

**Strategic Community Engagement**

Because Hospice Marketing is Different From Healthcare Marketing

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STRATEGIC COMMUNITY ENGAGEMENT

*In Europe, death is viewed as imminent.  
In Canada, death is seen as inevitable.  
But in the United States ...*

*... death is seen as optional.*

— Author unknown

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**HEALTHCARE MARKETING VS. HOSPICE MARKETING**

- Healthcare offers hope for a cure or improvement
- Hospice must redefine hope
- Healthcare offers new treatments and technology
- Hospice must focus on its narrower role

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**HEALTHCARE MARKETING VS. HOSPICE MARKETING**


Major healthcare system with a hospice:

- Annual healthcare marketing budget – \$2.5 million
- Annual hospice marketing budget – \$17,000

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**OVERALL HOSPICE UTILIZATION HOLDING STEADY**

But HOW hospice is used continues to change



HOSPICE UTILIZATION TREND

2006 = 1.3 million

2007 = 1.4 million

2008 = 1.45 million

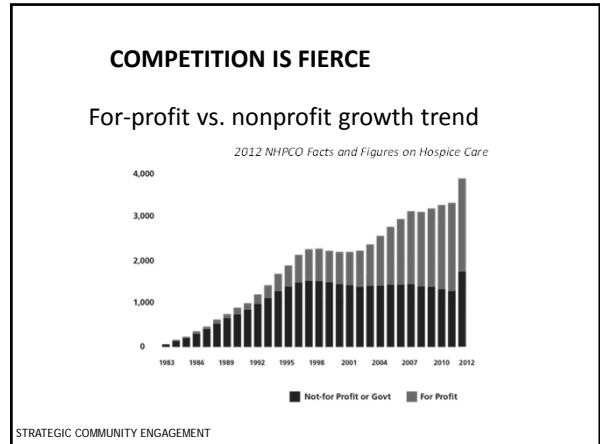
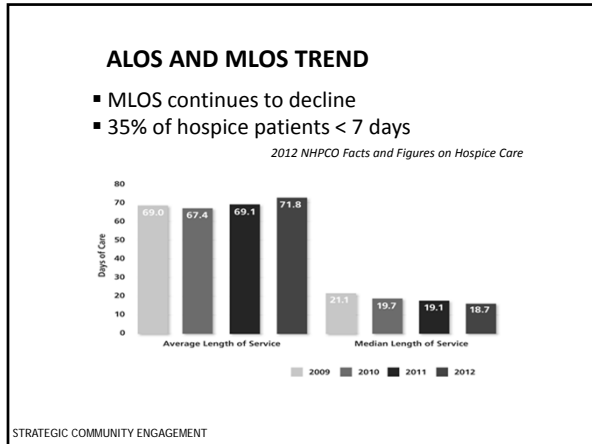
2009 = 1.55 million

2010 = 1.53 million

2011 = 1.55 million

2012 = 1.55 million

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### AVOIDANCE OF DEATH MEANS VERY LITTLE AWARENESS OF HOSPICES

Which hospices can you think of that serve your community?

- < 10% correctly name a hospice provider unaided
- < 40% recognize hospice provider names when read to them

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### IN FOCUS GROUPS, PARTICIPANTS OFTEN SAY

- Hospice is run by the government (they all work together)
- Every county has one (or a “chapter” like the American Red Cross)
- You use the hospice in your county (no choice involved)

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### WHAT IS THE DIFFERENCE BETWEEN HOSPICES?

- 85% — don’t know
- 8% — there is no difference
- 7% — name a difference, with “location” as the top answer

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### REMEMBER THE 4 E's

- Exposure
- Education
- Engagement
- Experience

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**FOR HOSPICES, MARKETING = EDUCATION**

- Provide new knowledge
- Correct misperceptions
- Encourage questions

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**EDUCATION NEEDS VARY BY AUDIENCE**

- Family healthcare decision makers
- Referral sources
- Hospital administration
- Your internal team

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**10 STEPS FOR EFFECTIVE HOSPICE MARKETING**

- |               |                |
|---------------|----------------|
| 1. Research   | 6. Personalize |
| 2. Analyze    | 7. Distribute  |
| 3. Strategize | 8. Internalize |
| 4. Prioritize | 9. Evaluate    |
| 5. Verbalize  | 10. Repeat     |

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**LEVERAGE YOUR FULLEST CONTINUUM OF CARE POSSIBLE**

- Palliative care
- Home health
- Hospice
- Grief support

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**LEVERAGE YOUR FULLEST CONTINUUM OF CARE POSSIBLE**

- Engage patients at earliest point in illness progression
- Position your organization as a partner not a competitor
- Show healthcare community cost-efficiencies of your care

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**TWO-PRONGED STRATEGY**

- Appeal to family members to contact you directly
- Appeal to referrers to consult with you for solutions

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### RESEARCH

- Start with internal assessment – Compression Planning
- Review your specific service area
- Target specific demographics

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### RESEARCH – FAMILIES

- Partner with expert research firm
- Survey using statistically significant sample
- Measure what your audiences know – and don't know
- Provides hard data baseline

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### RESEARCH – REFERRERS

- More difficult to solicit participation
- One-on-one phone interviews
- Focus groups for nurses and social workers

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### MARKET PENETRATION

Percent of hospice-appropriate deaths receiving hospice care

Condition	% of deaths being served	% of deaths NOT being served	# of deaths not being served
CARDIOVASCULAR DISEASE	25.0	75.0	583
CANCER	67.2	32.8	354
CHRONIC LOWER RESPIRATORY DISEASE	43.1	56.9	108
NEPHRITIS	51.3	48.7	25

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### MARKET PENETRATION

Percentage of hospice patients from total that could be served

County	% of deaths being served	% of deaths NOT being served	# of deaths not being served
A	55.6	44.4	205
B	56.1	43.9	44
C	35.5	64.5	968
D	39.4	60.6	114
E	75.7	24.3	25
F	88.0	12.0	9
G	61.8	38.2	33

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### ANALYZE

- Review the data
- Connect the dots
- Discover what's missing

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**STRATEGIZE**

- Who to address
- What messages to deliver
- Where to connect with audiences
- How to reach them cost-effectively
- When to best connect

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**STRATEGIZE**

- Define goals
- Choose metrics
- Establish budget
- Define timing

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**PRIORITIZE**

- Can't do everything at once
- There are no knockout punches
- Sequence messaging over time (multi-year plan)

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**VERBALIZE**

- Develop key messages
- Tailor for specific audiences
- Address from *audience's* perspective

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**PERSONALIZE**

- Align with your strengths
- Develop distinct look and feel
- Brand while you educate

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**DISTRIBUTE**

- Strategic media plan
- Reach target audiences cost-effectively
- Repetition of messages

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**INTERNALIZE**

- Use board, staff, volunteers as resources
- Share marketing plan with entire team
- Train as appropriate to “walk the talk”

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**EVALUATE**

- Conduct same research study yearly
- Apples-to-apples comparison vs. baseline
- Identify successes and next phase of needs

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**REPEAT**

- Apply newest research results
- Re-evaluate priority of messaging
- Execute next phase of campaign
- Less labor-intensive than launch

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**RESEARCH – TARGETED DEMOGRAPHICS**

- Residents of service area
- Adults, age 45+, skewed toward women
- Family healthcare decision makers

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**RESEARCH — REFERRERS**

- Focus groups with RNs and social workers
- One-on-one phone calls with physicians, hospitalists
- May have to consider financial compensation for time

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**ANALYZE**

- 84% strongly agree doctors should discuss hospice as an option with the family
- 80% strongly agree the family should choose the hospice provider
- The majority of families do NOT actually choose a hospice until directed by the doctor
- Less than 40% “already knew” a patient can refer him or herself to a hospice

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**ANALYZE**

- 73% strongly agree it is better for the patient when hospice is involved with end-of-life care
- 69% strongly agree it is better for the family when hospice is involved with end-of-life care
- Support services for the family often rank among the top three “most important” attributes

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**ANALYZE**

If someone in your family had a terminal illness, where would you turn for information about hospice care?

- 45% Physician
- 40% Internet/phone book
- 11% Hospice

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**STRATEGIZE — FAMILIES**

- Become the preferred source for *information* on coping with a chronic serious illness
- Describe the benefits that your community is looking for
- Educate that your organization is the source that provides those benefits

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**STRATEGIZE — REFERRERS**

- Position your team as an extension of the doctor’s care into the patient’s home
- Offer the palliative services that other providers can’t or won’t
- Show how you can help hospitals avoid re-admissions

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**PRIORITIZE**

- Promote your organization as a reliable go-to source for information
- Empower public to contact you directly
- Educate on the benefits of early engagement

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**VERBALIZE**

- Answers for Living the Last Months of Life
- Tough Questions. Straight Answers.

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### VERBALIZE

- What Matters Most to You?

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### PERSONALIZE



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### PERSONALIZE



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### PERSONALIZE



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### PERSONALIZE



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### DISTRIBUTE

- Partner with professional to handle “the buy”
- Negotiate with media for gifts-in-kind
- Cost of media varies greatly by market
- Consider all alternatives: TV, cable, digital media, social media, radio, direct mail

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**INTERNALIZE**

- Share market research and plan with entire team
- Make staff, volunteers, board members passionate brand ambassadors
- Provide training and tools to “walk the talk”

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**EVALUATE**

Hospice of Northwest Ohio three-year results:

- 48% (11%) would contact hospice for info
- 27% (45%) would contact their doctors
- 21% (32%) think hospice is for last days of life

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**EVALUATE**

Community Hospice website

- Unique visitors in the first three months: 500+
- Over 130 clicks come from customized, online advertising targeting key audiences in their service area

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**EVALUATE**

Hospice of Northwest Ohio  
“Tough Questions. Straight Answers.” microsite

- Unique visitors in first two weeks was 397, with more than half coming from the targeted Google ads
- Average time spent on site in the first month was almost three minutes

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**PROCESS, NOT KNOCKOUT PUNCHES**

- Success doesn’t happen overnight
- Regard as an investment with ROI
- Bailing early wastes every dollar invested
- Stay focused

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