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

Part 2: Professional Development: Elevating Your Role as a Communicator in Your Organization



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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


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



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Q: How confident are you in knowing the steps it takes to elevate your communications role within your organization?

An ornate, oval-shaped mirror frame with intricate carvings and a golden-brown patina is centered on a wall. The wall is covered in a dense, repeating pattern of stylized floral and foliate motifs in shades of grey, black, and gold on a light background. The mirror's interior is a solid, bright white circle. The frame is slightly tilted, and its reflection is visible on the patterned surface.

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

Inpatient Services	Baseline 2019	Projected 2024		No Project Change 5yr Trend	Project Change 5yr Trend
		No Market Share or Immigration Change	Market Share and Immigration Increase		
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

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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A man with brown hair and black-rimmed glasses is looking up at a dark chalkboard. On the chalkboard, there are several colorful, hand-drawn paths in orange, blue, green, yellow, and red. These paths are composed of dashed lines and arrows, some pointing up, some down, and some to the right, creating a complex, maze-like pattern. The text '3. Gain knowledge as a forward thinker' is written in white on the chalkboard, partially overlapping the paths.

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

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

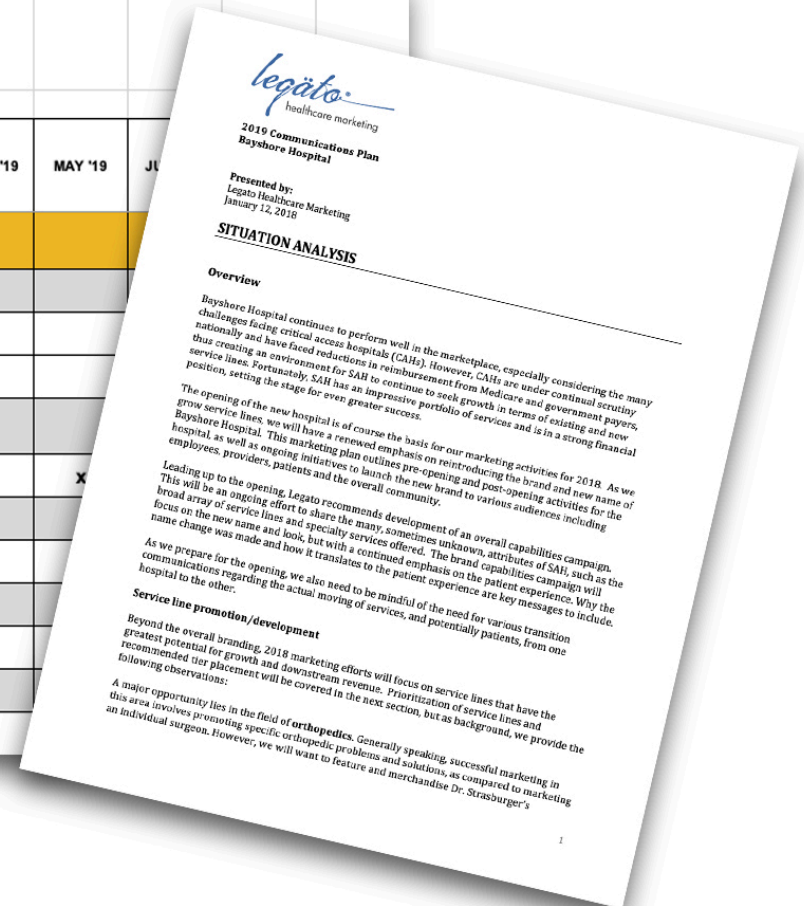


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Sample communications plan

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

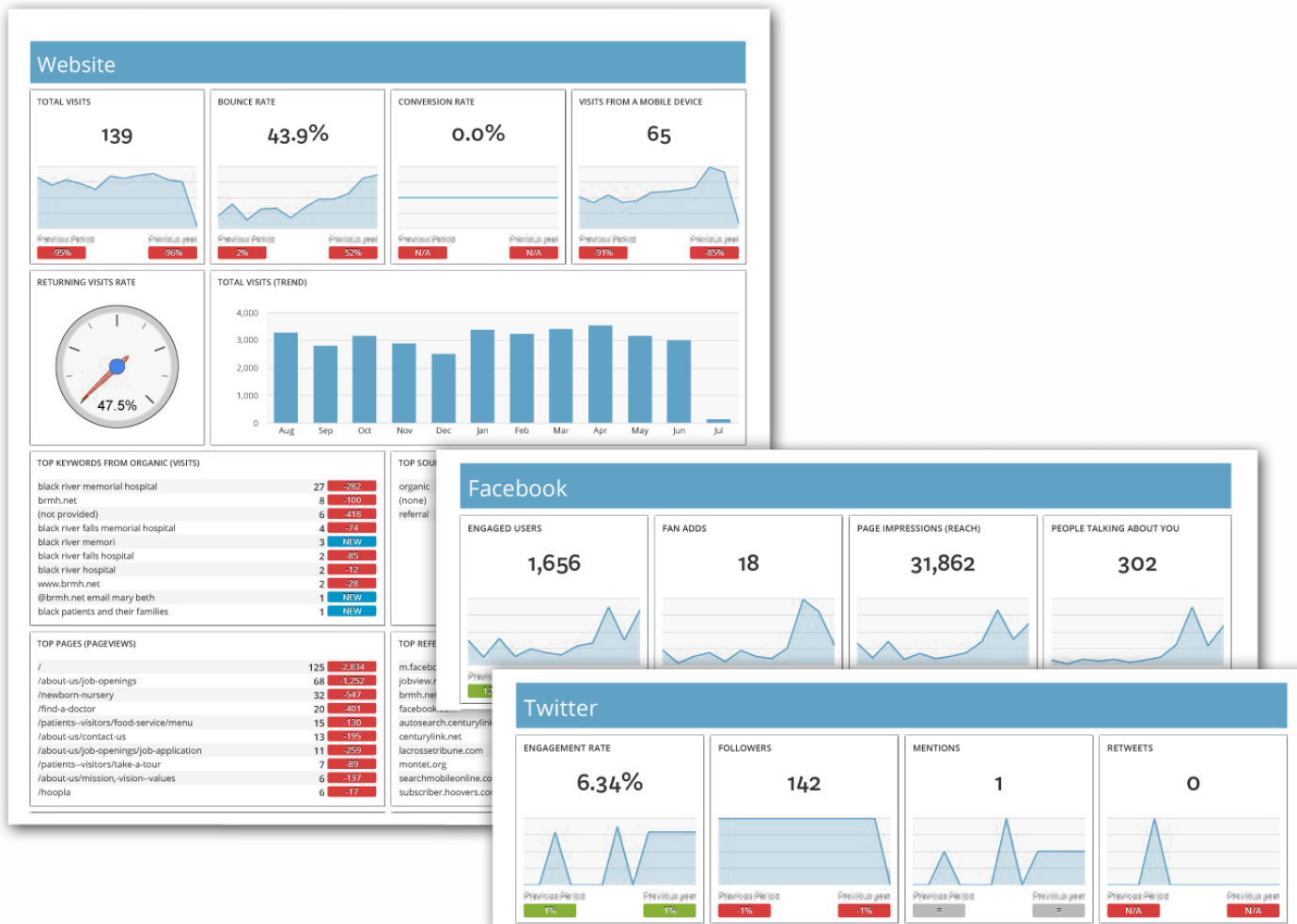
- Invite communications to the table to present dashboard findings to Leadership and BOD
- Use year-over-year dashboards for annual communications planning and budgeting
- Feature measurable data points
- Use dashboards as a working document that demonstrate data successes and failure



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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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TAKE 5 MINUTES TO FORM AN ACTION PLAN

Here's a scenario.

You're a one-person department, responsible for employee communications, external messaging, newsletters, website, community relations, patient experience, crisis management, special events and in your spare time landscaping and building maintenance.

Your CEO stops by in your office and says:

"You know I was speaking with Dr. Needy, and she would really like to see her photo on the next business display sign on Highway 54.

Can you get on that?"

Knowing that you're working on developing your role as a strategic leader, **how might you respond to this request?**



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What did we learn today?

- What CEO's 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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Q: How confident are you in knowing the steps it takes to elevate your communications role within your organization?

DRCHSD Communication Strategies for Community Outreach and Education Webinar Series

See you for Webinar #3!

Planning 101: Maximize your Limited Communications Budget

Thursday, November 5, 11:00-12:00 CT

Speaker: Mike Milligan, President of Legato Healthcare



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Thank You!

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