

# Taking Down Goliath

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With Proactive Marketing and Aggressive Business Development

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# HOW DID DAVID TAKE DOWN GOLIATH?



## HE HAD A PLAN



- *Look at Goliath from a different perspective*
  - *Big, not invincible*
- *Use my unique skills*
- *Hit him with the unexpected*
  - *Be proactive*

# OUTSMARTING GOLIATH

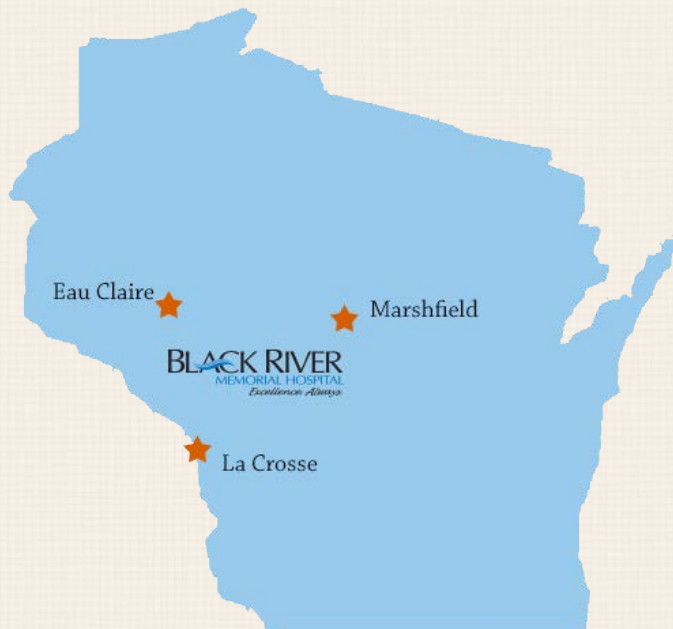


<https://www.youtube.com/watch?v=63ScV4V0Eco>

TODAY'S  
TAKEAWAY:  
*Think like David*

- *Position yourself for growth or acquisition*
- *Be who you are, but not less than who you are*
- *Size doesn't matter when it comes to being smart and strategic*
- *Focus on building surgery and outpatient volumes/procedures*
- *Business development strategies will set you apart*

# BRMH'S GOLIATH



- *Competition*
- *Healthcare environment*
- *Insurance issues*
- *Physician partners*



# BEATING GOLIATH

**47mo.** 47 straight months of maintaining or increasing revenue

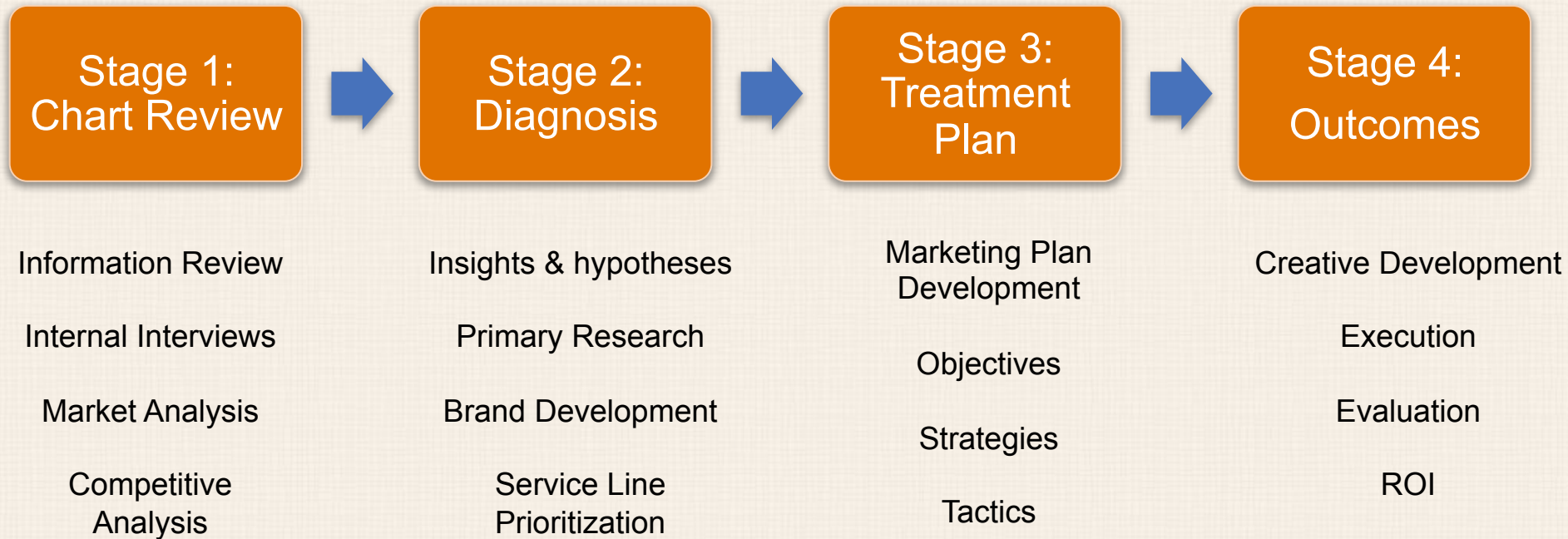
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**WE LOOKED IN THE MIRROR**





# The Legato Planning Process



# CULTURE SHIFT

- *Excellence Always*
- *Baldrige criteria*
- *Studer*
- *Progressive leadership*
- *Brand ambassadors*

# BEATING GOLIATH

2013

Named one of the Top 100 Critical Access Hospitals in the Nation

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2013

Received Excellence in Patient Care Award from the Studer Group

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2012

Achieved the Mastery Level of the Wisconsin Forward Award

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2013

Named one of the Best Places to Work, third consecutive year

A brown cardboard box is shown from a three-quarter perspective. The top surface of the box has the text "Stage 1: Chart Review" printed in white. The front-left side of the box has the text "Think Inside" printed in orange, slanted upwards.

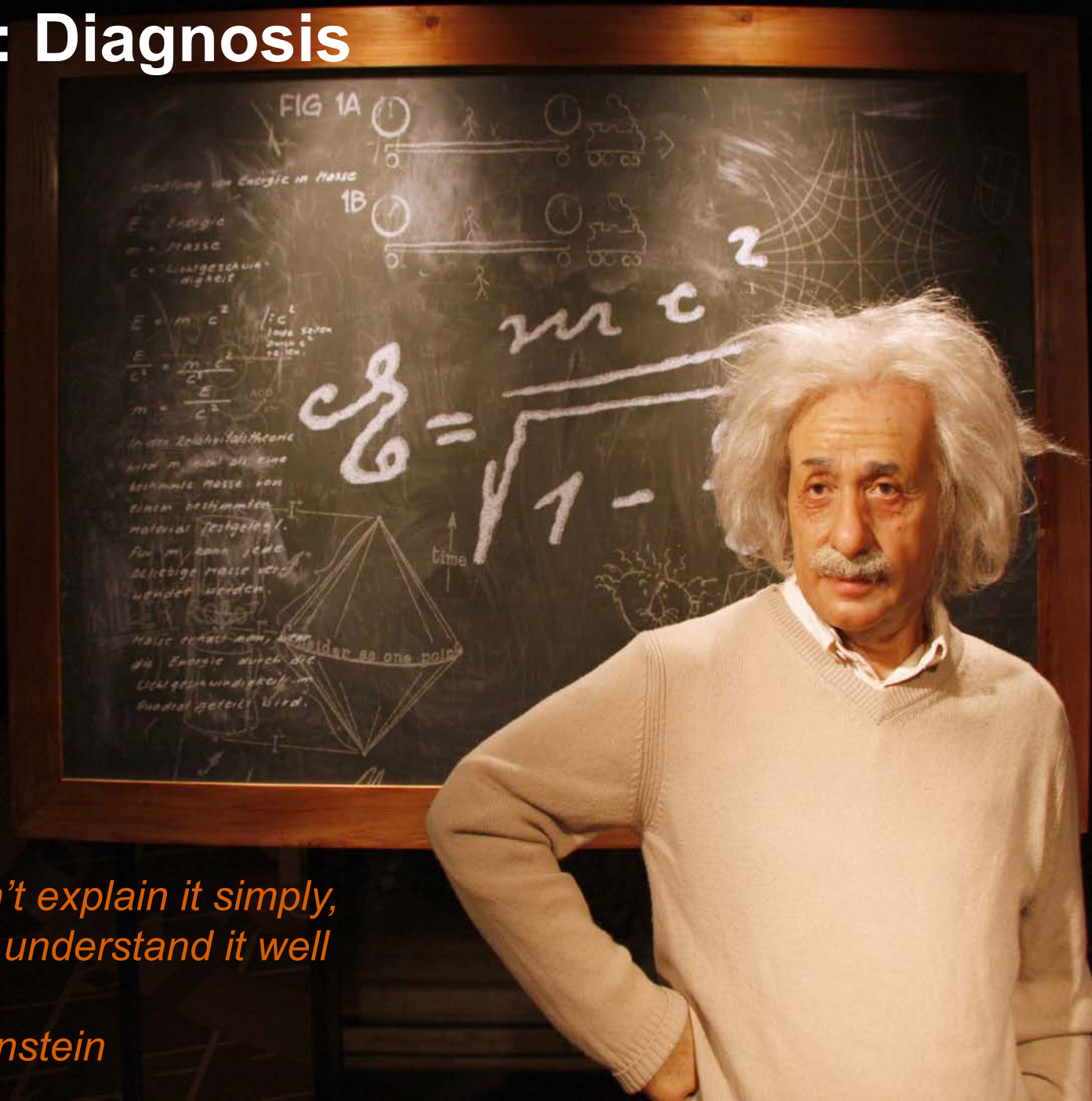
Stage 1: Chart Review

*Think  
Inside*

# CHART REVIEW

- *Strong community support & involvement*
- *Forward thinking*
- *Internal inconsistencies about what is BRMH's brand*

# Stage 2: Diagnosis



*If you can't explain it simply,  
you don't understand it well  
enough.*

*-Albert Einstein*

# DIAGNOSIS

- *Developed brand position*
  - *BRMH is one of the most progressive rural hospitals in the country*
- *Prioritized services based on most important criteria*

Q:

*Which of these criteria is the most important when determining where to invest marketing dollars?*

- *Profitability*
- *Market readiness*
- *Capacity*
- *Competition*
- *Community goodwill*



# Stage 3: Treatment Plan

*Let our advance worrying  
become advance thinking  
and planning.  
-Winston Churchill*



# TREATMENT PLAN

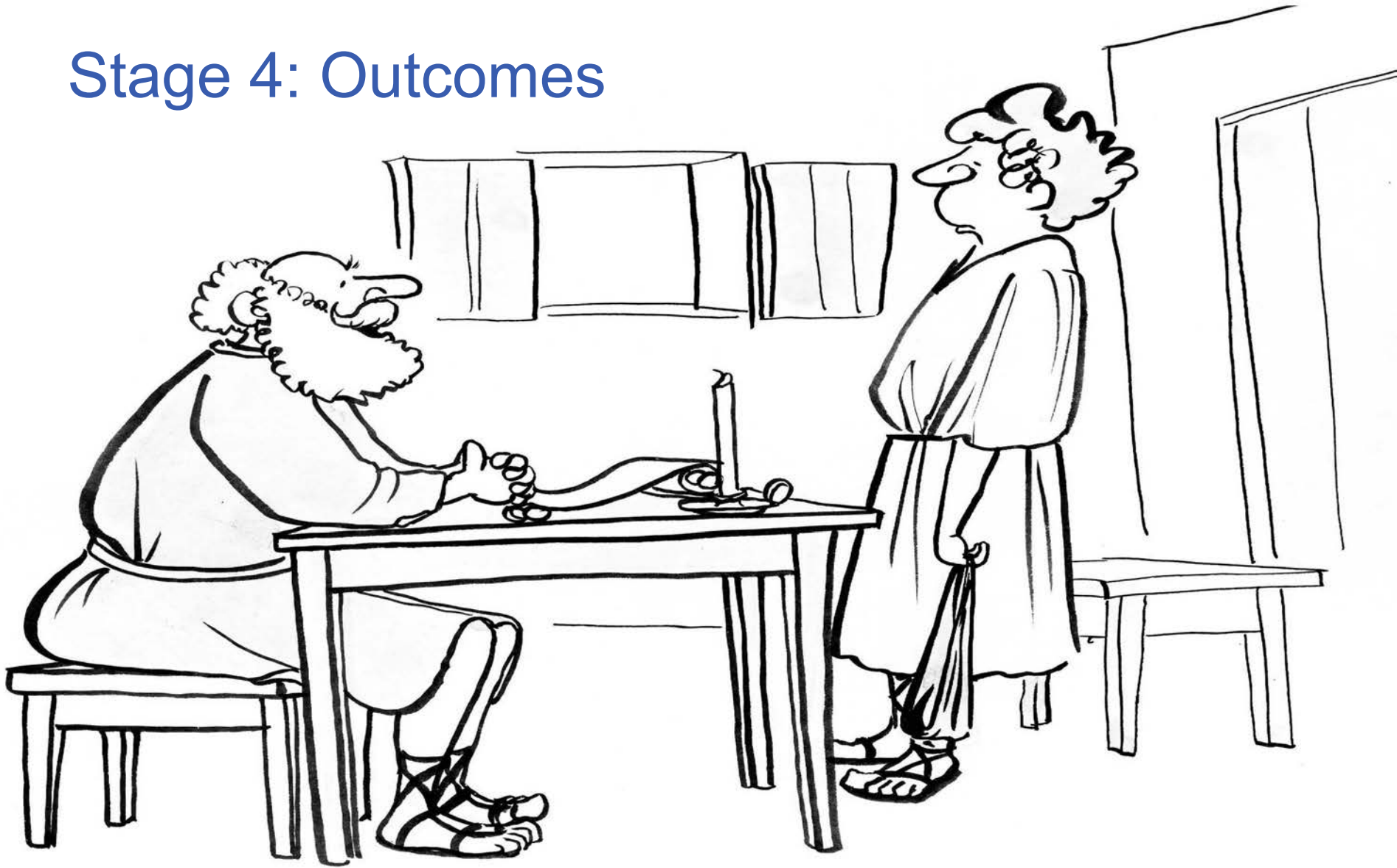
*Setting measurable objectives*

- *Volumes – admissions, visits, procedures*
- *Market share*
- *Payer mix*
- *Employer contracts*
- *Website visits*
- *Event attendance*
- *Downstream revenue*
- *Referrals*
- *Awareness and image*

# Tactics, Timing and Budget

Service Line/Tactics	Budget	Objective(s)	Audience	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
<b>Service Line Promotions</b>															
<b>General Surgery – Prostate focus</b>															
Patient Testimonial Videos					X	X	X								
Radio					X	X	X								
Direct Mail					X	X	X								
Print					X	X	X								
Outdoor					X	X	X								
Conduct prostate screenings					X	X	X								
Media Schedule (\$10,000)															

## Stage 4: Outcomes



**"Great show, David! Can you convince Goliath to fight you every week on Pay Per View?"**

# Women's Night Out Campaign— Print/radio


**LAUGHTER**  
is the best medicine.

It's true. A good laugh makes you feel better and offers real health benefits. So take a break from your busy life for a memorable and fun women's night out at Black River Memorial Hospital.

Laugh your way to better health with a hilarious show by comic Jan Heinz. Then enjoy socializing, pampering, information and more.

You deserve a night out and a healthy dose of laughter. Call your friends and join us on May 10. RSVP to 715-284-1325 or [www.brmh.net](http://www.brmh.net). Space is limited, reserve your spot by Monday, May 7.

**BLACK RIVER**  
MEMORIAL HOSPITAL  
*Excellence. Always.*



# OUTCOMES

## *Evaluation*

- *Reached maximum capacity of 250*
- *Hundreds of women toured the hospital*
- *Received post-event coverage in local media*

# Orthopaedic Campaign— Print/Radio

## Lost the hula in those hips and knees?

Hip and knee pain got you reminiscing about days gone by? When you could rock a hula hoop, tear up the dance floor and ride like the wind on your bike. Stop looking back and start moving forward—pain free.

Todd Duellman, M.D., at Black River Memorial Hospital is an expert in minimally invasive hip and knee replacements, which use smaller incisions and result in a faster recovery than traditional surgeries. So you can put the fun back into your life!

### JOIN THE HOOPLA!

Attend BRMH's **Summer Hoopla Block Party** on **August 5, 2013 at 5:30 p.m.** to enjoy tailgate food and lawn games, and have the chance to win a brand new bike. Plus, meet orthopaedic surgeon Todd Duellman.

Register to attend online at [BRMH.net/hoopla](http://BRMH.net/hoopla) or call 715-284-1325.



Watch our employees "Do the Hoopla" and learn how to join in by scanning the code.



BLACK RIVER  
MEMORIAL HOSPITAL

[brmh.net](http://brmh.net)



# OUTCOMES

## *Evaluation*

- *639 video views in 4 weeks*
- *66 people attended block party*
- *50 of them attended educational presentation*



# OUTCOMES – OBJECTIVE HIGHLIGHTS

5%

5 percent profit margin

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65%

Increased excellent rating for progressiveness from 51% in 2009 to 65% in 2013

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46%

Increased awareness of orthopedic services from 40% to 46% and likelihood to use from 33% to 36% in SSA

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41%

Increased likelihood to use urological services from 31% to 41% in SSA

# A STRATEGIC MATCH

*Marketing/Business  
development*



Q:

*What is the most important function of the business development department?*

- *Working with employers*
- *Fixing operational issues*
- *Serving as a physician liaison*
- *Looking for new revenue opportunities*
- *Conducting marketing campaigns*

A:

- *Looking for new revenue opportunities*

# CHART REVIEW

## *Internal interviews*

- *“Working with employers”*
  - *Disconnect with what they think business development is and what it should be*
- *“Accountability needs improvement”*
  - *Realize they need a more effective infrastructure*

# CHART REVIEW

## *External interviews*

- *“BRMH is a respected business and community member and a valued, local healthcare provider.”*
- *“We value the business services we can get through BRMH.”*
- *“We have to use other providers because BRMH doesn’t offer all the services we need.”*

# CHART REVIEW

## *External interviews*

- *“It’s frustrating that there is not ONE contact person for all our business services.”*
- *“We’d love if BRMH could offer more services such as extended urgent care hours, EAP and walk-in drug/ alcohol screenings.”*

# DIAGNOSIS

## SWOT Analysis

<b>Strengths</b>	<ul style="list-style-type: none"><li>• Respected organization</li><li>• Current employer customers are mostly happy with services provided</li></ul>
<b>Weaknesses</b>	<ul style="list-style-type: none"><li>• Lack of formal strategy in business development program</li><li>• Lack of collaboration between business development and marketing</li></ul>
<b>Opportunities</b>	Increase awareness of services to employers to ultimately increase usage
<b>Threats</b>	“Goliath”—competition and decreased funding



# TREATMENT PLAN

## *Objectives and strategies*

- *Create a strong business development program to*
  - *Develop positive relationships with employers*
  - *Increase hospital revenue from employer services*

# TREATMENT PLAN

*Tactics*

Integrate with Marketing



Short-term action plan



Business stakeholder  
meetings



2014 Marketing and  
Business Development Plan

# OUTCOMES

*Work in progress*

1. *Combine marketing and business development*
2. *Identify market share database and CRM*
3. *Recruit business development coordinator*
4. *Develop infrastructure for better employer services*

YOU CAN TAKE DOWN  
GOLIATH

- *Proactive marketing +  
aggressive business  
development = GOLIATH  
DEFEATED*



THANK YOU

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*legäto*<sup>TM</sup>  
healthcare marketing