

Delta Region Community Health System Development (DRCHSD) Program Communication Strategies for Community Outreach and Education





## Delta Region Community Health System Development (DRCHSD) Program





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#### **Poll Question:**

- I am \_\_\_ in my understanding of how to increase the volumes of my primary care team.
- I am \_\_\_ in my understanding of how to seek new revenue opportunities and expand my organization's service area by expanding outpatient services.
- I am \_\_\_ in my understanding of how to establish and build relationships with referral sources including providers, discharge planners, case managers, and others.

#### WHY FOCUS ON

### Strengthening Provider Relationships?

#### Strong provider relationships can translate into:

- Increased referrals and volume
- Expansion of service lines
- New revenue opportunities
- More efficient utilization of resources
- Improved recruitment and retention





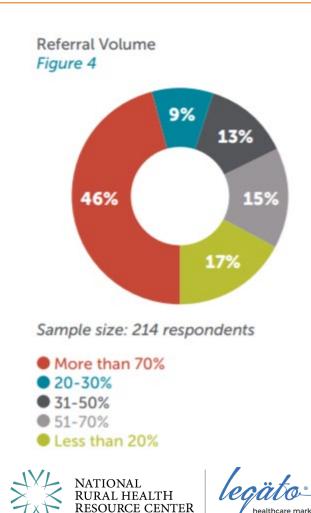
#### PHYSICIAN PREFERENCES

### for Hospital Partners

Of those providers who indicated their organization has a preferred hospital partner, 46% said:

More than 70% of their referrals go to their top hospital partner(s)

Strong provider relationships lead to more referrals and increased revenue.







Q: What is the most important preliminary step in the strategic planning process?

## HINT: Many rural hospitals neglect this step, which often results in:

- Over-spending
- Underperforming marketing campaigns
- Missing new opportunities to grow volume
- Reduced or negative ROI



### Information-Based Planning

Gain necessary insights to make strategic operational and marketing decisions

- Data-Driven Market Analysis
   Forecast changes in patient
   utilization in order to prioritize
   service line growth
- Competitive Analysis
   Gain insights on competition,
   differentiators, performance,
   new revenue opportunities, etc.





# **ESTABLISH**Prioritizes

Rank top 3 areas of importance

- Referrals
- Primary care
- Immediate profitability
- Downstream revenue
- Market share potential
- Differentiation
- Competitive pressures
- Capacity/access
- Self-referral/direct access
- Patient experience
- Your reputation
- Image/community goodwill/community needs
- Market ready and marketability





#### Service Line Prioritization



Specialty areas to communicate now



 Services that will make a significant impact of your organization's bottom line



 Areas of opportunity for the future

#### Set Goals and Develop a Communications Plan

- Align communications plan with a strong strategic plan
- Set specific, measurable goals
- Develop strategies and tactics to reach goals



#### **EXAMPLE**:

Increase primary care volume by X%.



Generate new revenue by offering pain management services.



Increase referrals by X%.







# INCREASE Primary Care Volumes

#### Maintain consistent outreach

- Targeted message via social and digital media
- Print communications sent to homes
- Text messages and email reminders

## Encourage and respond to online reviews

- 89% of consumers read organizations' responses
- 56% say organizations' responses have changed their perspective on the business





# INCREASE Primary Care Volumes (continued)

Offer extended, patient-centered hours

#### Telemedicine

- Supplement extended hours for better access
- Chronic care management (CCM)
- Wellness visits and preventative care





# INCREASE Primary Care Volumes (further)

#### Offer online scheduling

The ideal digital workflow includes:

- Appointment reminders
- Pre-visit instructions
- Electronic intake forms
- Patient education
- Surveys
- Offer other message touchpoints such as text messaging





# INCREASE Primary Care Volumes (once more)

- Preventative Care and Chronic Care Management follow-up
  - Schedule patients for next visit before leaving appointment
  - Reach out to patients who have not received care within the past 12 months
  - Work with health information technology staff to identify how patient contacts will be captured in the EHR





# INCREASE Primary Care Volumes (furthermore)

#### Identify unassigned patients:

- Work with ED and discharge team to have them refer patients without a PCP
- Identify PCPs who are accepting new patients on your hospital's website, on payer websites, etc.





# INCREASE Primary Care Volumes (final)

#### Build out your website and patient portal

- Remind patients of their appointments via the Patient Portal
- Optimize your "Health Maintenance" applications of your EHR

#### Leverage storytelling

- Video
- Digital communications
- Print







# BUILD Relationships, Referrals and Revenue

- Appoint an "owner" of provider relationships
  - Educates/updates providers about your services
  - Onboarding providers
  - Physician satisfaction survey





## Relationships, Referrals and Revenue (continued)

#### Think outside of the box

- Identify potential tertiary and regional partners that can help your hospital meet identified business goals
- Explore a cooperative approach between "competitors" to expand services, maximize resources, build referrals, etc. without losing your (or their) competitive edge





## Relationships, Referrals and Revenue (final)

- Build relationships with referral sources including discharge planners, case managers and others:
  - Round on local nursing homes and public health staff
  - Create a network of local case managers/discharge planners
  - Share your programming with other facilities – take your information to them







### COMMON CHALLENGES Around Adding Service Lines

- Lower patient volume due to smaller population
- Provider shortages
- Competition for referrals
- Financial viability challenges related to adding new service lines





# About Barrett Hospital & HealthCare



Where People Come First. Always.

- Critical access hospital (CAH)
- Located in Dillon, Montana
- Founded in 1922
- 18 beds

- Nearly 260 employees
- Newly constructed facility opened in 2012



# ALIGN Your Marketing Plan with your Strategic Plan



- Barrett Hospital & HealthCare's strategic plan identified two new service opportunities
  - Non-surgical pain management
  - Vein care
- Service line prioritization ranked both services as Tier 1 opportunities





# Leveraging New Opportunities. Overcoming Challenges.

#### **Pain Management Services**

- OPPORTUNITY: Growing need for local pain management services
- CHALLENGE: Population in Dillon could not support adding a specialist in pain management
- BOLD THINKING: A regional partner could help fill this gap in services





## Strategic Solution: COOPETITION

Hospital leadership took an unconventional approach to transform a challenge into an opportunity.

Competition + Collaboration = Coopetition

### Coopetition = Win/Win

#### **Mutually beneficial arrangement**

- Allowed BHHC and its tertiary and regional partners to provide greater access to maximize resources and efficiencies
- Provided new revenue streams for BHHC





### Pain Management Services

 After multiple conversations with potential providers, BHHC contracted with a regional partner to offer a non-surgical pain management program





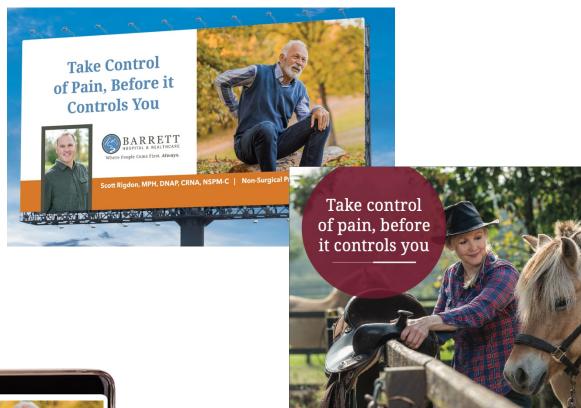
# OVERALL RESULTS

#### Coopetition resulted in:

- New revenue stream for BHHC by adding pain management services
- Expanded referral network
- Increased patient volume
- Maximized resources and efficiencies

### Pain Management

- Traditional advertising
- Paid digital advertising
- Social media
- Referral communication
- Patient portal messages







For individualized care, the non-surgical pain management team at Barrett Hospital & HealthCare provides personalized, non-surgical care so you can finally put pain in the rear-view mirror. Whether you're seeking lefel from chronic pain from an illness or injury, or have pain more common with aging, our providers get to know you and customize treatments and therapies to help you loze or reduce the pain, restore mobility and return to the quality of life you deserve.



When was the last time you felt like yourself Call 406-683-1188 or visit barretthospital.org/pain-management for more information.







#### PAIN MANAGEMENT **PATIENT VISITS MONTHS** +90% **NOV 2020** (Started practice 40 in Oct 2020) **AVERAGE MAY/JUNE 2021 76 PER MONTH**

Adding Pain Management program not only helped drive direct revenue, it also drove growth in ancillary services.







2021 Operating Margin: 5%
2021 Total Profit Margin: 5.69%

### Post poll Question:

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I am that I will apply the knowledge gained from this educational training to improve my organization's commun	nity

# DRCHSD Communication Strategies for Community Outreach and Education Webinar Series Webinar #5

Professional Development: Elevating the Role of Communications in Your Organization

Thursday, November 18, 11:00-12:00 CT

**Speakers:** 

Mike Milligan, President / Legato Healthcare Marketing





### Thank You!

For more information contact:

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