

## Lenox Medical Center

Ms. Jane Jones was talking with other patients in the waiting room of Lenox Medical Center, a 26 doctor multi-specialty group. LMC physicians are primary care and medical specialists and Ms. Jones was scheduled to see Dr. McGee, an endocrinologist. This is the second visit to Dr. McGee having been referred to her by Dr. Wang, a family physician in LMC. Ms. Jones has been very happy with Dr. Wang but has some concerns about Dr. McGee.

In the discussions in the waiting room, Ms. Jones asked others if they had any problems with Dr. McGee. One said she stopped seeing her because of what she had seen on one of those physician grading sites on the web. It was noted that there were very long wait times to see Dr. McGee and that her overall ranking was a one (on a scale of 1 – 5). Once this information surfaced, the others started to talk about the clinic as well.

Mr. Smith has been a patient of LMC for over 30 years. He has come to tolerate the wait time but feels that this clinic is the best option in the market, he has generally been happy with the care received by several different physicians over these many years.

One patient said this was the last time she was going to be a patient, in fact, she has asked for a copy of her medical records to take with her after she lets her doctor know what she thinks of the clinic.

Yet another patient mentioned that she had seen in the newspaper that one of the LMC doctors had been sued for malpractice. Apparently, they had done a procedure on a patient at an outpatient center and the patient encountered an infection. Other members of her family have decided not to return to LMC for further care and were now looking for alternative physicians.

Mary, the receptionist overheard this conversation and brought it to your attention. You have been the manager of the front desk for over 10 years and have worked hard to provide patients with a comfortable and satisfactory experience. Unfortunately, this is not the first time you have heard about this type of discussion. In fact, you also talked to the medical records staff and found out that others have requested copies of their medical records to be sent to The Three Doctors Clinic down the street.

You have to do something about this you are worried about the reputation of the clinic and how others in the community will react when more of this type of information gets out into the community. You have requested a meeting with the clinic administrator. The administrator has asked that the manager of clinic operations, manager of the billing office, and Dr. McGee join in the discussion. Each has been asked to bring their thoughts to the meeting.

How would you determine the voice of the customer?