

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:





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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





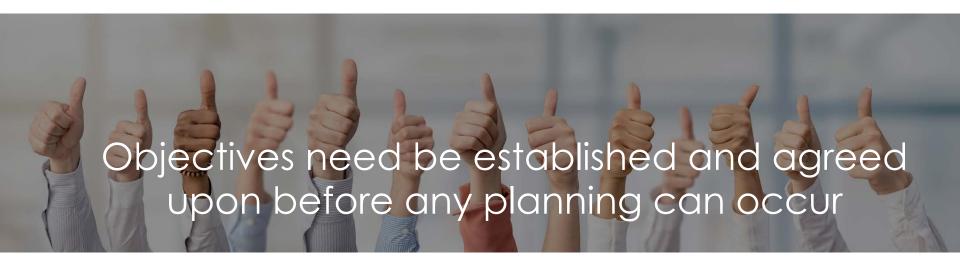
Five Elements to Objective Setting

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



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Gain **CONSENSUS**





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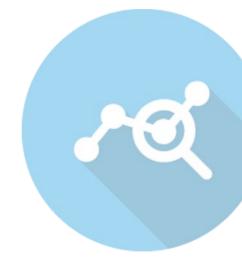
Types of **GOALS**

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**



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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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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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