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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



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# Delta Region Community Health System Development (DRCHSD) Program

Supported By:



Delta Regional Authority

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**Mike Milligan, President**  
Legato Healthcare Marketing



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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




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**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?





2021

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?

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



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## Set Objectives

### Five Elements to Objective Setting

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



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# Gain **CONSENSUS**

A photograph showing a row of approximately 12 hands, all giving a thumbs-up gesture. The hands are of various skin tones and are wearing different colored sleeves (white, blue, red). The background is a blurred indoor setting.

Objectives need be established and agreed upon before any planning can occur



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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



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# 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



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**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.



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# 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



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## **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



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## **ESTABLISH** Service Line Prioritization

*Rank top 3 areas  
of importance*

- ✓ Image/community goodwill/community needs
- ✓ 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
- ✓ Your reputation



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# Service line prioritization

Tier 1  
60%

- Focused communications
- Tracking & reporting
- Multiple channels

Tier 2  
30%

- Focused communications
- Moderate communication spend
- Fewer channels

Tier 3  
10%

- Minimal communication spend
- Future opportunities

ALIGN COMMUNICATIONS BUDGET WITH FUTURE GROWTH POTENTIAL



	Reference Only											Total Score
Scoring Weight			20%	10%	10%	5%	20%	15%	10%	5%	5%	100%
Service Line/Business Unit	Market Share	Current Access (Days Out)	Profitability	Value of 1% Shift in Market Share	Image	Patient Experience Percentile	Contributes to Downstream Revenue	Anticipated Capacity (covered by insurance, space, etc)	Strategic Value	Competitive advantage	Meets community need	Score
												0%
Podiatry												0%
Bariatric Surgery												0%
Cardiac Rehab												0%
Cardiac Testing												0%
Cardiology Services (Visiting)												0%
Dermatology			3	2	4	5	2	2	3	4	6	33%
Diabetes Education												0%
Endocrinology												0%
ENT (Visiting)												0%
EZ Care												0%
GYN			8	5	5	6	8	8	6	5	5	76%
OB/GYN (Visiting)												0%
EMS												0%
Infusion Clinic/Oncology												0%
Laboratory												0%
Lymphedema Therapy												0%
Nephrology (Visiting)												0%
Neurology (Visiting)												0%
Nursing Home Care												0%
Nutrition/Dietician												0%
Occupational Health												0%
Occupational Therapy												0%
Ophthalmology												0%
Optometry (Visiting)												0%
Orthopedics & Sports Medicine			9	9	9	7	9	7	8	5	6	91%
Pain Management												0%
Physical Therapy												0%
Pulmonology/Pediatric Pulmonolgy (Visiting)												0%
Radiology												0%
Respiratory Therapy												0%
Rheumatology (Visiting)												0%
Senior Care												0%
Sleep Services												0%



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# Service line prioritization sample

**Tier 1**  
**60%**

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

**Tier 2**  
**30%**

- Sleep Disorders
- Diagnostic Imaging
- Ophthalmology
- Swing Bed

**Tier 3**  
**10%**

- 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



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# Remember to stay disciplined.

Focus on objectives and  
service line prioritization

If it's not in the plan...

**DON'T DO IT!**



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# Breakout session FORMING OBJECTIVES



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# 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



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# 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**



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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)



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**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



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# Thank You!

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