

Mobilizing New Referral Strategies to Engage Physicians and Hospital C-suites

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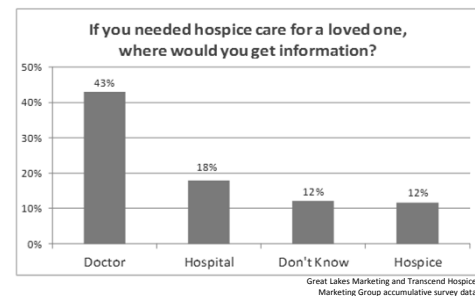
MOBILIZING NEW REFERRAL STRATEGIES
TO ENGAGE PHYSICIANS AND HOSPITAL C-SUITES

AGENDA

- Building referral partnerships
- Purposeful interactions
- Research to guide discussion
- A different buying model
- Quantifying your value
- Marketing to the C-suite

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WHY ARE WE TALKING ABOUT THIS?



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STRATEGY FOR THE HOSPICE LIAISON

- Build sustainable relationships
- Offer evidence-based dialogue
- Meet the physician's needs
- Position yourself as an expert
- Partner in patient care

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STRATEGIES TO BUILD RELATIONSHIPS

- Investigate thoroughly
- Make each visit unique and purposeful
- Be a problem solver
- Adhere to the "less is more" philosophy
- Use data

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STRATEGIES TO BUILD RELATIONSHIPS

- Investigate thoroughly

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STRATEGIES TO BUILD RELATIONSHIPS

“Ask your physicians what you can do to make it easier for them to care for patients rather than telling them what they must do for you.”

Dr. Kenneth H. Cohn, “Effective Communication Builds Bridges,” *Healthcare Executive*, Sept/Oct. 2011

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STRATEGIES TO BUILD RELATIONSHIPS

“The tendency is to ‘cover the bases’ ... just in case. This is not effective. More is simply more.”

Kriss Barlow, RN, MBA, “How Physicians Like to Receive Marketing Information,” *Healthcare Marketing Advisor*, June 2010

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STRATEGIES TO BUILD RELATIONSHIPS

“... physicians are very attuned to data. So if you are able to demonstrate through compelling data that what you are promising has recognizable and provable benefits ... the physicians are amenable to listening.”

Roberta N. Clarke, Ph.D.,
“What Are the Best Ways to Effectively Reach Physicians with Marketing Messages?”
Healthcare Marketing Advisor, June 2010

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THE GATEKEEPER

- Broaden relationship in office

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RESEARCH

- Secondary research
- Primary research

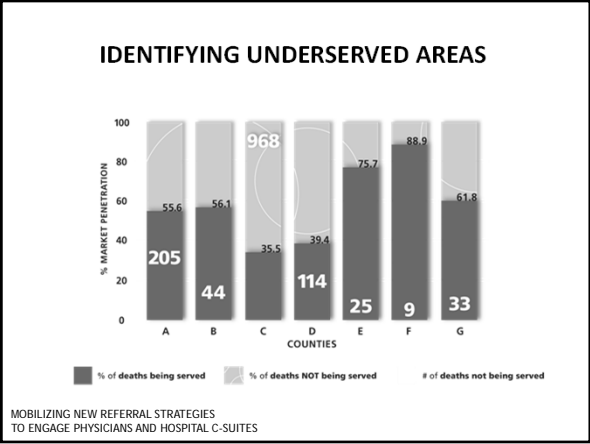
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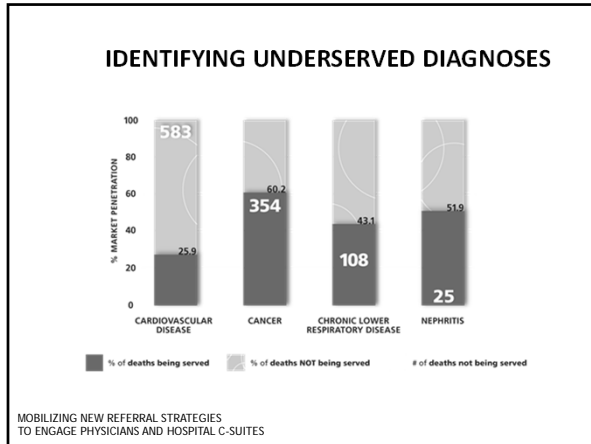
IDENTIFYING GEOGRAPHIC OPPORTUNITY

Secondary market research

- Census data
- Medicare data
- County records

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USING DATA TO CRAFT STRATEGIC MESSAGES

- Use information from the secondary research to craft relevant, statistical conversation starters
- *“Of the 2,056 people who died in County ‘X’ last year from cardiovascular disease, only 275 people (12.4%) received end-of-life care.”*

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USING DATA TO CRAFT STRATEGIC MESSAGES

Use primary research

- Community surveys
- Patient/family satisfaction forms

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USING DATA TO CRAFT STRATEGIC MESSAGES

“82% of surveyed community members feel strongly that doctors should discuss hospice options with the family so the family can make informed decisions.”

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USING DATA TO CRAFT STRATEGIC MESSAGES

*“99% of patients and patient family members who are able to use “Hospice X” for **more** than 30 days are extremely satisfied with the service and say quality of life for the patient has improved as compared to just 80% of those who used our services for less than 30 days.”*

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“NEW BUYERS” ARE ECONOMIC BUYERS

- Hospital Administration (C-suite)
- Accountable Care Organization (ACO) management
- Managed Care Organization (MCO) management

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A DIFFERENT BUYING MODEL

- Solution focused vs. relationship focused
- Multiple decision makers vs. single physician or DON
- Access is more difficult; fewer opportunities to sell
- Collective influence of numerous individuals, different agendas
- Implementing decision is more time-consuming

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QUANTIFYING THE VALUE OF YOUR PROGRAM

Using Medicare and other data to:

- Quantify cost efficiencies of partnering with your organization
- Reduce hospital re-admissions and avoid penalties
- Consider quantifying by disease states and focus on your strongest offer

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QUANTIFYING THE VALUE OF YOUR PROGRAM

- Reduce reported mortality rate
- Reduce hospital LOS and reduce ICU usage
- Reduce per beneficiary spending

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QUANTIFYING THE VALUE OF YOUR PROGRAM

- Medicare penalties based on hospital re-admissions in 30 days following discharge
- Three DRG sets subject to penalties in FY2013, based on FY2012 results
 - CHF
 - AMI
 - Pneumonia

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QUANTIFYING THE VALUE OF YOUR PROGRAM

- Medicare penalties for additional DRG sets in FY2015, based on FY2014 results
 - COPD
 - CABG
 - PTCA
 - Vascular procedures

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END-OF-LIFE SAVINGS RESEARCH

- Duke University published a study that showed for patients in the last two months of life, hospice saved over \$2,300 per patient
- Mt. Sinai study found over \$2,500 in savings for patients enrolled in hospice between 53 to 105 days prior to death
- Even greater savings were achieved for patients with longer lengths of stay prior to death

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END-OF-LIFE SAVINGS RESEARCH

LENGTH OF STAY	SAVINGS
1-7 Days	\$2,650
8-14 Days	\$5,040
15-30 Days	\$6,430

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- CAN YOU ALSO ADD VALUE TO THE HOSPITAL OFFERING?**
- End-of-life medical education to students and residents
 - Inpatient palliative care team for hospital rounds
 - Participation in research or clinical trials (e.g., outcomes with and without palliative care)
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MARKETING TO THE C-SUITE

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- GETTING THE MEETING**
- Capturing the attention of the C-suite
 - Convincing C-titles about the need for a meeting
 - Getting the right people to the table
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- CAPTURING THE ATTENTION OF THE C-SUITE**
- Attend/exhibit at state or regional hospital management conferences
 - Test your selling premise with friendly members of your target audience
 - Write a whitepaper (CEO/CFO byline) about financial advantages of hospice for hospitals; be a thought leader
 - Advertise or insert advertorial in regional hospital management publications
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- DEVELOPING KEY MESSAGES**
- Cost savings
- How can you quantify reduced costs?
 - Healthcare Market Research
 - healthmr.com
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DEVELOPING KEY MESSAGES

Cost avoidance

- How can you qualify and quantify avoidance of hospital re-admissions?

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DEVELOPING KEY MESSAGES

Reduced overhead

- How can you help hospitals reduce services and related staffing?

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DEVELOPING KEY MESSAGES

Outcomes-based reporting

- Develop a consistent reporting system and schedule
- Show quantifiable financial advantages
- Present data in a format that's easy to read
- Demonstrate patient and family satisfaction
- Make sure report is getting to all the right people

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DEVELOPING KEY MESSAGES

Proving you're the right partner

- Leverage the broadest continuum of care you offer to provide multiple solutions
- Demonstrate efficiencies for hospital to work with a single source for multiple needs
- Show how you complement the hospital's services rather than compete with them

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DEVELOPING MARKETING TOOLS

- Create a communications plan for the C-suite
- Develop a branded format to present the data
- Create a matrix to show outcomes with and without hospice care
- Make the C-suite plan an extension of your existing brand

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GETTING THE MEETING

- Ask for a small time block (15 or 20 minutes) to start
- Leverage board connections
- Wear formal business dress
- If you can't be primary provider, aim for short list (60/30/10 rule)

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IMPLICATIONS FOR YOUR ORGANIZATION

- Need to re-vision hospice from a calling to an economic vehicle
- Improves quality of life and lowers cost
- Required resources
 - Research
 - Rainmaker
 - Complex sales process
 - Operational flexibility

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QUESTIONS



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