

Professional Development: Elevating Your Role as a Communicator in Your Organization

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



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Delta Region Community Health System Development (DRCHSD) Program



Delta Regional Authority

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Agenda

- Communications role
- What CEOs expect from their communication champions
- A 6-step process to elevate the role of communications
- Forming an action plan




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Poll Question:

- I am ___ in my understanding of how to elevate my role in communications.
- I am ___ in my understanding of how to engage with my organization's leaders to receive feedback and implement my plan of action.

An ornate, oval-shaped mirror frame made of polished brass or gold, featuring intricate carvings and a slightly distressed finish. The frame is centered against a background of wallpaper with a repeating damask pattern in shades of grey, gold, and cream. The mirror's surface is a solid, bright white, serving as a backdrop for the text.

Look in the
mirror what do
you see?

Q: What main role does your communications champion play within your organization? *(select one)*

1. Communications director
2. Public relations specialist
3. Copywriter
4. Community champion
5. Graphic designer
6. Member of leadership
7. Administrative assistant



Static intelligence

**Leads to a desire to look smart and
Therefore, a tendency to:**

- Avoid challenges
- Avoid failure
- Give up easy

- Ignore/avoid useful or negative feedback
- Feel threatened by the success of others

Fluid intelligence

**Leads to a desire to learn and
therefore, a tendency to:**

- Embrace challenges
- Persist in the face of setbacks
- See effort as a path to mastery
- Learn from criticism
- Find lessons and inspiration in success of others

Source: Two Mindsets. Stanford, magazine article, 2007,
Carol Dweck: Mindset: The New Psychology of Success, 2006.



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Add an Answer in the Chat Box!

Q: What qualities/skills do you think CEOs want in their communications champion?

(such as, strategic thinker)

CEO ANSWERS from Legato Clients

- ✓ Forward thinker
- ✓ Revenue generator
- ✓ Results driven
- ✓ Budget minded
- ✓ Big picture
- ✓ Strategic
- ✓ Direct communicator
- ✓ Financial minded
- ✓ Collaborator
- ✓ Problem solver



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**Communications should no longer
take a functional or tactical focus.**



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Elevate the Role of Communications

- From taskmaster to problem solver
- From reactive to proactive
- From a service department to a strategy department
- Change the paradigms and believe



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6-STEP PROCESS TO ELEVATE THE ROLE OF COMMUNICATIONS



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1. Take on the Mindset of a CEO



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1. Take on the Mindset of a CEO

Become familiar with your organization's strategic plan

- Provide recommendations how communications can impact the strategic plan
- Understand finances
- Gain access to data trends and insights



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Business Data

- **Patient or service volumes** — Increase or decrease
- **Net revenue generated** — Dollars generated from a specific effort
- **Awareness** — Top-of-mind awareness as measured by perception surveys
- **Referrals** — The number of referrals from physicians or other professionals to your services vs. outmigration
- **Market analysis**—The percentage of a healthcare business an organization owns in the area, demographic changes, growth opportunities



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Measurable Communications Data

- **Calls** —Response from a particular communications effort
- **Analytics** —Click-through rates for Google, social media platforms
- **Website visits** —Unique sessions initiated by website visitors
- **Email open rates** — How many people opened email
- **Attendees** — Attendance at an event or seminar



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Add an Answer in the Chat Box!

Q: What kind of measurable communications data do you currently track?



Data – Outpatient Opportunities

| Data and Analytics Market Estimator - Outpatient | | | | | |
|--|----------------------|----------------------|----------------------|-------------|--------------|
| Service Line | 2018 Volume Estimate | 2023 Volume Forecast | 2028 Volume Forecast | 5 Yr Growth | 10 Yr Growth |
| Evaluation and Management | 33,073 | 35,622 | 37,980 | 7.7% | 14.8% |
| Lab | 11,806 | 13,715 | 15,086 | 16.2% | 27.8% |
| Radiology | 10,633 | 11,685 | 12,660 | 9.9% | 19.1% |
| Physical Therapy/Rehabilitation | 7,732 | 8,596 | 9,063 | 11.2% | 17.2% |
| Miscellaneous Services* | 6,459 | 7,483 | 8,034 | 15.9% | 24.4% |
| Cardiology | 3,916 | 4,513 | 5,083 | 15.3% | 29.8% |
| Psychiatry | 3,574 | 3,728 | 3,713 | 4.3% | 3.9% |
| Ophthalmology | 3,462 | 4,307 | 4,910 | 24.4% | 41.8% |
| Dermatology | 2,039 | 2,392 | 2,663 | 17.3% | 30.6% |
| Orthopedics | 1,444 | 1,828 | 2,018 | 26.6% | 39.7% |
| Gastroenterology | 1,094 | 1,319 | 1,448 | 20.6% | 32.4% |



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Data – Procedure Opportunities

| | 2018 | 2023 | 2028 | 5yr Growth | 10yr Growth |
|---------------------------------------|-------|-------|-------|------------|-------------|
| Esophagogastroduodenoscopy (EGD) | 214 | 266 | 298 | 24.5% | 39.5% |
| Colonoscopy - Procedural ¹ | 299 | 350 | 372 | 17.0% | 24.3% |
| Cholecystectomy - Laparoscopic | 33 | 41 | 43 | 24.0% | 30.1% |
| Cataract Procedures | 367 | 495 | 592 | 34.8% | 61.3% |
| Colonoscopy - Procedural ¹ | 299 | 350 | 372 | 17.0% | 24.3% |
| Colonoscopy - Diagnostic/Screening | 294 | 322 | 342 | 9.5% | 16.4% |
| Laparoscopic hysterectomy | 4 | 5 | 5 | 17.0% | 33.1% |
| Appendectomy - Laparoscopic | 3 | 3 | 4 | 18.8% | 39.9% |
| N/A ² | | | | | |
| Venipuncture | 1,050 | 1,048 | 1,102 | -0.2% | 4.9% |



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Data – Volume Projections

| | Baseline 2019 | Projected 2024 | | No Project Change 5yr Trend | Project Change 5yr Trend |
|---|------------------|--|--|-----------------------------------|--------------------------------|
| | | No Market Share or Immigration Change | Market Share and Immigration Increase | | |
| Inpatient Services | | | | | |
| Acute | 171 | 177 | 208 | 4% | 21% |
| Swing | 99 | 103 | 120 | 4% | 21% |
| Outpatient Services/Procedures/Scans | | | | | |
| OP Surgical Procedures | 284 | 317 | 345 | 12% | 21% |
| Outreach Clinic | 803 | 944 | 1,041 | 18% | 30% |
| Mammography | 391 | 393 | 435 | 1% | 11% |
| Cardiac Rehab | 1,625 | 1,852 | 2,018 | 14% | 24% |
| Pulmonary Fit Test | 34 | 38 | 53 | 12% | 57% |



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2. Schedule an Interview with your CEO



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2. Schedule an Interview with your CEO

Ask questions

- What should the role be of communications within your organization?
- How do you define communication success?
- Where would you like to see improvements in service or what I deliver?
- What suggestions would you have for me to better understand the finances of healthcare?



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2. Schedule an Interview with your CEO (continued)

Establish organizational priorities

- Not every request can be equally considered
- Which service deserves the most attention?
- Form a consensus on which services take priority

Agree upon communication goals

Align communication goals with business goals

- Increase percentage of patient volumes year-over-year
- Strengthening the physician referral patterns
- Building awareness of a service to reduce outmigration
- Re-engage patients for health screenings or preventative appointments



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3. Gain Knowledge as a Forward Thinker



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3. Gain Knowledge as a Forward Thinker

- Identify trends in patient acquisition and retention
- Set time aside to advance your understanding of new communication opportunities
 - Social platforms
 - Pay-per-click digital
 - Voice activated search
 - Facebook Live
- Branch out and learn from other healthcare organizations
- Seek out educational opportunities—webinars, conferences, blogs



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3. Gain Knowledge as a Forward Thinker (continued)

Develop a competitive analysis

- Be proactive
- Review of communication messaging
- Service areas of focus
- ID areas where your organization may be vulnerable
- Community partnerships
- Media coverage
- Make decisions based on facts not emotion
- Schedule a presentation with leadership to share your insights



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4. Develop an Annual Communications Plan



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4. Develop an Annual Communications Plan

1. Apply knowledge gained from CEO meetings
2. Obtain consensus on measurable goals and establish objectives
 - Business goals aligning with communications goals
3. Develop strategies and tactics that effectively reach your organization's short and long-term goals
4. Match communications budget with priorities / future growth potential

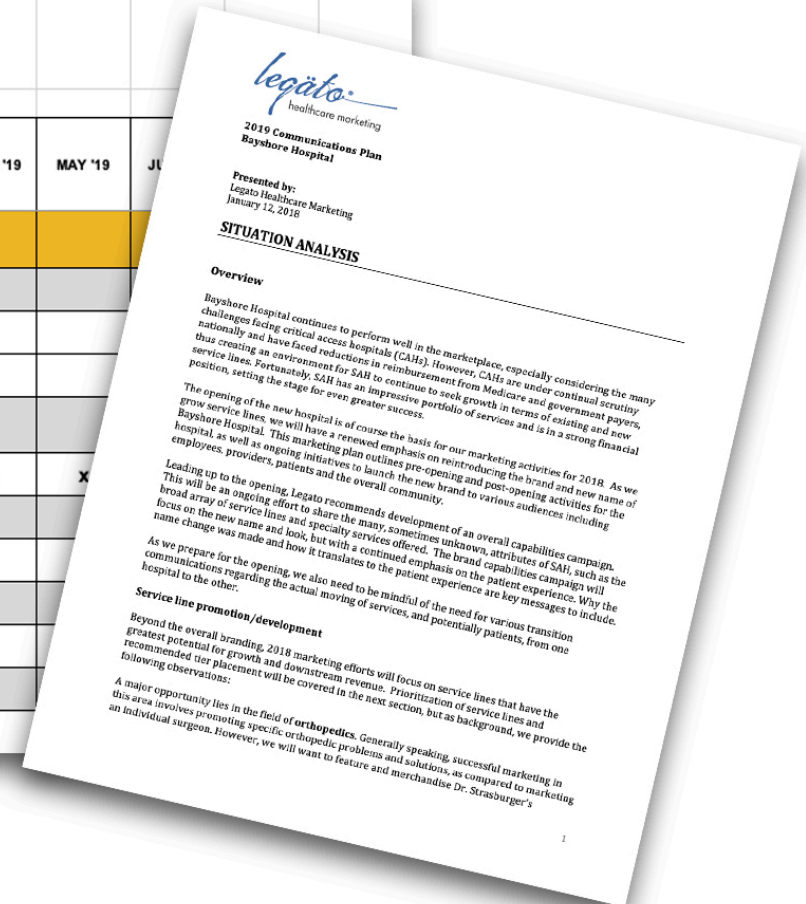


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Sample Communications Plan

| BAYSHORE HOSPITAL | | | | | | |
|---|---|---------|-----------|-----------|---------|----------|
| Last Updated: 2/13/19 | | | | | | |
| 2019 - 2020 (FY runs July - June) | Included within monthly not to exceed fee | FEB '19 | March '19 | APRIL '19 | MAY '19 | JUNE '19 |
| Tier 1 | | | | | | |
| Hospital Opening | | | | | | |
| Open House Promotion | ✓ | | | | | |
| Patient Communication | ✓ | | X | | | |
| Website | | | | | | |
| Wireframe, Sitemap, Design, and Launch | | | X | X | X | |
| Launch | | | | | | |
| Announcing the new brand to employees and community | ✓ | X | X | | | |
| Capabilities/Patient Experience Campaign | | | | | | |
| Campaign Strategy and Creative Development | ✓ | | | X | | |
| Women's Health | | | | | | |
| Women's Health Campaign Strategy and Creative Development | ✓ | | | | | |



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5. Lead the Process



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5. Lead the Process

Prepare monthly performance dashboards

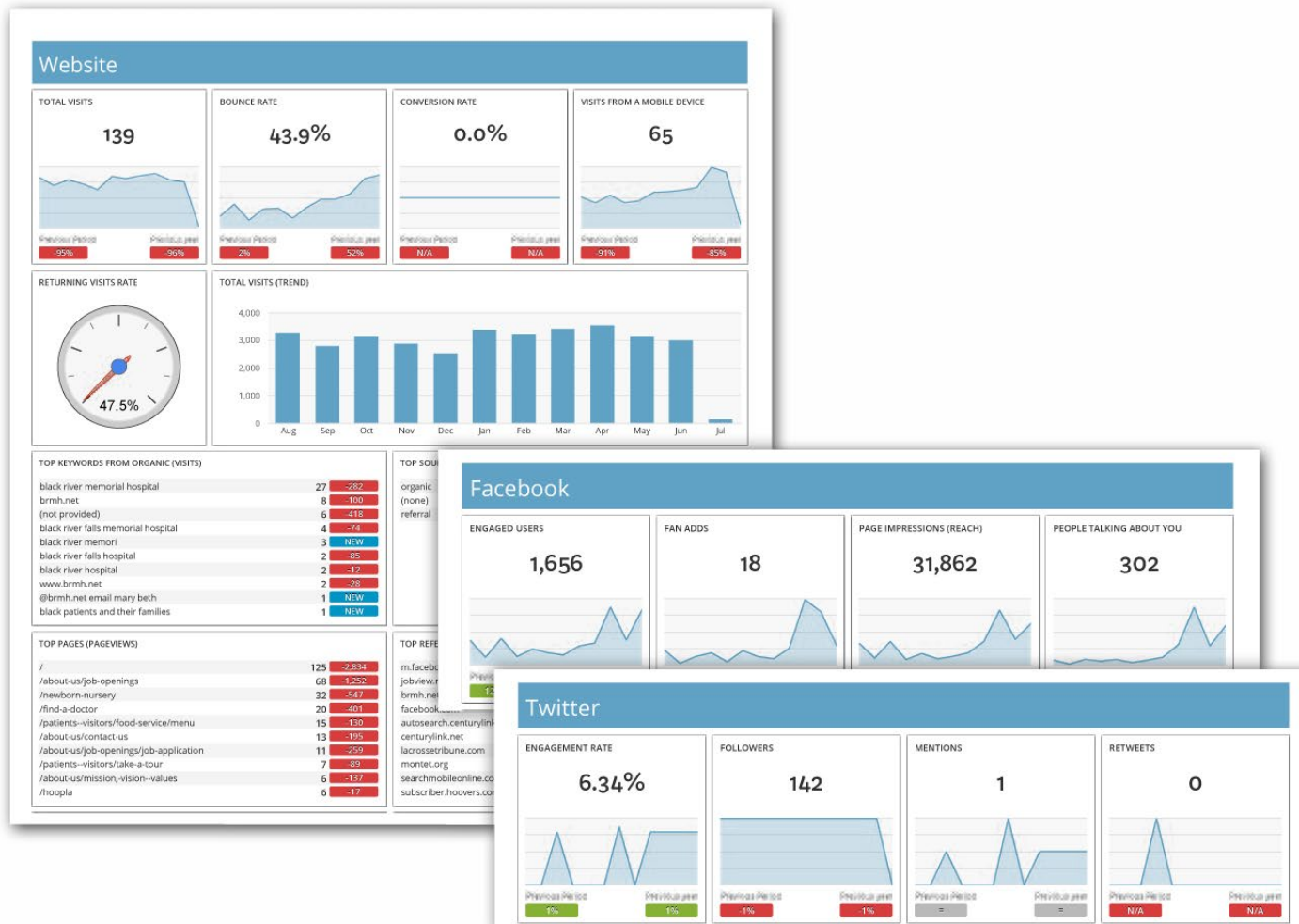
- Invite communications to the table to present dashboard findings to Leadership and BOD
- Use year-over-year dashboards for annual communications planning and budgeting
- Feature measurable data points
- Use dashboards as a working document that demonstrate data successes and failure



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PERFORMANCE DASHBOARD



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6. Be Visible



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6. Be Visible

Get out of the office

- Listen/observe
 - Develop a greater understanding of the needs of the organization
 - View your organization through the eyes of the patient
 - Service
 - Signage
 - Customer experience
- Support the hospital's role within the community
- Schedule regular communication updates – leadership, department meeting, employee forums, employee ambassadors
- Build trust



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What did we Learn Today?

- What CEOs expect from their communication champions
- A 6-step process to elevate the role of communications
 1. Take on the mindset of a CEO
 2. Schedule an interview with your CEO
 3. Gain knowledge as a forward thinker
 4. Develop an annual communications plan
 5. Lead the process
 6. Be visible



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Post poll Question:

- I am ___ in my understanding of how to elevate my role in communications.
- 2. I am ___ in my understanding of how to engage with my organization's leaders to receive feedback and implement my plan of action.
- 3. I am ___ that I will apply the knowledge gained from this educational training to improve my organization's community outreach and education efforts

Thank You!

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