The Art of Reversing Outmigration
Moving from Community Outreach to
Community Engagement

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A professional speaker and published author. She and her team have been advising healthcare leaders since 1989. They are a nationally known, award-winning healthcare strategy and communications firm guiding hospitals through transition, crisis, growth, modernization and replacement facility projects. Impact! has been working with CAHs since 2005, and prior to their transition to rural health, Impact! was the sole source provider of strategic communications for the University of Illinois Medical Center, College of Nursing and College of Medicine. Working with CAHs across the U.S., Impact! creates sustainable programs to engage community, change negative perceptions, improve internal communication, enhance the patient experience, elevate team performance, build strategic partnerships, recruit physicians, and grow key revenue service areas.
WE’LL EXPLORE THE EXTERNAL & INTERNAL SIDES OF OUTMIGRATION

• **External:** Create Sustainable Programs and Processes for Continuous Meaningful Communication & Community Engagement that Leads to Revenue and a Great Reputation

• **Internal:** Commit, Reinforce & Cement Accountability surrounding EXCEPTIONAL CUSTOMER SERVICE!

  Every Patient! Every Person! Every Time!

Healthcare and America

A challenging relationship indeed!
Outmigration: Patients LIVING in your primary service area LEAVING to receive healthcare services elsewhere.

- Others make them feel better about the services they’re receiving
- Patients (or those who have the patient’s ear) have a negative perception
- TRUST
- COST
- AVAILABILITY
- PRIVACY (Breaches — Realized and/or Perceived)
- Patient or family member/friend had a negative experience at your hospital or clinic
- People in the community work outside your service area and have convenience elsewhere
- Employees don’t understand how their personal behaviors and interactions impact patient experience
- Internal Communication Challenges
- Guilt by association
- Lacking innovative ways, resources (and energy) to move from community outreach to true sustainable community engagement

What are the Core Objectives of Your Outmigration Reversal Efforts?

- Change Perceptions, Minds and Direction
- Develop a Solid Plan to Engage Strategic Alliances
- Create Additional Interest and Practical Opportunities
- New Awareness and Brand Weaving
- Effectively Manage Crisis and the Messages Being Sent
- Sustain Visibility and New Revenue Streams
- Implement No-nonsense Initiatives that Bring in New Customers (not just activity) through Your Doors
- Establish Movement from Reactive to Proactive Thinking Related to Adapting to Changes in the Marketplace
- Design Distinction of the Organization from Competitors
- Remove Roadblocks (Human Behaviors) Impeding Progress
How Can You Begin to Tackle the Issue of Outmigration?

(We’ll Check Off a Few Today)

- Uncover Top Focus Areas
- Identify Target Audiences and Key Relationship-Building Opportunities
- Define Core Objectives and Areas of Mutual Self-Interest
- Understand Key Strengths to Build
- Explore Solutions to Roadblocks
- Designate and Coach Ambassadors
- Develop Effective Tools to Increase Access to Patients and Market Share
- Create Sustainable Programs/Processes for Continuous Communication
- Engage in and Reinforce the need for EXCEPTIONAL CUSTOMER SERVICE
- Cement a Culture of Shared and Personal Accountability

In a world of head-spinning confusion, mountains of differing opinions, health crisis headlines and mind-numbing mazes related to healthcare reform, people rely on what they believe they know, and listen to those whom they think they can trust.
Today’s healthcare consumers are influenced by cost, convenience and quality of care. (In general, they do not understand nor care about what’s happening in your hospital or clinics!) The commitment to a new way of doing things – innovating – is imperative as you work to shift perceptions to influence new behaviors and business models. The need is to establish a stronger pulse with influencers and we know that women are at the heart of household healthcare decisions.

Driving Forces & Factors

✓ Cost
  ✓ How far will someone drive to save a few dollars or avoid what they deem to be an unnecessary charge?

✓ Care
  ✓ Reputation management is of critical importance. Do you know the extent of your digital footprint?

✓ Convenience
  ✓ This is highly subjective!
Sampling of Current Healthcare Consumer Mindset

**COST** - Healthcare consumers are growing increasingly frustrated because of the difficulty of getting an honest answer to their question, “How much will this cost me?” They want quality BUT they need to know their costs can be controlled.

**HOW MUCH DO YOU KNOW ABOUT WHAT YOUR COMPETITORS CHARGE -- AND WHAT’S YOUR ANSWER WHEN SOMEONE SAYS THEY GET IT CHEAPER SOMEPLACE ELSE?**

**ARE YOU DRAWING A LINE IN THE SAND ROUND THE QUESTION OF COST TRANSPARENCY?**

According to an HFMA Survey

- When survey respondents were asked what price transparency meant to them, 76 percent hit on the HFMA definition in the broadest sense: making charges available to the public. However, almost as many (73 percent) equated transparency with providing a *reasonable justification for prices*, which we would define as defensibility of the price structure.
“More than half the respondents said they could defend and explain their organization’s charges if those charges were made public (i.e., transparent), while 16 percent said they could not and 28 percent were unsure. Interestingly, we found that the average HCI of hospitals whose finance leaders said they could not defend charges was 112.3, indicating that leaders at higher-charge hospitals are more likely to be uncomfortable with the prospect of trying to explain their charge positions.”

If you don’t tell them... these folks will!

healthcarebluebook.com
changehealthcare.com
newchoicehealth.com
OutOfPocket.com
CARE - More than 40% of adults said they compared doctors before choosing one in the past year. Research happens in all ways and forms.

Nearly 25% of adults said they looked for information online about the quality of care provided by specific doctors within the past 12 months.

Recent stats reveal, that three out of five consumers report that hospital reputation is "very important" when they are considering a hospital for future needs. HOW WELL ARE YOU MANAGING YOUR REPUTATION?

Reputation takes decades to build and yet just minutes to destroy
CONVENIENCE — Research is clear! Healthcare consumers cite that convenience is one of the top driving factors for their decisions.

Wait times, access to information and customer service that is intuitive and tied into their ‘lifestyle’ is what they demand from their healthcare providers (unless they have no other choice).

People will drive a distance when there is something in it for them.

DISTANCE AND CONVENIENCE ARE NOT SYNONYMOUS.

The Heart of the Matter...TRUST

• Consumers demand something meaningful, authentic and relevant -- Women over 40 make an estimated 85% of healthcare decisions for themselves and their families
• STATS:
  • Only 14% of women trust advertising while 85% trust the advice of other women.
  • 66% of women don’t believe healthcare marketers understand them.
  • Women who used blogs were more than 2X as likely to do so when they were seeking information, advice and recommendations than those participating in social networking.
Today, you must connect with customers (potential and current patients) in your primary service area by adding value and meaning!

<table>
<thead>
<tr>
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<th>% of global online consumers, indicating that they completely or somewhat trust each form</th>
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<tbody>
<tr>
<td>Recommendations from people I know</td>
<td>84%</td>
</tr>
<tr>
<td>Branded websites</td>
<td>66%</td>
</tr>
<tr>
<td>Consumer opinions posted online</td>
<td>64%</td>
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<tr>
<td>Editorial content such as newspaper articles</td>
<td>64%</td>
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<tr>
<td>Ads on TV</td>
<td>60%</td>
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<tr>
<td>Brand sponsorships</td>
<td>58%</td>
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<td>Ads in newspapers</td>
<td>58%</td>
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<tr>
<td>Ads in magazines</td>
<td>56%</td>
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<tr>
<td>Billboards and other outdoor advertising</td>
<td>55%</td>
</tr>
<tr>
<td>Ads on radio</td>
<td>55%</td>
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<tr>
<td>Emails I signed up for</td>
<td>48%</td>
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<tr>
<td>Ads before movies</td>
<td>48%</td>
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<tr>
<td>TV program product placements</td>
<td>45%</td>
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<td>Ads served in search engine results</td>
<td>42%</td>
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<td>Online video ads</td>
<td>37%</td>
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<td>Ads on social networks</td>
<td>37%</td>
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<td>Display ads on mobile devices</td>
<td>37%</td>
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<tr>
<td>Online banner ads</td>
<td>37%</td>
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<tr>
<td>Text ads on mobile phones</td>
<td>37%</td>
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Source: Nielsen

**Achievement**
Help me improve myself, my family, my community, the world

**Connection**
Create meaningful experiences that I can share with others

**Solution**
Provide valuable information, incentives, and service
WHO DO YOUR POTENTIAL HEALTHCARE CONSUMERS (AND REFERRAL SOURCES) TRUST?

BRAND!

An Important Program Note About BRAND

• What BRAND is NOT:
  – Your Mission or Vision Statement (but you need these too)
  – An Ad or even a Series in a Campaign (however visibility is important)
  – A Website, Post or Tweet (without these you’re in trouble)

• What BRAND IS:
  – What hearing your name, seeing your provider’s faces, logo and look - or being in the presence of your employees makes them:

    Think > Know > Feel

Brand Develops Believers!
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Shifting Brand Perception

**Desired Mindset**

- **THINK:** EHS has a new facility and the hospital has grown into a high quality and safe choice for inpatient and outpatient care. They are invested in my health, and the health of the community.

- **KNOW:** EHS has the same high quality physicians, staff and technology as the hospitals in Savannah for many services and procedures. EHS has smart, trusted physicians with excellent quality, patient-centered care.

- **FEEL:** I will be cared for. I will be safe. My physician is fully invested in me as a person and a patient. My personal health and wellbeing matters. I trust EHS and I will always turn to them to be my home for healthcare.

Shifting Brand Perception

**Sampling of Current Mindset**

**THINK:** EHS does not offer the quality of care that I can find in Savannah. The physicians, nurses, staff, and technology are not as good as Savannah hospitals. The ER has long wait times, they transfer people out to larger hospitals, and they do not have a good reputation.

**KNOW:** EHS has a new facility. I am not sure what services and procedures are offered. If I have to go there I will, but I am apprehensive. I’m not sure who their doctors are.

**FEEL:** In non-threatening situations, I’d be somewhat safe to stay in the county. Savannah hospitals have more specialists. I not confident.
Brand Promises – The Mixed Messages

• Growing with You
• Always Committed to Caring
• Convenient Care Close to Home
• We Always Want to be Your First Choice
• A lot of emphasis on a variety of new provider faces and names and no emphasis establishing a SEED thought!

Get to the Current Truth
(Which will often rehash the past)

If you were to conduct a random image survey of a fair representation of your primary service area, what would people say?

Take the “I heard” out of play.

Align your efforts around what you’ve been told today!
THE EXTERNAL INVENTORY

Strategic, Sustainable, Affordable & Profitable

Make the Shift from Community Outreach to Community Engagement

FOCUS:
- Financial Viability
- Community Support
- Strong Affiliations
- Sustained Business
- Renewed Interest
- Future Growth

- Marketing
- Public Relations
- Advertising
- Community Relations
- Social & New Media
- Media Relations
Case Study: Obesity

New Clinic Service / Practice Builder / CHNA Call to Action
Development and Launch of a Primary Care Practice Medical Weight Loss Program. Started with employees then outreach to the community.

Marketing Methods
Free Community Health Lectures, Employee Wellness Contracts, Grocery Store Partnerships

Outcomes Overview
One year, 10,000lbs Lost! / Three Year 30,000lbs Lost!
Significant Revenue for Clinic Visits (including out of network), Labs, EKGs, etc.
New Revenue from Food and Other Product Sales

Shelf Life and Build Potential
LONG! Feeder into Lab, Diagnostics, Sleep Study Programs, Plastic Surgery, Diabetes Education, Mental Health
Excellent for Local and Regional Media – Success Stories Abundant!

Other Ideas for Clinic or Hospital Driven Population Health Programs

• Today’s Specials
  – Shop Talk™
  – Good Life for the Gold Years™
  – Pack Back Basics
Tell your story through the voice of

THE CAREGIVER

Developing the Right Tools

• Planning and Development of Essential Communication Tools, Activities and Resources:
  ✓ Determine What Your Website Is AND Needs to Be (Active Not Passive)
  ✓ Outline a Social and New Media Strategy (Don’t Post for the Sake of Posting)
  ✓ Determine and Carefully Plan for When and What Should be Advertised
  ✓ Leverage Technology to Improve Patient Compliance and Increase Awareness and Value in Services
  ✓ Planning Collateral Material that has Purpose
  ✓ Developing Collaborative Partnerships – Build Your Sneezer Base!
  ✓ Always Be Host of All That is Healthcare in your Community
  ✓ Don’t be Shy of the Camera – Create Local Media Stars
Create a Process Grounded in Communications

- Employees MUST be the first to know about your strategic communications plan.
- What they don’t know **will** hurt you.
- When they do understand, they will help you!

**Don’t assume others** (your board, volunteers, clinic team, providers, your front line, and back-of-the-house staff) **have all the information they need in order to be successful AMBASSADORS.**

Once you gain their attention and get them in your front door...how do you keep them feeling good about coming back for more?
Energy, Momentum, Motion
All at Work Where You Work...

When a single employee (caregiver) drops the ball on delivering excellence in the presence of a customer, the impact can be felt everywhere and can take years to recover from. Negative interactions between staff members, sarcasm, off-putting behaviors toward patients and their family members matters more than you may know.

COMMIT TO AND INVEST IN THE INTERNAL WORK
What your team says and does is Observed ALL of the Time!

From the time they enter the parking lot, step out of their cars, walk through the lobby, greet each other on their way to their departments and then all day long, they are being observed by your customers.

If they were wearing nothing but their attitude, what might they be exposing?

HOW YOU SEE THEM IMPACTS
HOW THEY SEE YOU

A little experiment...
What sort of morning did your receptionist / scheduler have today?

- Woke up late
- Bad hair day
- Kids wouldn’t get ready for school
- Car wouldn’t start
- Spilled coffee on her lap driving to work
- No good parking spots left...has to walk ten extra steps
- Angry / frustrated with a co-worker’s actions

How do your customers feel about the way you feel about them?

- From their perspective...
  - Answer phone abruptly
  - Cut them off before they’ve finished
  - Transferred the call to the wrong extension
  - Overheard two team members gossiping or complaining
  - Waited for what felt like hours to be seen
  - Didn’t look them in the eye when communicating
Is Improving Optional?
It all depends on what you want.

As we know, the patient’s perception of their experience is his or her reality.

Consistent service excellence plus the successful management of patient perceptions related to every experience they have at your hospital or clinic is the best option on the table.

One of the most powerful strategies to reverse outmigration is to engage your team to create (and then deliver) their own...

“Promise of Excellence!”
How do you get everyone to ‘act’ the same?

• If you have:
  – An employee handbook
  – Dress Code
  – Code of Conduct
  – Mission, Vision, Values Statement
  – Compliance Guidelines

• The next thing you may consider is a
  – A PROMISE OF EXCELLENCE PLEDGE!

Why have a Promise of Excellence?

• To be Recognized as an Award-Winning Healthcare Organization
• To be Known for your Excellence in Patient Care and High Quality Service
• To Employ ONLY those who Embrace a “WILL-Do” Attitude
• To Achieve Consistently High Patient Satisfaction Scores
• To be Supported By and Better Connected With Your Community
How can you develop your very own Promise of Excellence Plan?

- Identify and Discuss the Hot Zones
- Develop Strategies to Get at the Fires
- Explore Options to address:
  - People Issues
  - Process Issues
  - Procedure Issues
- Review “Wish List” for Customer Service Improvement Tools and Programs
- Draft a *Promise of Excellence Guideline* that Clearly Spells Out Acceptable Behavioral Standards
Opportunities and Expectations for Excellence

- Care of Patient and Family
- Personal Attitude and Professional Appearance
- Safety and Facility
- Communication
- Collaboration with Team

“What we have here is a failure to communicate.”
Communication is the #1 Cause of Problems in Relations!
REVERSING OUTMIGRATION

Modernization • Replacement • Transition
Crisis • Growth
Strategists for Leaders in Healthcare

To discuss our consulting, leadership, team development and community engagement services, or to engage Michelle for a high-energy workshop and learn about our employee performance improvement tools, email info@doitwithimpact.com or call 1-888-684-6722

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