

NATIONAL RURAL HEALTH RESOURCE CENTER

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

# Part 3: Planning 101: Maximize your limited communications budget



## Delta Region Community Health System Development (DRCHSD) Program Supported By:





This project is supported by the Health Resources and Services Administration (<u>HRSA</u>) of the U.S. Department of Health and Human Services (<u>HHS</u>) as part of a financial assistance award totaling \$10,000,000 with 100% funded by <u>HRSA/HHS</u> and \$0 amount and 0% funded by non-government sources. The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement by <u>HRSA/HHS</u>, or the U.S. Government.





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## Agenda

- Review the communications planning process and who to engage in this effort
- Forming measurable business and communications goals
- How to prioritize services
- Measure the effectiveness of your communications efforts
- Breakout session



Q: How confident do you feel you are in developing business/communication goals and priorities for your organization as part of your annual communications plan?



Developing a communications plan that aligns with a strong strategic plan can generate a cohesive, coordinated strategy that effectively reaches your organization's short and long-term goals.

# Where do you start?













## Take a hard look at **the PAST**

- Reflect on previous year's strategic plan
- Study data/understand your volumes
- Evaluate and respect community perception
- Take a close look at physician and provider relationships
- Establish new baselines
- Focus on the future





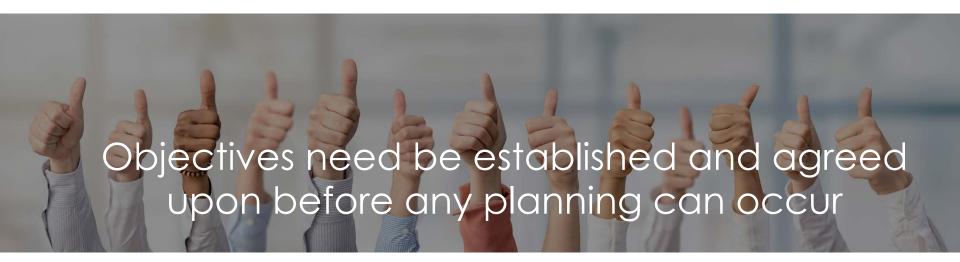
#### Five Elements to Objective Setting

- 1. Specific
- 2. Measurable
- 3. Achievable
- 4. Relevant
- 5. Time-based



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## Gain **CONSENSUS**





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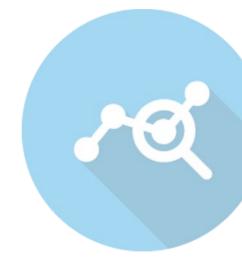
## Types of **GOALS**

#### **Business goals**

- New patient volumes
- Market share
- Profitability
- Access to care
- Medical staff retention and recruitment

#### Communication goals

- Image preference
- Service line awareness
- Patient engagement
- Referral patterns





# Consider the following **WHEN FORMING OBJECTIVES**

- Primary Service Area
- Secondary Service Area
- Market share
- Volume
- Awareness
- Payor mix
- Age
- Gender
- Private or Government insurance
- Community Health Needs Assessment Findings

- Patient engagement
- Physician satisfaction
- Patient satisfaction
- Downstream revenue
- Preference
- Web site hits
- Special event attendance
- Patient visits
- Procedures scheduled



### **GOALS** tell you where you want to go **OBJECTIVES** tell you exactly how to get there

**GOALS** are general statements of what it is we want to achieve. They must be relevant, realistic, and achievable.

**OBJECTIVES** state the specific actions you will take to achieve your goals. They must be specific, measurable, and time-bound.



## Sample GOAL AND OBJECTIVE

#### GOAL:

Build outpatient orthopedic volumes

#### **OBJECTIVE:**

Increase outpatient orthopedic procedure by 4% by the end of the 2021 fiscal year compared to the previous year in the secondary service area with adults between the ages of 45-55

#### **SAMPLE STRATEGIES:**

- Consumer promotion
- Physician referral program
- Launch a business health injury clinic





## MAKE A PLAN that Drives Strategy

- Determine service line
   importance
- Establish a tiered approach
- Seek administrative buy-in to support the organization's communication efforts
- Agree on objectives and establish priorities





# **ESTABLISH** Service Line Prioritization

Rank top 3 areas of importance

- ✓ Image/community goodwill/community needs
- $\checkmark$  Market ready and marketability
- ✓ Immediate profitability
- ✓ Downstream revenue potential
- ✓ Market share potential
- Differentiation
- ✓ Competitive pressures
- ✓ Capacity/access
- ✓ Self-referral/direct access
- ✓ Patient experience
- ✓ Competitors' weaknesses
- $\checkmark$  Your reputation



## Service line prioritization



- Focused communications
- Tracking & reporting
- Multiple channels



- Focused communications
- Moderate communication spend
- Fewer channels



- Minimal communication spend
- Future opportunities

ALIGN COMMUNICATIONS BUDGET WITH FUTURE GROWTH POTENTIAL

Scoring Weight Service Line/Business Unit	Reference Only											Total Score
	1000000000		20%	10%	10%	5%	20%	15%	10%	5%	5%	100%
	Market Share	Current Access (Days Out)	Profitablility	Value of 1% Shift in Market Share	Image	Patient Experience Percentile	Contributes to Downstream Revenue	Anticipated Capacity (covered by insurance, space, etc)	de la comencia de	Competitiive advantage	Meets community need	Score 0%
Podiatry				8						8		0%
Bariatric Surgery						-						0%
Cardiac Rehab			a de	10 - <u>7</u> 0						1.	<u>6</u>	0%
Cardiac Testing			Ť.	8 9		5 8	8			2	3 8	0%
Cardiology Services (Visiting)				Î.								0%
Dermatology		· · · · ·	3	2	4	5	2	2	3	4	6	33%
Diabetes Education			a à	N 70								0%
Endocrinology			10-	8 9		ş	8			(°	3 8	0%
ENT (Visiting)											1	0%
EZ Care		-				2						0%
GYN			8	5	5	6	8	8	6	5	5	76%
OB/GYN (Visiting)						1	-				1	0%
EMS				i i							1	0%
Infusion Clinic/Oncology		· · · · · ·		0		· · · · ·			- -			0%
Laboratory	2		0.0	50 X.						1.C	56	0%
Lymphedema Therapy		( ) ( ) ( ) ( ) ( ) ( ) ( ) ( ) ( ) ( )		8 9		( S					5 - E	0%
Nephrology (Visiting)												0%
Neurology (Visiting)		1	1	<u></u>						1		0%
Nursing Home Care			5 - C	24 X.		S				1.	34	0%
Nutrition/Dietician				8		i				С. 	2	0%
Occupational Health						n 73						0%
Occupational Therapy		[ [		0 0		1				0	1 5	0%
Opthlamology			2.0	50 X.						1. C	34 - A	0%
Optometry (Visiting)				8 2		į į				10 2	Į	0%
Orthopedics & Sports Medicine			9	9	9	7	9	7	8	5	6	91%
Pain Management		[ []		10 10					· · · · ·	0	1 1	0%
Physical Therapy			2	82 A.								0%
Pulmonolgy/Pediatric Pulmonolgy (Visiting)		( )		2 2		į				10 6	( j	0%
Radiology				82 12		s						0%
Respiratory Therapy						1					1	0%
Rheumatology (Visiting)			2.22	94 - 74 24						15	2	0%
Senior Care		-		2 2		į				10 N	2	0%
Sleep Services							22					0%



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## Service line prioritization sample



- Brand/patient experience campaign
- Primary care
- Rehab
- Women's Health
- Telemedicine



- Sleep Disorders
- Diagnostic Imaging
- Ophthalmology
- Swing Bed



- Urology
- Colonoscopies
- Cardiac Rehab
- Diabetes
- Weight Loss
- ENT
- Dermatology



## **MANAGEMENT** Owns the Plan

- Schedule quarterly meetings with key stakeholders to review progress of priorities and adjust where necessary
  - Review against the current communications plan
  - Reassess objectives and tiering
  - Evaluate or reassign resources



# Remember to stay disciplined. Focus on objectives and service line prioritization

# If it's not in the plan... **DON'T DO IT!**







## FORMING Objectives (15 minutes)

# Establish up to two objectives for one or more of the following goals

- 1. Increase surgical volumes in specialty services
- 2. Improve employee retention
- 3. Improve community participation in preventative health



## Sample goal and objective

#### **GOAL**:

Increase primary care volumes

#### **OBJECTIVE:**

Increase new patient visits by 5% by December 31, 2021 compared to the previous year in the primary service area among women between the ages of 30-45

#### **Remember:**

OBJECTIVES state the specific actions you will take to achieve your goals. They must be **specific**, **measurable**, **and time-bound** 



# Consider the following **WHEN FORMING OBJECTIVES**

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### SCENARIO: Strategic planning background

- 6% increase expected in overall surgical volumes
- Market audit shows growth in next five years of young families with parents aged 30-45
- Current payor mix:
  - 45% Medicare/Medicaid
  - 55% private insurance
- Awareness of specialty services (gynecology, urology and orthopedics) is currently:
  - 38% in PSA
  - 22% in SSA

In the SSA, although 22% are aware in SSA, only 8% would use your organization for surgery

- The percentage of type II diabetics has increased 8% from the previous year
- Employee turnover has increased
  5% each of the last two years
- Trust of administration has decreased by 8% over the last two years
- We have ample capacity in all specialty surgery areas, except general surgery which is at capacity
- Participation in preventative health screenings such as colonoscopies and mammograms as decreased by 5% over the last two years
- The Community Health Needs
   Assessment shows a dramatic increase
   in childhood obesity



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## Share Your Objectives A representative from each team shares one objective with the group (15 minutes)



Q: How confident do you feel you are in developing business/communication goals and priorities for your organization as part of your annual communications plan?

DRCHSD Communication Strategies for Community Outreach and Education Webinar Series

#### See you for Webinar #4!

Know Your Audience: Strategies to Customize messages Based on Generational and Cultural Backgrounds Thursday, November 12, 11:00-12:00 CT

Speakers:

Dr. Mia Ferrell, Assistant Dean and Director for Diversity, University of Kentucky Mike Milligan, President of Legato Healthcare



# Thank You!

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