.

- Chris G.

#ahc-story

How This Role Affects the Triple Aim

I provide prompt and responsive support to customers and teammates that have issues with e-MDs and the Patient Portal.

I attest for pay-for-quality programs that incentivize AHC to work smarter.

I ensure AHC providers are meeting metrics set forth by PCMH/MU/PQRS.



Great Customer Experience



Lower Costs



Healthier People

Incoming Hand-Offs

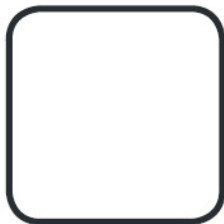
- Accurate clinical data for reporting
- General technological troubleshooting

Outgoing Hand-Offs

- Accurate list pulls
- Monthly reports
- Escalated technological issues

Onboarding Passport Stamp

Ask the Manager of this role to tell you about the key functions of this position during your onboarding to get their stamp!



Quality Assurance & IT

- 1. Inspire people to tell their AHC Story**
- 2. Be the e-MDs application specialist**
 - Find ways to use e-MDs optimally for patient compliance to treatment plans
 - Accurate list pulls that indicate the proper customers for outreach & follow-up
- 3. Coordinate IT tickets & support with SolutionPartner**
- 4. Manage and attest for pay-for-quality programs (PCMH, MU, PQRS)**
 - Coordinate and manage application process for NCQA PCMH & other accreditations and awards
 - Ensure fulfillment of CMS Meaningful Use measures with providers
 - Coordinate Physician Quality Reporting System (PQRS) quarterly



Efficient. All doctors a part of Arrowhead Health have access to your records so you do not have to repeat yourself about your history over and over. The doctors work together to help you maintain your health or find an answer to what needs to be healed.

- Tonya S.

#ahc-story

How This Role Affects the Triple Aim

I help on-board new providers by coordinating the collection of licenses and important information.

I update and distribute the credentialing grid monthly to ensure everyone is up-to-date.

I keep contracts and credentialing updated and accurate, preventing potential cancellations and delay in providing care.



Great Customer Experience



Lower Costs



Healthier People

Incoming Hand-Offs

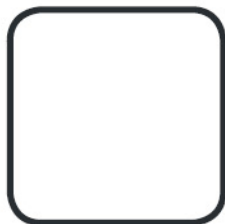
- Notification of newly hired providers
- Inbound provider correspondence/mail

Outgoing Hand-Offs

- Updated credentialing grid

Onboarding Passport Stamp

Ask the Manager of this role to tell you about the key functions of this position during your onboarding to get their stamp!



Credentialing & Contracting

1. Inspire people to tell their AHC Story
2. Keep provider & DME credentialing & contracting up-to-date
3. Helpful & friendly on-boarding guidance for collection of licenses and information for new providers
4. Post and ensure accuracy on credentialing grids monthly
5. Ensure contracts and coverages are accurate on credentialing grids, preventing confusion and waste during billing process



I got a quick appointment, verification from the office before my visit that my insurance would be accepted. And a call at 6:30 in the morning letting me know of a cancellation so I could change my appointment and go in, immediately, and save almost 2 hours of driving and losing work time by going in early! That was most considerate of the office!

- Martha S.

#ahc-story

How This Role Affects the Triple Aim

I listen for patient stories to relay to the leadership team for swarming.

I monitor feedback for systematic inefficiencies that may raise costs through waste.

I review customer feedback to look for potential obstacles in obtaining necessary care.



Great Customer Experience



Lower Costs



Healthier People

Incoming Hand-Offs

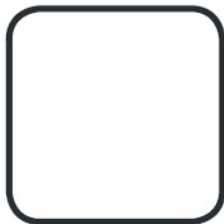
- Customer feedback
- NPS Scores

Outgoing Hand-Offs

- Actionable reports

Onboarding Passport Stamp

Ask the Manager of this role to tell you about the key functions of this position during your onboarding to get their stamp!



Customer Experience

- 1. Inspire people to tell their AHC Story**
- 2. Act as an advocate for our customers to help AHC's continued growth and learning**
- 3. Create and manage monthly Wait Time Analysis & Net Promoter Score Reports**
- 4. Consistently challenge assumptions to improve customer experience**
 - Recognize customer frustrations that may lead to non-compliance or obstacles in obtaining care and work to fix them
 - Proactively monitor feedback for systematic inefficiencies that may raise costs through waste, and raise a hand to address them
- 5. Address and respond to patient feedback (Surveys, Yelp, Facebook, Google, etc.)**
 - All feedback responded to within 24 hours — the faster, the better. Speed matters.



Excellent. Friendly staff. Everyone was very professional. I left there feeling very impressed. Better experience than any other healthcare place I've ever visited.

- Richard M.

#ahc-story

How This Role Affects the Triple Aim

I provide outstanding hiring and transition outcomes.

I provide outstanding support and policy to help managers maintain team engagement.

I amplify health plan awareness and utilization.



Great Customer Experience



Lower Costs



Healthier People

Incoming Hand-Offs

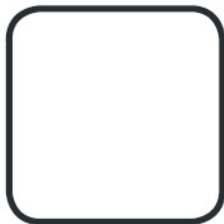
- New hire information

Outgoing Hand-Offs

- Notification of new teammates to managers for on-boarding
- Excited, engaged team ready to change healthcare

Onboarding Passport Stamp

Ask the Manager of this role to tell you about the key functions of this position during your onboarding to get their stamp!



Human Resources

- 1. Inspire people to tell their AHC Story**
- 2. Provide excellent hiring process and transitions outcomes**
 - Use AHC Core Value scorecard for hiring, feedback, and improvement
 - Hire based on Core Value & Triple Aim alignment
 - Coordinate onboarding for new teammates
- 3. Promote / improve / innovate AHC “a great life at work” culture**
- 4. Be a helpful and friendly resource to the AHC business team**
 - Provide easy to understand, accessible, and supportive HR policies and guidance to maintain team engagement
 - Foster communication and relationships with HR Select
- 5. Provide great health plan awareness, involvement, and AHC member and plan cost control**
 - Keep Medical Director informed about potential cost issues with health plan
 - Make sure we are getting accurate and timely claims data so we can help lower costs and get better coordinated care



I was so impressed by the people that work there. Everyone had a smile and was very helpful. I was impressed by our doctor, he listened and addressed all our concerns. Everything we needed to do was right at the facility. All of the personnel were professional but also very friendly. They made us feel at ease. It was a pleasant experience!

- Ruth Ann W.

#ahc-story

How This Role Affects the Triple Aim

I act as a liaison for specialty program customers so they have one point of contact to coordinate their care.

I manage program flow inside of Salesforce to ensure efficient program flow.

I coordinate customer care from the first appointment to the last to ensure adherence to plan.



Great Customer Experience



Lower Costs



Healthier People

Incoming Hand-Offs

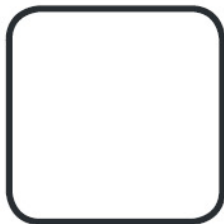
- Inbound leads from Community Relationships
- Inbound Referrals
- Verifications

Outgoing Hand-Offs

- Customers that are informed, dedicated, and ready for next steps in treatment plan

Onboarding Passport Stamp

Ask the Manager of this role to tell you about the key functions of this position during your onboarding to get their stamp!



Care Logistics

- 1. Inspire people to tell their AHC Story**
- 2. Be an expert resource for specialty program customers**
 - Provide people with an accurate out-of-pocket cost for Specialty Programs (Total Cost Guarantee)
 - Customers are confident and aware of next steps (Rehab, DME, injections, etc.)
 - Focus on speed vs. perfection when it comes to verifying coverage for Specialty Programs. It's okay to write something off if we think something is covered and it is not.
- 3. Coordinate customer care from first appointment to last**
 - Ensure adherence to plan, follow up with our recall process
 - Manage program flow inside of Salesforce platform — Raise a Hand when this is not followed
 - Be creative in finding ways to help the customer (by using virtual rehab or offering a phone consultation, for example)
- 4. Population Health Management**
 - Work with data to identify people with chronic illnesses and gaps in care to assist with disease/case management and promote healthier outcomes



From the moment I went to my free consultation through the process of getting approved by my insurance provider, the people at Arrowhead were very friendly and professional. They took time to answer all my questions and returned calls! Tomorrow I start my 8 week Osteo-Arthritis of the Knee Program, and am very optimistic that this program will help my knees. I've wanted to avoid a knee replacement. Can't wait to start!

- Jerry B.

#ahc-story

How This Role Affects the Triple Aim

I aid people in getting the care they need by providing prompt and accurate referrals.

My referrals are completed within the goal timeframe to help reduce calls and customers following up on status.

I send customers to the proper offices so that they can get the care they need.



Great Customer Experience



Lower Costs



Healthier People

Incoming Hand-Offs

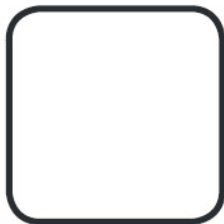
- Inbound & outbound referrals

Outgoing Hand-Offs

- People scheduled with AHC providers promptly (inbound)
- People referred to helpful & friendly providers on PPL (outbound)

Onboarding Passport Stamp

Ask the Manager of this role to tell you about the key functions of this position during your onboarding to get their stamp!



Referrals

- 1. Inspire people to tell their AHC Story**
- 2. Inbound and outbound referral goals are completed daily**
 - Referral completion goal of 40 per day, per person
 - Referrals are completed within 24-48 hours
 - All referrals are tracked and logged in Salesforce
 - Referrals awareness whiteboard is updated daily with completed volume and date of oldest referral in TaskMan
- 3. Raise a hand when process falls behind or is not followed**
 - Provide corrective feedback to team that helps improve customer communication (for example, encouraging use of the PPL)
- 4. Ensure data inside Salesforce is accurate at all times**
 - Complete provider profiles missing Clinic Names, Specialties, or other pertinent information to ensure Medical Neighborhood Report is accurate
 - Review generated log notes from Salesforce before saving to a patient chart
- 5. Maintain updated Preferred Provider List for all locations**
 - Updated quarterly based on customer and team feedback



The few specialists we have required referrals to see have been exceptionally gifted and knowledgeable and have provided excellent service in support of our provider's recommendations of concern. We are very grateful to all of the wonderful support team at Arrowhead Health and gladly refer them to friends, associates and our closest family members.

- Dennis A.

#ahc-story

How This Role Affects the Triple Aim

I ease people's fears and concerns by being an expert and helping them navigate their care.

I ensure care is properly documented to help with reimbursement.

I coordinate documentation collection so AHC teammates know what people need before they arrive.



Great Customer Experience



Lower Costs



Healthier People

Incoming Hand-Offs

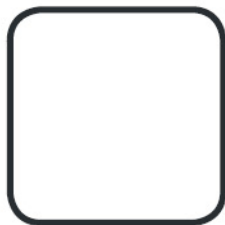
- Referrals (internal or external)

Outgoing Hand-Offs

- Customers ready for next steps
- Orders and referrals for treatment

Onboarding Passport Stamp

Ask the Manager of this role to tell you about the key functions of this position during your onboarding to get their stamp!



Motor Vehicle Accidents

- 1. Inspire people to tell their AHC Story**
- 2. Be an expert resource for MVA customers**
 - Expert at knowing what is needed overall, but also understand the unique desires of referring attorneys and providers
- 3. Coordinate and communicate care plan with referring attorney, referring provider, customers, and AHC teammates**
 - Ensure that the referring attorney or providers are totally informed and happy through centralized communication
 - Obtain records and information so that AHC MVA Providers know what they need to know before patient is seen



I was involved in a car accident and needed medical attention right away. The team was able to get me an appointment that afternoon. My coordinator has been very helpful, and I can always reach her if I have questions. Overall everyone I have encountered at Arrowhead Health Centers has been extremely nice and I felt as if they genuinely cared about my well being.

- Sandra D.

#ahc-story

How This Role Affects the Triple Aim

I encourage study subjects to become AHC patients by providing helpful & friendly service.



Great Customer Experience

I help people get care they may not have been able to afford otherwise.



Lower Costs

I monitor people throughout study to ensure compliance.



Healthier People

Incoming Hand-Offs

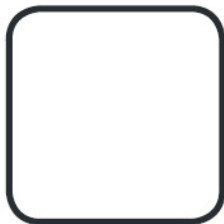
- Referrals from AHC teammates
- Customer inquiries

Outgoing Hand-Offs

- People ready for next steps in study
- Customers excited to return to AHC

Onboarding Passport Stamp

Ask the Manager of this role to tell you about the key functions of this position during your onboarding to get their stamp!



Clinical Research

- 1. Inspire people to tell their AHC Story**
- 2. Identify acceptable studies that make sense financially for AHC**
- 3. Offer new, innovative treatments to people that may not be accessible to them otherwise**
 - Ensure patient compliance in study
 - Work with Redirect Health EC and EC + Open Network members to find innovative treatments
 - Encourage study subjects to become AHC customers when they are done with the study through helpful & friendly interactions
- 4. Help get study sponsor balances to zero**



I was introduced to AHC through a research opportunity and have had a great experience. They did such a great job that I decided to become a patient after the study was completed!

- Ben S.

#ahc-story

How This Role Affects the Triple Aim

I inspire our team to provide exceptional customer service through empowerment and engaging discussion.



Great Customer Experience

I monitor operating expenses to look for wasteful spending and offers solutions or alternatives.



Lower Costs

I always ask the question “are we putting the patient first?” to look for ways to improve care and compliance.



Healthier People

Incoming Hand-Offs

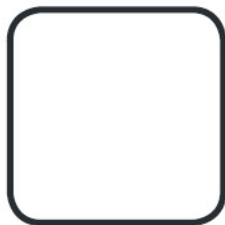
- Team feedback
- Customer feedback
- Operating reports for department

Outgoing Hand-Offs

- Engaged, excited team ready to grow with the company
- New ideas that help take the company to a new level

Onboarding Passport Stamp

Ask the Manager of this role to tell you about the key functions of this position during your onboarding to get their stamp!



Managers & Directors

- 1. Inspire people to tell their AHC Story**
- 2. Demonstrate leadership and process oversight**
 - Always question the status quo — are we putting the patient first?
 - Reinforce “Yes, We Can Help You.” mentality internally
 - Responsible for department performance
 - Awareness of all process and handoff criteria
- 3. Utilize and refer to the Team Growth Game Plan**
- 4. Maintain accurate and timely time cards**
- 5. Maintain cost control — work within budget and look for ways to reduce expense**



The staff was very welcoming and kind. It was refreshing to be at a doctor's office where every person I encountered was pleasant, happy, and helpful. My provider was also very helpful and informative. The facility was beautiful and well taken care of. I have already started referring my friends to come to this office! I give it an A+!

- Kathryn C.

#ahc-story

How This Role Affects the Triple Aim

I provide 24/7/365 access to Care Logistics and providers.

I navigate healthcare system, looking for potential cost savings at every step.

I make healthcare easy so it is accessible, no matter where the customer is located.



Great Customer Experience



Lower Costs



Healthier People

Incoming Hand-Offs

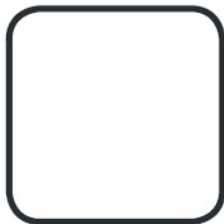
- Members & customers
- Employers

Outgoing Hand-Offs

- Claims data to Human Resources
- Raving fans

Onboarding Passport Stamp

Ask the Manager of this role to tell you about the key functions of this position during your onboarding to get their stamp!



Redirect Health

- 1. Inspire people to tell their AHC Story**
- 2. Make healthcare easy for all members**
- 3. Help AHC work smarter to continue earning free healthcare**
 - Hard work this year means free healthcare again next year
 - Avoid costly hospitals and specialists to maximize cost savings when possible
 - "Always call Care Logistics first!"
- 4. Be available 24/7/365 English & Spanish for all members**
 - Member calls to 888-407-7928



This busy working mom is obsessed with Redirect Health. Driving kids to school one morning and I notice one of my girls has some weird thing going on with her eyes, so as I sit in traffic I make the call to our 24/7 healthcare specialist and bam! All within less than 20 minutes we get doctors diagnosis and prescriptions sent to the pharmacy, plus a school excuse letter emailed! If that's not amazing service well then I'm crazy!

- Sophia L.

#ahc-story

The background of the image is a blurred office scene. In the upper half, there are horizontal window blinds. In the lower right, the back of a person wearing a red shirt is visible, sitting in a black mesh office chair. The overall lighting is bright and airy.

Where We Are Going

The future is bright for Arrowhead Health Centers. With continual dedication to pushing the envelope and providing amazing customer experience, the sky is the limit!

"Without continual growth and progress, such words as improvement, achievement, and success have no meaning."

-Benjamin Franklin

Maggie Rosales-Martinez
Clinical Research Coordinator



Our Amazing Future

Everything starts with Vision.

Successful execution and teamwork are always important as well, but nothing big is ever accomplished without the Vision being imagined and communicated well first. Take, for example, the FREE Healthcare everyone on the AHC team has available to them and their families. This was for a total of 453 people as of June 2016. Not only is it free to everyone at AHC, but it is fully paid for through the greater productivity that lead to more profitability last year. Productivity and profitability gained through super-engaged teamwork (many engaged and hard working people contributing through great hand-offs, raising our hands when they're not so great, and swarming).

Let the ridiculousness of that sink in a bit. "FREE Healthcare," fully paid for by greater teamwork. "Impossible" is what they ALL said. "Crazy, delusional and unreasonable" and even "irresponsible" are what some said. Until one day it wasn't... until we actually showed that we could do it.

But it started with Vision in 2007.

Vision is about the future. It lives in the present, but it is about the future. The future may be 5 years from now, or it could be 5 minutes from now. Vision's only requirement is that it is about the future. With this definition, the role of creating Vision belongs to all of us. Every time that you decide to take it upon yourself to help someone get their prescription filled before leaving on their family vacation, you create a Vision, and then make it true. But it started with a Vision. Every time you say "I'm going to save up to buy a new car," you create a future that is different than today.

Leaders create and guide Vision. And, just like anyone can create Vision, anybody who decides to lead can lead. Effectiveness of leaders depends more on their willingness to decide to lead many times before they think they're good enough. Leaders learn from mistakes - their own and mistakes made by others. They experiment and encourage others to experiment. The AHC Core Value Scorecard at the end of this Story Book is all about growing leaders who will be ready for the next big chapters at AHC and Redirect Health. If you're operating in the third column ("Conventionally Successful") then you're a superstar at your role already. The 4th column ("Transformative") is to show you what it takes to be ready for the next big opportunity for you at AHC and Redirect Health, so that you can start getting practice now for when those opportunities arrive. This "Transformative" column is about you getting ready to lead. It is a Vision for your future.

Healthcare is hard and expensive for everyone it seems. But for us it's easy. In fact, it's now easier than ever to provide it for free. It's not certain it will be free next year, but this year's team is consistently working hard at being smart, and it looks great so far. It's easier than ever to access healthcare without wasting a lot of time and being hassled when Redirect Health is holding our hand, helping us navigate through it. Seems that nearly everyone else we know outside AHC and Redirect Health is struggling to afford the increasing premiums, the \$10,000 family deductibles, and all those copays that nibble away at their pocket books. Or how about those statements and EOB's that no reasonable person can understand, that we don't deal with except when we have to go outside our system. Everybody else still suffers with them all the time.

FREE Healthcare for today's 453 people all started with Vision. It was our big "putting-on-our-oxygen-masks-first" move. And now we've already started off helping others, one family at a time and one small business at a time. How big an impact can we really have? Who knows. But the prize can be huge for all of us. Nobody can doubt that it will make a difference if we are successful. You see, we imagine a future (a Vision) when any American company that wants to can have healthcare working so well, so efficiently, and so inexpensively, that they will be compelled to provide it for free to all their employees and families. And they'll do it because of the economic advantages associated with attracting great employees and building an engaged team. Shoot, it sounds like this is possible right now? At least AHC and Redirect Health are doing it. Why not as many others who want to as well?

We're on a mission to help many do what we are doing already. And you're a part of it. We know that it will not be believable to many outside our team, but this Vision matters. Healthcare that actually works for families and small businesses matters a lot. That's why you see us giving tours often, and we're even going to hand out this AHC Story Book to anyone who wants it and give them permission to copy us. Actually, we're encouraging them to copy us. Making healthcare work better matters. Thanks for coming along and giving us your best. Your contribution to this Vision matters.



Dr. David Berg
Co-Founder, Arrowhead Health Centers

AHC Core Value Scorecard

Core Value Mindset	1	2	3	4	5	6
	Failing			Frustrated		
Making Healthcare Easy	You really do not think there is anything you can do to make patients' healthcare experiences enjoyable. Healthcare is serious business and people should be happy with just getting good care.			Your focus is on doing your job and minimizing the frustration others are feeling as they navigate healthcare. You try to make it less painful when things go wrong.		
Being Positive, Helpful & Friendly	You generally leave your problems at home, but sometimes it isn't reasonable that people are always positive, helpful & friendly. Being happy isn't natural and needs to be worked at sometimes.			You know how to be positive, helpful & friendly. Sometimes, however, patients are grumpy and demanding and it's harder to be helpful and friendly to them.		
Promoter of AHC	You question whether it is necessary that a healthcare center promotes and markets itself. If we are providing good care that should be enough to attract enough patients.			You think that it is marketing and management's job to promote AHC and make sure the schedules are full.		
Teamwork & Engagement	You feel that you should be responsible for your own work, and really do not think it is fair that your success and pay depend on others. If you do your work that is all that should matter.			You do your part. Sometimes, however, others don't do their jobs and this affects your ability to do yours. You don't have control of what others do and you think this is management's job to fix this.		



Download a digital version of this scorecard or complete one for yourself online by visiting arrowheadhealth.com/growth

7	8	9	10	11	12	Today	Your Potential
Conventionally Successful			Transformative				
You make healthcare seem easy and pleasant to customers and keep any potential messiness of the backstage hidden from them.			You are always thinking of, and experimenting with, new ways to help others get healthcare feeling easy, pleasant & enjoyable for our customers. This mission matters to you.				
Your personality is positive, helpful and friendly. You are the same happy person at home and at the office. Being on the AHC team and working towards the shared mission is rewarding.			You make people feel happier through your positive vibes at home and in the office. When people are around you they are more positive, more helpful & friendlier. You inspire others.				
You talk about AHC's story of teamwork and great customer experience whenever the topic comes up.			You brag about AHC with family and friends without being asked. You share how AHC is so great at healthcare that we can provide it for free to all of our team and our families. World's best.				
Your team can always count on you to be engaged and to do your part. You recognize others through the AMPT recognition software. The Triple Aim matters to you.			You look for and recommend new great-fit people for the AHC team. You are a role model for others with the Engagement Multiplier surveys and AMPT recognition software.				

Core Value Mindset	1	2	3	4	5	6
	Failing			Frustrated		
On-Time, Reliable & Dependable	You really do not think that patients expect to be seen on-time or be called back right away. After all, unexpected things happen that throw off the schedule every hour of every day.			You try hard, and are successful most of the time, but quite often things get too busy and backed up and patients should wait for their appointments, prescriptions, referrals or phone calls.		
Fiscal Responsibility	You feel that you should get paid a fair wage for your time, and that your pay should not be dependent on profits of the company. It is management's job to control revenue and expenses.			You understand the importance of profitability, but it is frustrating and seems unfair when things beyond your control affect your pay. Productivity and profitability are management's job.		
Continual Learning & Improvement	You feel that we've proved that we know what we're doing. It's worked for years so we should be careful before changing it. If it isn't broken, then don't fix it.			You are sometimes bored because you are doing the same things you've done for years. Growth sounds good, but it seems risky and potentially like a lot of work.		
Problem Solving	You do what is asked of you and like clear instructions. You do not want to be responsible for obstacles caused by other people. Solving problems is management's responsibility.			You do your part in solving problems that affect your job. You try your best to help when others ask for it, but think it is best to mind your own business and let management do their job.		
Scorecard	➡ ➡ ➡			➡ ➡ ➡		



7	8	9	10	11	12	Today	Your Potential
Conventionally Successful			Transformative				
You are on time, do what you say you will, and finish what you start. You take responsibility for knowing exactly what is needed from you. You ask for help quickly when you notice the need.			Others are on-time, reliable & dependable and contribute their best because you set the example and help. You know that being responsive and on-time matters greatly.				
You don't like waste and inefficiency. You do what is needed to ethically grow revenue and decrease expenses. You like being rewarded if profit goals are reached.			You help others understand their contributions toward growing revenue and decreasing expenses and waste. Your team appreciates your example and your contribution to the team's STIP .				
You like to learn and improve. Your personal growth is important to you. You do not want the world to pass you by because you got too comfortable.			You encourage others and express enthusiasm for both individual and team learning and growth. Others learn and improve because of you. You want to be in front of the world's changes.				
You solve problems that present themselves. You are quick to Raise a Hand so that the team can swarm a problem if you can't solve it yourself.			You coach and challenge others to take responsibility for solving problems individually first, and then through swarming as a team. You encourage others to Raise a Hand.				
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Building Your Own **Story**?

Create a Story Book for your company in five simple steps. We've got resources to help get you started!



Get Your Team Involved

A Story Book is a team effort! Get your team's input on what they would find helpful, and what the company means to them.



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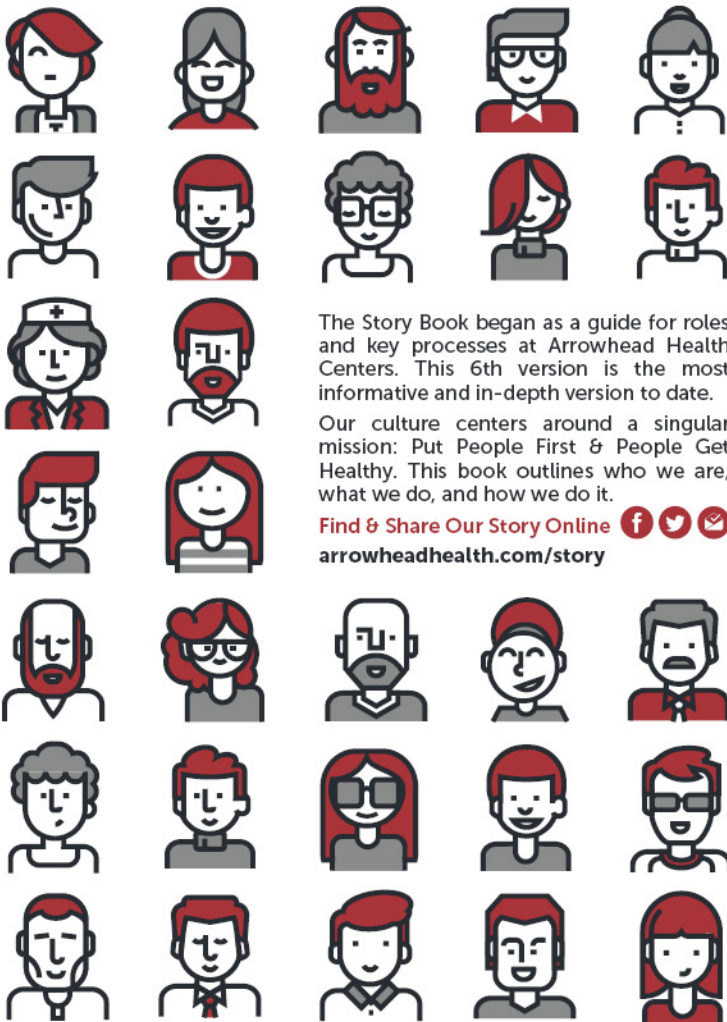
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The Story Book began as a guide for roles and key processes at Arrowhead Health Centers. This 6th version is the most informative and in-depth version to date.

Our culture centers around a singular mission: Put People First & People Get Healthy. This book outlines who we are, what we do, and how we do it.

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