

An Independent Chapter of



American College of
Healthcare Executives
for leaders who care®

Central Illinois Chapter of ACHE & Idaho Healthcare Executive Forum

Upcoming Program

Earn 1.5 Qualified Education Credits

Speakers

Date

Description

Register Here:

<https://lnkd.in/eUvTxx5>

For More Information Contact:

Greg Wahlstrom, MBA, HCM

Immediate Past EDU Chair

Central IL Chapter of ACHE

Tel : (424) 256-3556

Email : gw@thehealthcareexecutive.com

Strategic Marketing: Winning The Battle For Markets And Shares

Angela Jaco, MBA, MHA, FACHE, Education Chair, Idaho Healthcare Executive Forum
Keith Hoerth, MHA, Education Committee, Central IL Chapter of ACHE
Greg Wahlstrom, MBA, HCM, President & CEO, The Healthcare Executive
Ramiro Roman, M.S., Chief Marketing Officer, API Healthcare A GE Healthcare Company
Don Stanziano, MHA, APR, Corporate VP Marketing & Communications, Scripps Health
Randall Carter, Senior Vice President, Plantree, Inc.

Wednesday, February 03, 2016 – 12PM - 1:30PM CST

In today's competitive healthcare marketplace, a strategy for offering your products and services in a way that will outdistance your competitors is critical. However, in concert with defining the marketing strategy you must also have a well-defined methodology for implementation that contains a relevant and consistent message. Further, it is of little value to have a strategy and a message without the resources or the expertise to implement them.

In the process of creating a marketing strategy you must consider many factors including, but not limited to, the Four P's of Marketing: Product, Place, Price and Promotion. A well-conceived marketing plan that is in concert with your strategic plan and the time and resources to put it in motion are the necessary elements to increase market share and support financial success. Of those many factors, some are more important than others. Because each strategy must address some unique considerations, it is not reasonable to identify 'every' important factor at a generic level. However, many are common to all marketing strategies.

Please join Central Illinois American College of Healthcare Executives and Idaho Healthcare Executive Forum, Angela Jaco, Keith Hoerth, Greg Wahlstrom, Ramiro Roman, Don Stanziano and Randall Carter for this 90-minute panel discussion. This event will include an opportunity for Q&A.

With this panel discussion, you will gain insight and tactics to:

- Understand the techniques for marketing health care and staying ahead of the competition
- Learn how physicians, payors and patients make their referral and selection process choices
- Target your market segments for effective, tailored marketing
- Strengthen the relationship between your strategic plan and your marketing message
- Develop marketing approaches that are driven by customer need – current and future
- Determine your competitive edge in the health care market place
- Preparing for diversity readiness

As an independent chartered Chapter of the American College of Healthcare Executives Central Illinois Chapter of ACHE is authorized to award 1.5 hours of Qualified Education Credit toward advancement or recertification in the American College of Healthcare Executives.

Participants in this program who wish to have it considered for Qualified Education (non-ACHE) credit should list their attendance when they apply to the American College of Healthcare Executives for advancement or recertification.



<http://centralil.ache.org/>



Scripps



Strategic Marketing: Winning The Battle For Market & Share

Wednesday February 03, 2016
12:00PM – 1:30 PM Central Standard Time



**Central Illinois
Chapter of
ACHE**

CHAPTERS

COME AND GET IT

- Leadership
- Education
- Advancement
- Networking

Program Description

In today's competitive healthcare marketplace, a strategy for offering your products and services in a way that will outdistance your competitors is critical. However, in concert with defining the marketing strategy you must also have a well defined methodology for implementation that contains a relevant and consistent message. Further, it is of little value to have a strategy and a message without the resources or the expertise to implement them.

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Of those many factors, some are more important than others. Because each strategy must address some unique considerations, it is not reasonable to identify 'every' important factor at a generic level. However, many are common to all marketing strategies. Some of the more critical are described below.

Program Description

	High Attractiveness	Low Attractiveness
Strong Position	1	3
Weak Position	2	4

1. If the market is very attractive and your enterprise is one of the strongest in the industry you will want to invest your best resources in support of your offering.
2. If the market is very attractive but your enterprise is one of the weaker ones in the industry you must concentrate on strengthening the enterprise, using your offering as a stepping stone toward this objective.
3. If the market is not especially attractive, but your enterprise is one of the strongest in the industry then an effective marketing and sales effort for your offering will be good for generating near term profits.
4. If the market is not especially attractive and your enterprise is one of the weaker ones in the industry you should promote this offering only if it supports a more profitable segment. Otherwise, you should determine the most cost effective way to divest your enterprise of this offering.

Topics

- Target your market segments for effective, tailored marketing.
- Strengthen the relations between your strategic plan and your marketing messages.
- How can you capitalize on these areas of competitive difference?
- How do you determine the ROI of you strategic marketing efforts?
- Understand the techniques for marketing health care and staying ahead of the competition.
- Develop marketing approaches that are driven by customer need – current and future.

Topics (cont.)

- Determine your competitive edge in the healthcare market place.
- What are your organizational strengths and who knows about them?
- Learn how physicians, payors and patients make their referral and selection choices.
- Can your primary customers differentiate your services from those of your nearest competitors? If so, how?
- Who is involved in determining the wants and needs of your customers and potential.



Greg Wahlstrom, MBA, HCM
President & Chief Executive Officer
The Healthcare Executive

Greg Wahlstrom is a result-oriented senior healthcare executive with more than 17 year's of broad background in business, healthcare, and human services and has extensive operational and administrative expertise. He is currently the President and Chief Executive Officer of The Healthcare Executive leading organizational performance assessment in multiple program areas, followed up with customized c-suite healthcare training that speaks to identified needs.

Greg has delivered focused programming around key elements to achieve success, based upon best practices and emerging best practices that show promise of improving health care organizations nationally and internationally. He has led webinars and face-to-face seminars for thousands of healthcare administrators and executives through American College of Healthcare Executives . Prior to The Healthcare Executive, Greg worked as an Assistant Administrator, Director of Social Services and as a Behavioral Health Case Manager.

Greg received a Master's degree in Business Administration and Health Care Management and a Bachelor's degree in Business Administration from the University of Phoenix. He has also completed studies abroad at Shanghai University in Shanghai, China. He is a member of the American College of Healthcare Executives (ACHE). Greg is also the current Immediate Past Chairman of the Healthcare Executive Education Committee for the Central Illinois Chapter of ACHE.





Ramiro Roman, M.S.
Chief Marketing Officer

Workforce Solutions at API Healthcare a GE Healthcare Company

Ramiro and his team are responsible for developing and executing the global marketing strategy for API Healthcare Workforce Management Solutions, including market opportunity assessment, competitive intelligence, segmentation, pricing, ad & promotion, commercial launches, messaging, and marketing campaigns. Ramiro and his team identify global priorities, direct product & regional marketing strategies, and provide critical inputs into the API Healthcare business strategy.

Ramiro joined GE Healthcare IT from the GE Healthcare USCAN Marketing team, where he was General Manager, Marketing Operations. In this role, Ramiro led the Demand Generation and Install Base Centers of Excellence, and was responsible for marketing planning, measurement, reporting, budgeting, automation technology platforms and process improvement for GE Healthcare's multi-billion dollar equipment and service portfolio.

Ramiro joined GE Healthcare in 2006 and served in several leadership roles, including Chief Marketing Officer of Service & Asset Management Solutions, USCAN. He began his professional career at Johnson & Johnson, serving an upwardly mobile 14-year career in various commercial leadership roles in the marketing, sales and business development disciplines.

Ramiro holds a Master's of Science in Organization Development from Loyola University of Chicago, Graduate School of Business and a Bachelor's of Science in Business Administration from Indiana University, Kelley School of Business. He currently sits on the Editorial Advisory Board and is a writing contributor for PM360 magazine. In addition, he serves as a GE Healthcare Business Champion for the award-winning Hispanic Forum.

Ramiro is married to Lucia and has five kids – Teresa, Ramiro, Joaquin, Christos and David.





Don Stanziano, MHA, APR

Corporate Vice President, Marketing & Communications
Scripps Health

Don Stanziano is Corporate Vice President/Chief Marketing Officer for Scripps Health, a \$2.6 billion, non-profit integrated health care delivery system based in San Diego.

Scripps operates five acute care hospital campuses, 26 outpatient clinics, home health, hospice and specialty centers, including Scripps Proton Therapy Center and the Prebys Cardiovascular Institute, among the top 20 heart and vascular programs in the country. Throughout its 92-year history, Scripps has been a leader in medical research.

The NIH-supported Scripps Translational Science Institute is a leader in [translational genomics](#) and [digital](#) medical technology. Scripps is expanding its retail brand, Scripps HealthExpress and recently announced plans to launch its own health plan.

Don has 20 years experience in health care communications and marketing after spending 10 years as a professional journalist. He holds a Masters in Healthcare Administration from Ohio University and a Bachelors in Journalism from Bowling Green State University. He is Accredited in Public Relations (APR).

At Scripps he is responsible for all strategic marketing and communications functions including direct-to-consumer marketing, consumer call center, web and digital marketing strategies, media and community relations, and employee and physician communications.





Randall Carter
Senior Vice President
Planetree, Inc.

Randall L. Carter, Planetree's Senior Vice President, has spoken and provided consultation on the topics of patient-centered care and experience, healing environments, service and leadership, quality and safety, and employee experience to healthcare organizations, physician groups, and audiences in building and design, retail, software, education, broadcasting, and government.

For 25 years Mr. Carter has been instrumental in the application of Planetree's patient and family-centered concepts in the United States and over the past decade in the cultures of the Netherlands, Iceland, Canada, and most recently, Japan, Brazil, and Saudi Arabia.

Since our founding by a patient in 1978, Planetree has defined what it means to be patient and family-centered. Planetree's philosophy is based on a simple premise: care should be organized first and foremost around the needs of patients. To understand those needs Planetree turned to the source. Thousands of focus groups—from bedside to boardroom—with patients, long-term care residents, families, communities and professional caregivers across the globe have borne out their needs and desires for a more personalized, humanized and demystified health care experience.

Bringing these concepts to life requires a shift not merely in operations but fundamentally in culture. Planetree guides providers through a structured process that enables caregivers to transform the health care experience they provide. Today, Planetree provides consultation, training, resource support and collaborative community to over 700 organizations in 19 countries around the world.





Target your market segments for effective, tailored marketing

Imagination at work

2

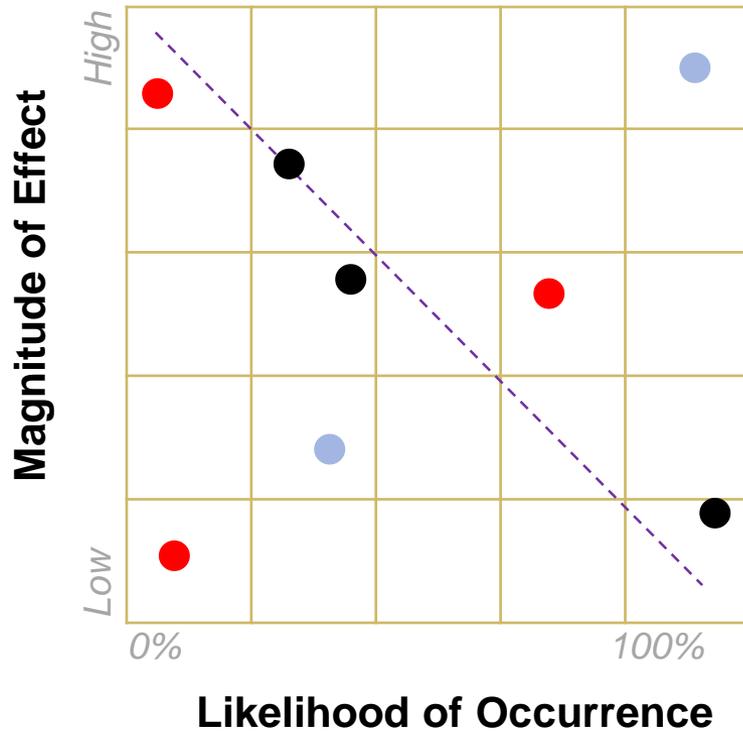


Target Your Market Segments For Effective, Tailored Marketing



Target Your Market Segments For Effective, Tailored Marketing

Source: GE



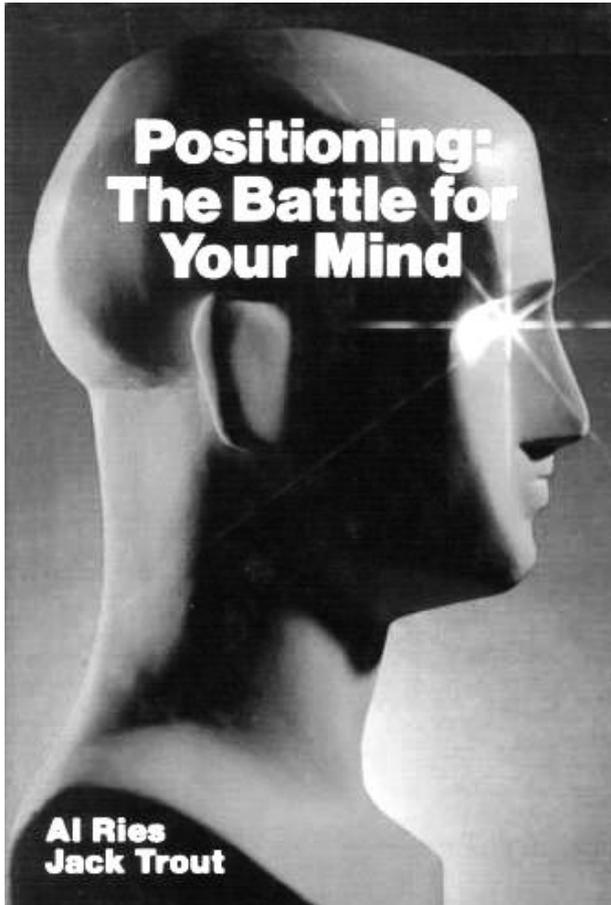
Source: 5 Forces Model



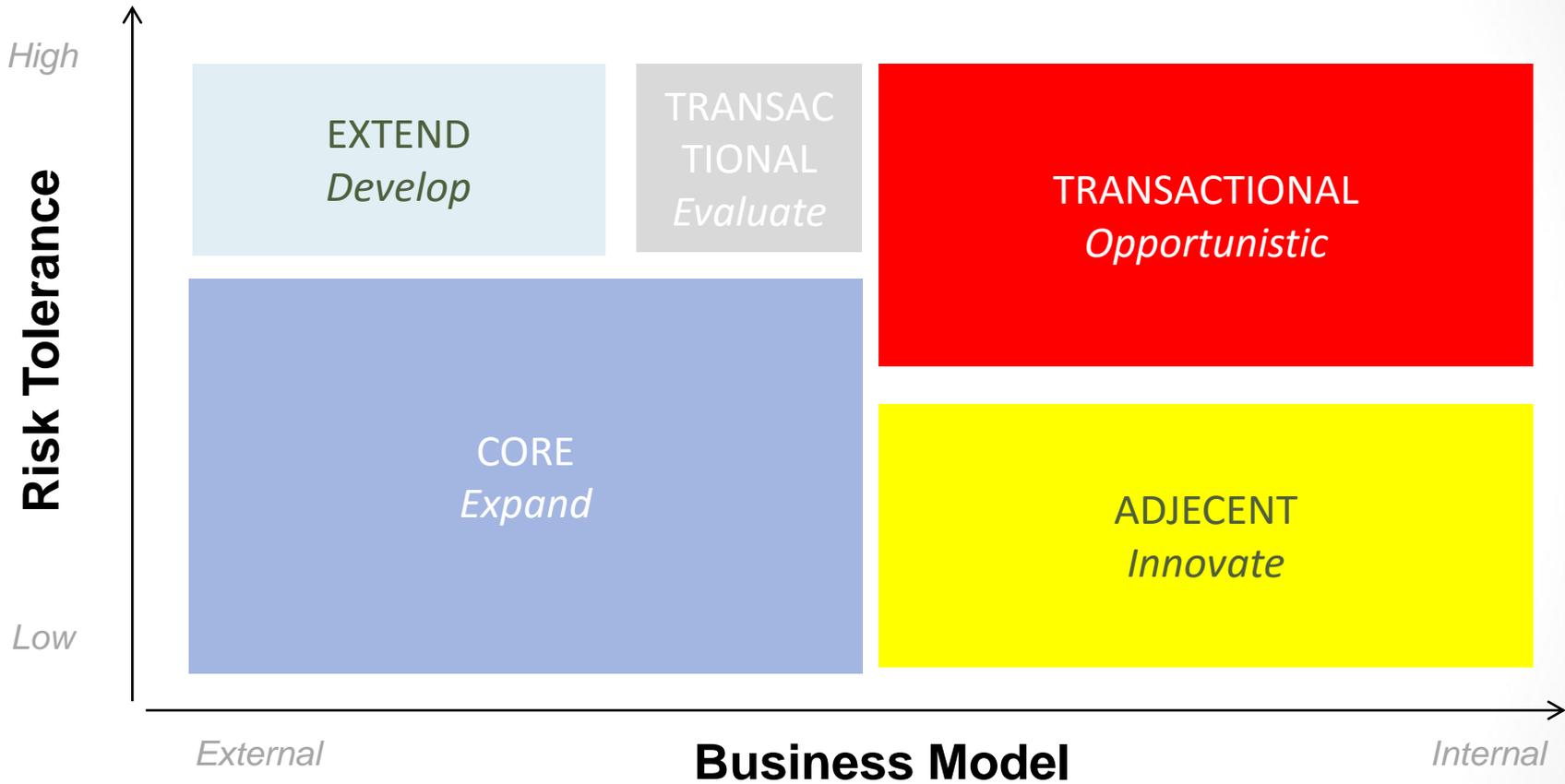
Target Your Market Segments For Effective, Tailored Marketing

	Direct	Indirect	Complementors
Actual			
Potential			

Target Your Market Segments For Effective, Tailored Marketing



Target Your Market Segments For Effective, Tailored Marketing





Strengthen the relationship between your strategic plan and your marketing messages

Imagination at work



Strengthen The Relationship Between Your Strategic Plan And Your Marketing Messages

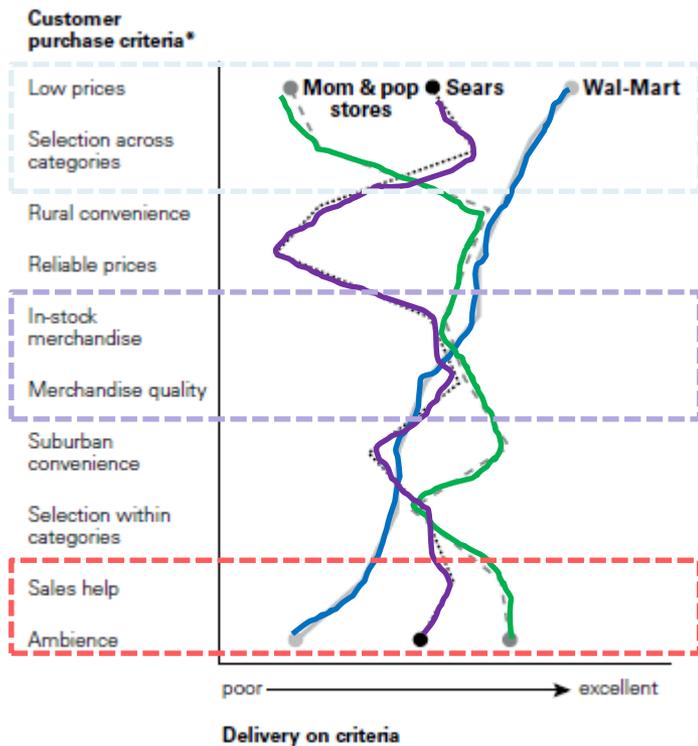


What would you do?

1. Advantage, opportunity to expand
2. At par, execute flawlessly
3. Disadvantaged, make trade off
4. Irrelevant, wasted resources

 Source: GE

Strengthen The Relationship Between Your Strategic Plan And Your Marketing Messages



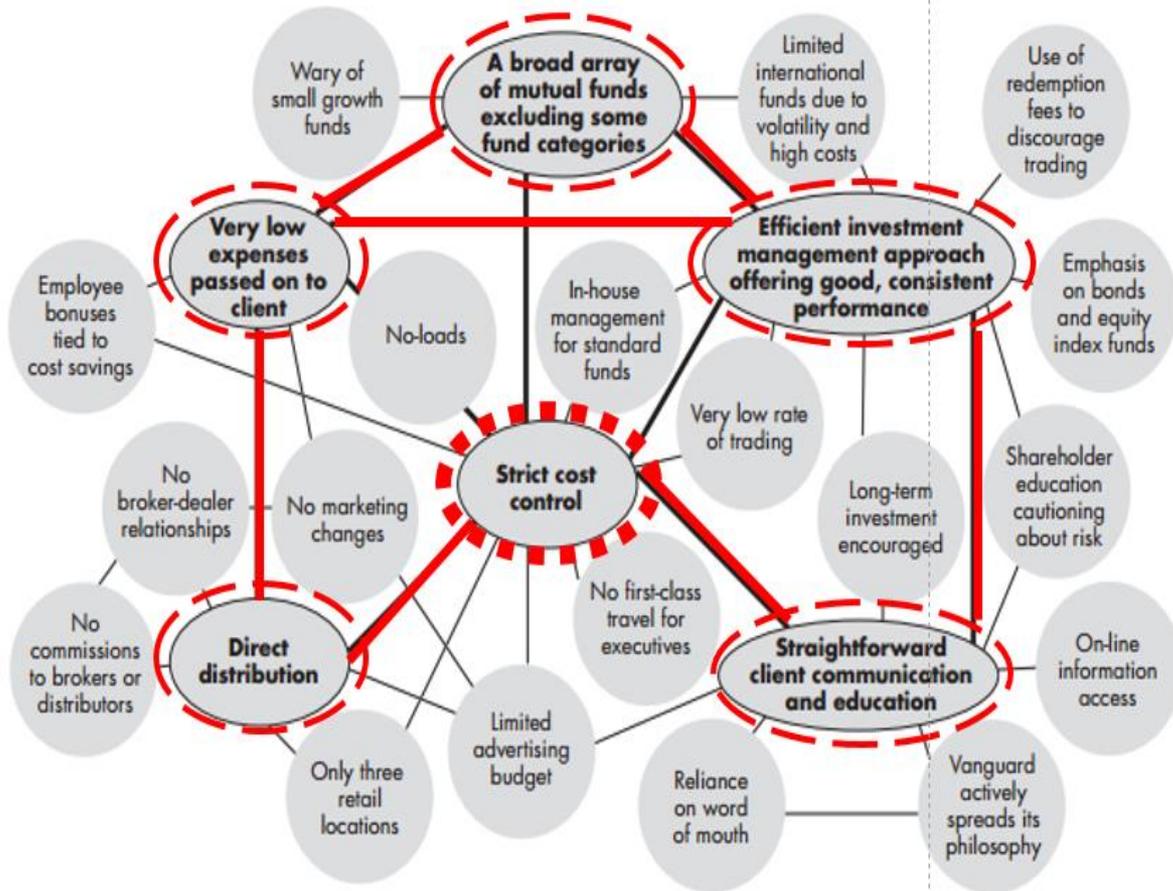
The strategic objective for the downstream Business... is to influence how consumers perceive the relative importance of various purchase criteria and introduce new criteria

Source: HBR When Marketing is Strategy

*in approximate order of importance to Wal-Mart's target customer group

Source: Jan Rivkin, Harvard Business School

Strengthen The Relationship Between Your Strategic Plan And Your Marketing Messages



Simple Truth: Investment costs count

The lower the costs the more you keep.

Many investment firms call themselves low cost. But, the truth is, many of them charge about six times as much as Vanguard.¹ This can cost you thousands of dollars. For instance, over twenty years, if you invest \$10,000 a year with an average return of 8%, before expenses, you would keep about \$58,000 more with the Vanguard fund!² And the longer you invest, the greater the savings. It's your money. Keep more of it. Vanguard. The simple truth about investing.

www.vanguard.com

Visit www.vanguard.com, or call 877-537-4841, to obtain a prospectus, which includes investment objectives, risks, charges, expenses, and other information you need and consider it carefully before investing. Investments are subject to market risk. ¹Source: Lipper Inc., as of 12/31/2007. ²Based on 2007 industry average expense ratio of 1.22% and Vanguard average expense ratio of 0.20%. Hypothetical example does not represent any particular investment. Simple Truth: The simple truth about investing is the simple truth about Vanguard. © 2008 The Vanguard Group, Inc. All rights reserved. Vanguard is a registered trademark of The Vanguard Group, Inc.

Source: Vanguard

Cust. Need | Fit | Consistency | Reinforcement | $.9 \times .9 = .81$; $.9 \times .9 \times .9 \times .9 = .66$, and so on)

Source: HBR What is Strategy?



How can you capitalize on these areas of competitive difference?

Imagination at work

How Can You Capitalize On These Areas Of Competitive Difference

“ Competitive strategy is about being **different**

It means deliberately choosing a different set of activities to deliver a **unique mix of value**

Strategy is the creation of a unique and valuable proposition, involving a **different set of activities**

The essence of strategy is choosing what **not** to do

Among all other influences, the desire to **grow** has perhaps the most perverse effect on strategy “



Michael Porter

How Can You Capitalize On These Areas Of Competitive Difference



Source:
VW & Mini Cooper

Think small.

Our little car isn't so much of a novelty any more.

A couple of dozen college kids don't try to squeeze inside it.

The guy at the gas station doesn't ask where the gas goes.

Nobody even stares at our shape.

In fact, some people who drive our little

flivver don't even think 32 miles to the gallon is going any great guns.

Or using five pints of oil instead of five quarts.

Or never needing anti-freeze.

Or racking up 40,000 miles on a set of tires.

That's because once you get used to

some of our economies, you don't even think about them any more.

Except when you squeeze into a small parking spot. Or renew your small insurance. Or pay a small repair bill.

Or trade in your old VW for a new one.

Think it over.



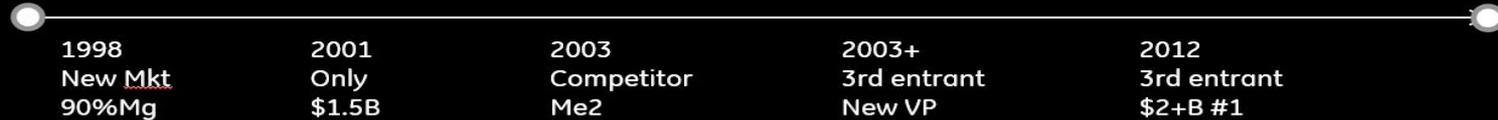
How Can You Capitalize On These Areas Of Competitive Difference



How Can You Capitalize On These Areas Of Competitive Difference

SEGMENT

Source: HBR Case Study

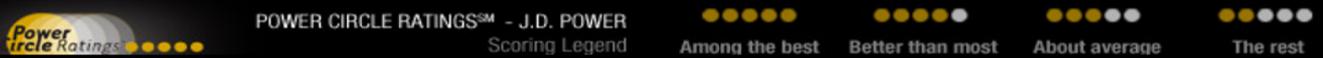


How Can You Capitalize On These Areas Of Competitive Difference

HBR Case Study Assurance



HYUNDAI GENESIS
Award Recipient



Source: Hyundai Website



How Can You Capitalize On These Areas Of Competitive Difference

Brita changes its competitive set when it is placed in the bottled water aisle at the supermarket instead of with kitchen appliances at a big-box store.



Source: HBR When Marketing is Strategy

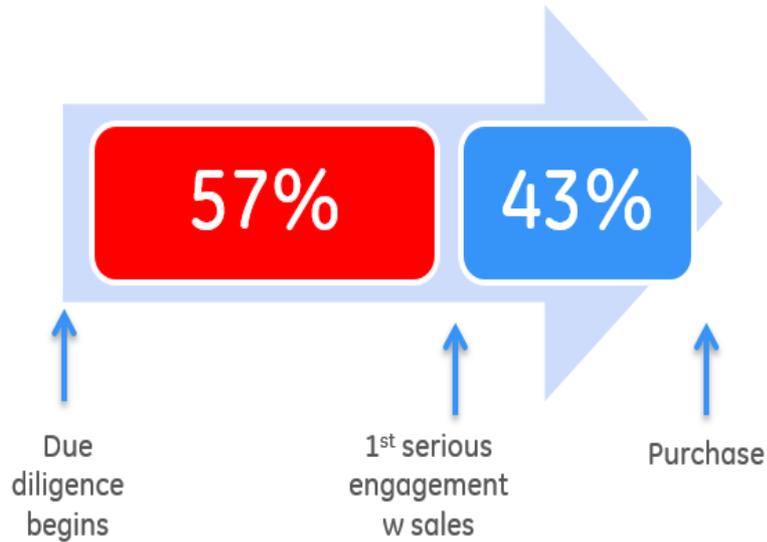


How to you determine the ROI of your strategic marketing efforts?

Imagination at work



How Do You Determine The ROI Of Your Strategic Marketing Efforts



Source: 2011 CEB (n=1500)

CMTS' EXPANDING REACH

2013 PERCENTAGE OF LARGE COMPANIES WITH A CMT

71%

2014

81%

2016 PROJECTED

89%

AGENTS OF INNOVATION

Organizations with a chief marketing technologist are generally ahead of their peers in digital marketing maturity and experimentation to create competitive advantage. They spend, on average, one third more of their total marketing budget on digital (30% versus 21%) and twice as much of it on innovation (10% versus 5%).

SOURCE: GARTNER

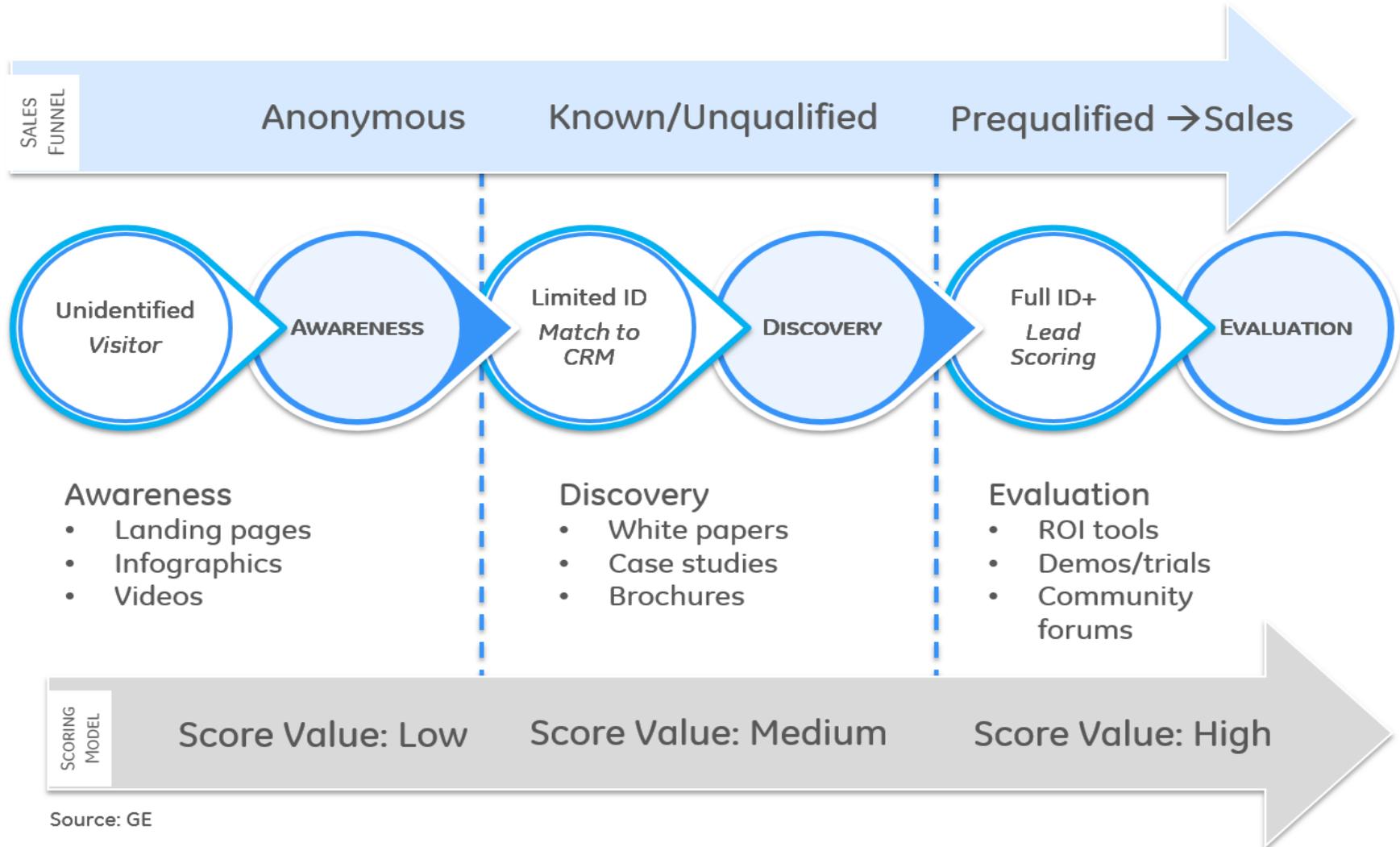
AT THE NEXUS

The chief marketing technologist sits at the intersection of four groups of stakeholders, serving as a liaison and aligning goals, support, and strategy.



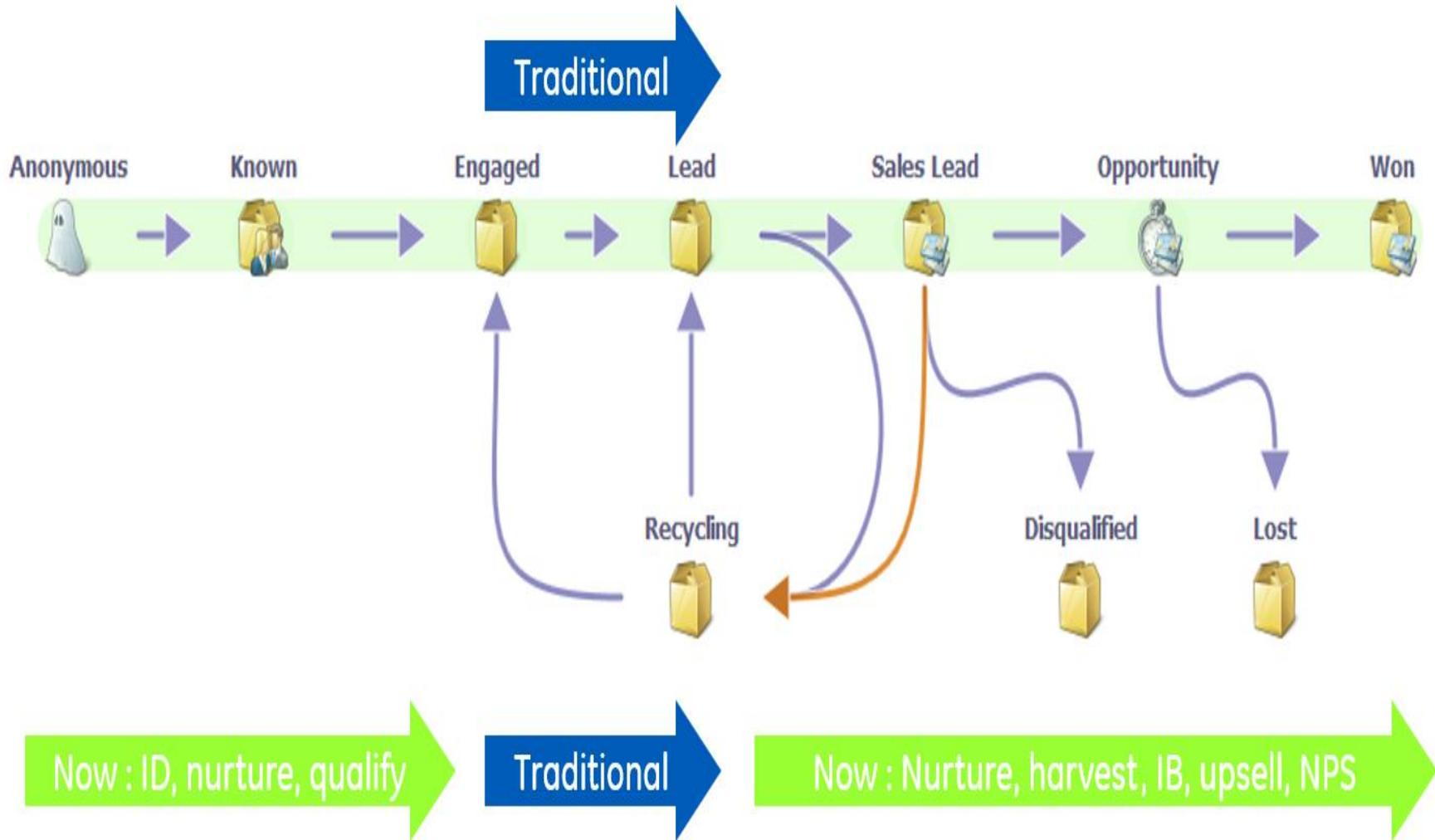
Source: Gartner & HBR

How Do You Determine The ROI Of Your Strategic Marketing Efforts



Source: GE

How Do You Determine The ROI Of Your Strategic Marketing Efforts



How Do You Determine The ROI Of Your Strategic Marketing Efforts

The SiriusDecisions Demand Waterfall



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Imagination at work



Understand The Techniques For Marketing Health Care And Staying Ahead Of the Competition

A World Of Healing

Understand The Techniques For Marketing Health Care And Staying Ahead Of the Competition

- **Move beyond traditional brand advertising and embrace direct-response marketing.**
- **Employ a digital-first approach.**
- **Embrace big data and derive insights to develop your marketing strategies.**
- **You need an analyst (or two or three).**
- **Storytelling. Tell your unique brand story through content marketing and brand journalism.**
- **Shape the product - be the voice of the customer in your organization.**
- **Engage consumers. Meet them where they are.**
- **Talent and budgets will need to shift to do these things.**



Develop Marketing Approaches
That Are Driven By Customer Need
- Current And Future

A World Of Healing

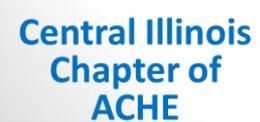
Develop Marketing Approaches That Are Driven By Customer Need – Current And Future

- **Study the market.**
 - We conduct quarterly consumer brand surveys.
 - We survey and use patient panels to provide insights on everything from retail health initiatives to how to redesign our maternal-child health service line.
- **Speak for the consumer when operating decisions are being made – do what’s best for them not us. Use the word “customer.” Everyone’s a customer. Nobody wants to be a patient.**
- **Your website and digital marketing provide a wealth of data about your customers. Know what works and do more of that!**
 - What pages get the most traffic? Which keywords are most effective? Which social media posts see the highest engagement?



Determine Your Competitive Edge In the Healthcare Market Place

A World Of Healing



Determine Your Competitive Edge In the Healthcare Market Place

- Consumers (patients, employers) are looking for value. The best quality for the best price. They also want convenience.
- Quality care is assumed unless you've shaken their trust in your quality. But they can rate experience (service).
- We're all busy and we expect easy access, or we will move on.
- Cost is always a factor, unless you are a premium brand. Then you need to provide premium service, access and quality.
- If you can't differentiate your product, then you need to work internally to improve the product first — then market.



What Are Your Organizational Strengths And Who Knows About Them?

A World Of Healing

What Are Your Organizational Strengths And Who Knows About Them

- At Scripps, we have a legacy of quality care, advanced treatment options and a highly respected medical staff. We leverage our physicians, our technology and our demonstrated quality, such as US News rankings. We work to distinguish our services from those of our competitors.
- Increasingly, we also are working on access and service. The customer experience must be superior because we cannot compete on price. We know we cost more, which is why we must demonstrate value.
- We also are expanding access points for customers to make easier to choose Scripps. Retail clinics, telehealth, expanded call center operations.



A World Of Healing

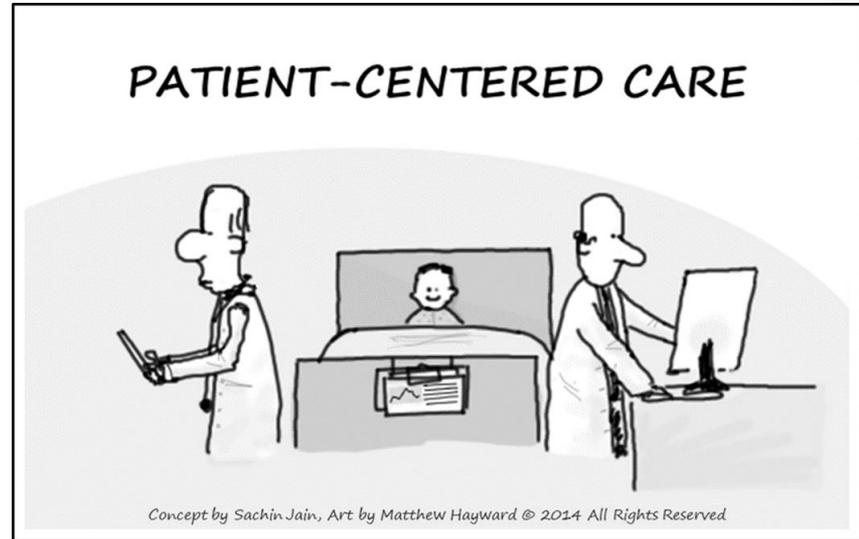


PLANETREE

Learn How Physicians, Payors And Patients Make Their Referral And Selection Choices

Global Leader in Advancing Patient-Centered Care Solutions

How Physicians, Payors And Patients Make Their Referral And Selection Choices





PLANETREE

Can Your Primary Customers Differentiate Your Services From Those Of Your Nearest Competitor? If So, How?

Global Leader in Advancing Patient-Centered Care Solutions

Can Your Primary Customers Differentiate Your Services From Those Of Your Nearest Competitor? If So, How?

8 2 8 2 4 10



Can Your Primary Customers Differentiate Your Services From Those Of Your Nearest Competitor? If So, How?

centered on you...

At Good Samaritan Hospital, we believe in treating each patient as a whole person—not just a medical condition. To personalize your healing journey, please share with us the things that bring meaning to your life.

By what name do you like to be called?

Who are the important people in your life?

What gives your life supportive roots?
(i.e. going to church, visiting family, meditation)

What are your favorite daily things?
(i.e. hot bath, gourmet coffee, magazine)

What do you do for fun?
(i.e. restoring cars, quilting, going to the movies)

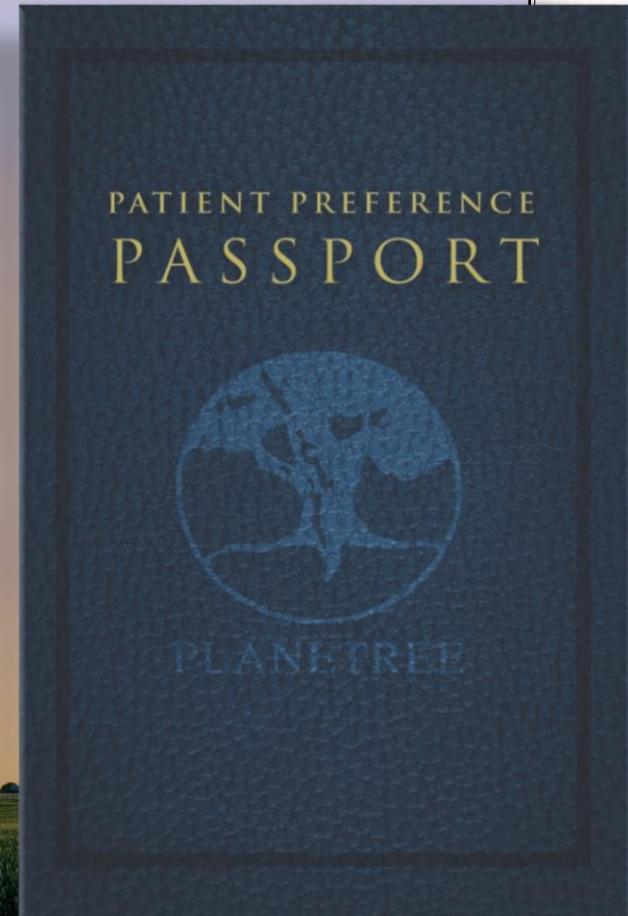
*Patient: please complete and give to your nurse.
You are welcome to take this memo board home after your stay.*

+ CATHOLIC HEALTH
INITIATIVES

Good Samaritan Hospital

Kearney, Nebraska www.gshs.org

The medical center, centered on you.



Can Your Primary Customers Differentiate Your Services From Those Of Your Nearest Competitor? If So, How?



As part of the Planetree Philosophy, patients are encouraged to read their medical record/chart.

Please contact your nurse.

A New Medicine With Clear Benefits

BETTER RECALL
TRUST IN CONTROL OF HEALTH CARE PARTNER

BETTER PREPARED
TRUST SHARED DECISION MAKING
BETTER QUESTIONS

"If consumers are to become truly active partners in their own health care, they should be able to retrieve their personal medical information readily, including their doctors' notes."

— Tom Delbanco, MD and Jan Walker, RN, MBA, Co-Directors, OpenNotes

Can Your Primary Customers Differentiate Your Services From Those Of Your Nearest Competitor? If So, How?





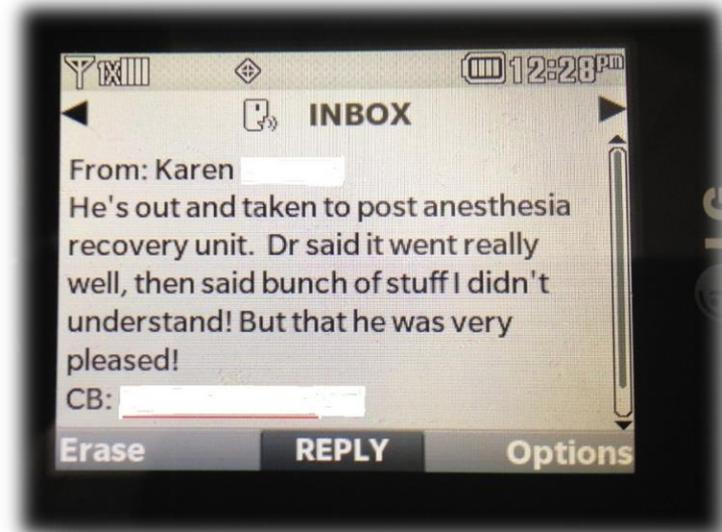
PLANETREE

Who Is Involved In Determining The Wants And Needs Of Your Customers And Potential?

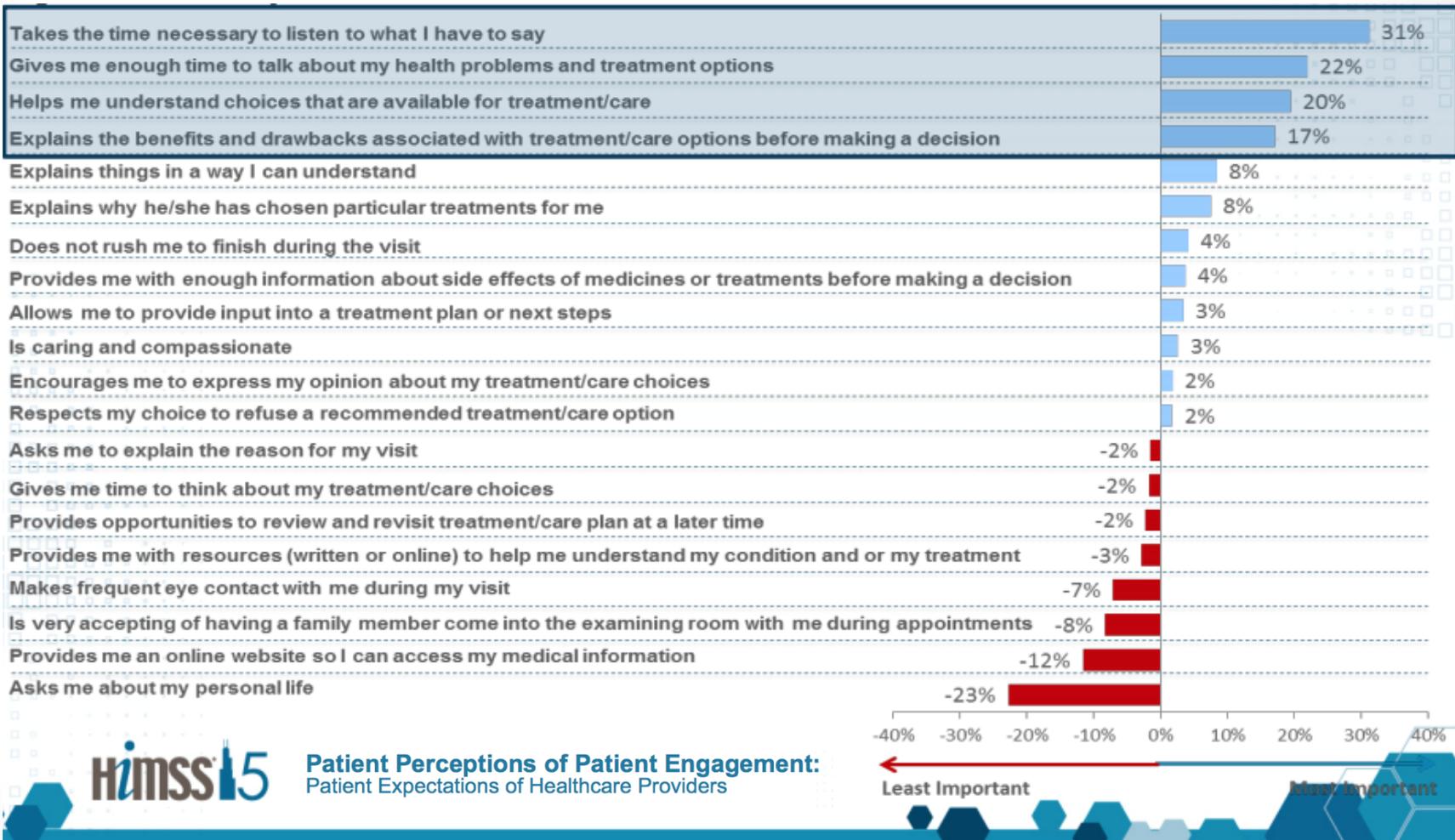
Global Leader in Advancing Patient-Centered Care Solutions

Who Is Involved In Determining The Wants And Needs Of Your Customers And Potential?

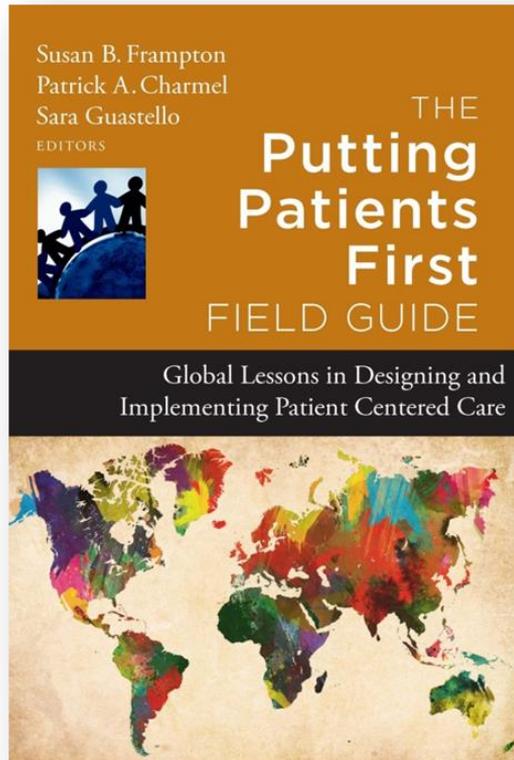
“What patients want is not rocket science, which is really unfortunate because if it were rocket science, we would be doing it. We are great at rocket science. We love rocket science. What we’re not good at are the things that are so simple and basic that we overlook them.”



Who Is Involved In Determining The Wants And Needs Of Your Customers And Potential?

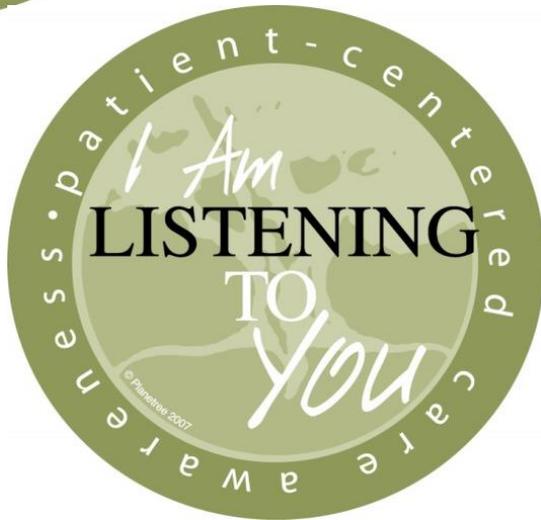


Who Is Involved In Determining The Wants And Needs Of Your Customers And Potential?



Informed by over three decades of focus groups and thousands of voices, has resulted in the development methodology for person-centered care implementation, and the identification of ***patient-preferred practices***, i.e. field-tested practices that respond to how patients, families and staff have expressed they want their care delivered.

Who Is Involved In Determining The Wants And Needs Of Your Customers And Potential?

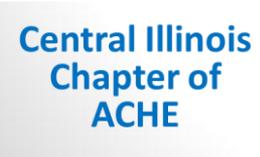




PLANETREE

What Are The Ways To Effectively Respond To Local Market Demands While Staying Aware Of Needs And Capabilities Of The Entire Organization?

Global Leader in Advancing Patient-Centered Care Solutions



What Are The Ways To Effectively Respond To Local Market Demands While Staying Aware Of Needs And Capabilities Of The Entire Organization

“The point is that when they talk about quality of health care, patients mean something entirely different than experts do. They're not talking about numbers or outcomes but about their own human experience.”

Dr. Drew Altman, President of the Kaiser Foundation. NY Times



What Are The Ways To Effectively Respond To Local Market Demands While Staying Aware Of Needs And Capabilities Of The Entire Organization



“Health care workers enter their field because of personal motivation and commitment to make a difference in the lives of others...a patient-centered model of care provides that opportunity.”

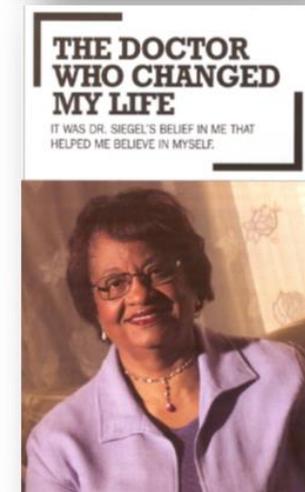
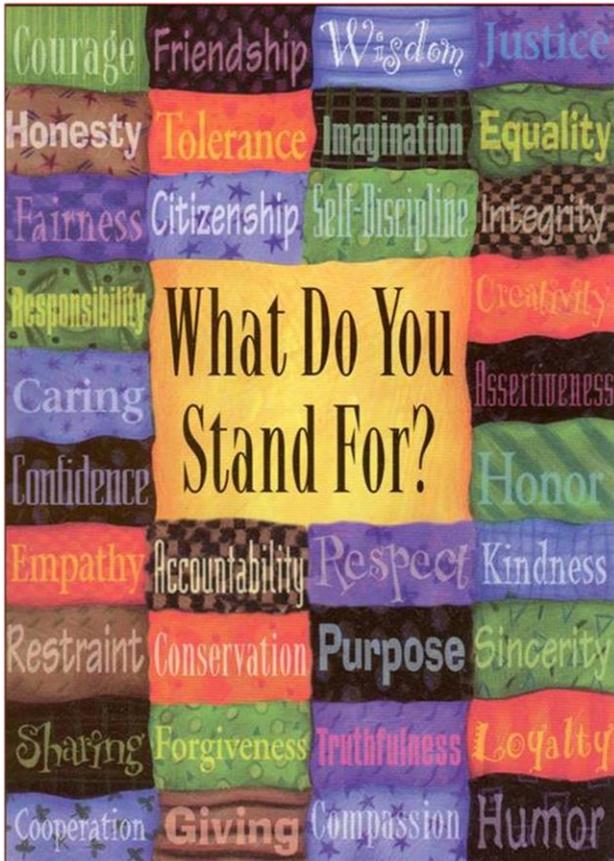
Patrick Charmel, CEO, Griffin Hospital

What Are The Ways To Effectively Respond To Local Market Demands While Staying Aware Of Needs And Capabilities Of The Entire Organization



RAIDERS OF THE LOST ART

What Are The Ways To Effectively Respond To Local Market Demands While Staying Aware Of Needs And Capabilities Of The Entire Organization



“Stories not only teach us how to act, they inspire us to act”

Marshall Ganz





PLANETREE

Global Leader in Advancing Patient-Centered Care Solutions

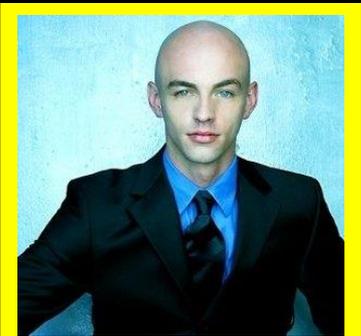
OUR LEADING TEAM No1

The Healthcare Executive

Workforce Solutions at API Healthcare
A GE Healthcare Company

Scripps Healthcare

PlaneTree



Greg Wahlstrom, MBA, HCM
President & CEO



Ramiro Roman, MS
Chief Marketing Officer



Don Stanziano, MHA, APR
Corporate Vice President



Randall Carter
Senior Vice President

Idaho Healthcare Executive Forum

QUESTIONS & COMMENTS

Central Illinois Chapter of ACHE



Angela Jaco, MBA, MHA, FACHE
Chair, Education Committee



Keith Hoerth, MHA
Education Committee



THANKS
for
ATTENDING

References

Material for Distribution:

- Griffith, John and White, Kenneth, The Well Managed Healthcare Organization, 6th Edition, Chapter 15 “Marketing and Strategy” Healthcare Administration Press, 2006

Additional Resources

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- Thomas, RK, Calhoun, M., Marketing Matters: A Guide for Healthcare Executives, Health Administration Press, 2007
- “How to Shop for Healthcare – Hospitals are expanding their markets by selling services directly to the public.” Boston Globe, 2004
<http://www.boston.com/yourlife/health/hospitalguide/HowToShopforYourHealthcare/>