Getting On Message
With Physicians

Healthcare Marketing & Physician Strategies Summit
Orlando, Florida
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Paul Szablowski
SVP Communications & Image
Texas Health Resources

Jeff Cowart
Partner
Barlow/McCarthy
Speaker Profile

Marketing and communications executive Paul Szablowski joined Texas Health Resources as senior vice president of Communications & Image in November 2013. He previously served as vice president of Marketing, Communications and Public Relations of the Arizona service area for Phoenix-based Dignity Health.

In his role at Texas Health, Szablowski is responsible for leading public relations, physician and employee communications, branding and advertising for the health system.

Szablowski received a bachelor’s degree in business administration from Southern Illinois University. He is a member of the Society for Healthcare Strategy and Market Development of the American Hospital Association, a board member of HealthLeaders Media and a past board member of KAET Phoenix, Public Broadcasting System.
Jeff brings an eclectic mix of political, positioning and organizational leadership experience to emerging healthcare opportunities in the areas of growth and volume building; sales; communications strategy; marketing; and change management.

Based in San Antonio, Texas, he’s earned national recognition for building physician relationship and engagement models that achieve sustained growth results and for his strategic positioning work.

He has served as senior vice president for growth and business development for health systems in San Antonio, Phoenix and Detroit and as Chief Marketing Officer for Inova Health System in Virginia.

He is a former Deputy Chief of Staff and Press Secretary for Louisiana Governor Buddy Roemer, and has consulted with clients such as Howard Hughes Medical Institute, Major League Baseball, the Chicago Bulls, HGTV, The Washington Post, and New York Times.

He is an advisory board member for the Master’s in Health Administration program at University of the Incarnate Word in San Antonio; a member of the American College of Healthcare Executives (ACHE); and holds Bachelor’s and Master’s degrees from Louisiana State University.
First,
Let’s Listen . . .
Voice of the Physician

A Survey of America’s Physicians:
Practice Patterns and Perspectives

- 13,575 physicians responded in 2012
- The Physicians Foundation is a nonprofit 501(c)(3) organization that seeks to advance the work of practicing physicians and help facilitate the delivery of healthcare to their patients.
- Conducted by Merritt Hawkins, healthcare consultants
- University of Tennessee bias and error data validation
Voice of the Physician

35%
Primary Care: FP, IM, Peds

65%
Specialists: Surgical, Medical OB/Gyn

44%
Employed

Source: Physicians Foundation Survey, 2012
Size = 13,575 physicians
Voice of the Physician

84% believe the medical profession is in decline

Source: Physicians Foundation Survey, 2012
Size = 13,575 physicians
82% believe they have little ability to change the healthcare system

Source: Physicians Foundation Survey, 2012
Size = 13,575 physicians
92% unsure where the health system will be or how they fit in 3-5 years from now.

Source: Physicians Foundation Survey, 2012
Size = 13,575 physicians
72% believe hospital employment of physicians will erode physician/patient relationships and quality of care.

Source: Physicians Foundation Survey, 2012
Size = 13,575 physicians
Voice of the Physician

- Key factors driving feelings of discontent
  - Practice erosion, from solo to centralized
  - Erosion of the patient-physician relationship
  - Medicare/Medicaid/government – incentives, disincentives, reimbursement
  - Lack of clarity on “where they fit in” going forward

Source: Physicians Foundation Survey, 2012
Size = 13,575 physicians
Survey Summary ...

• “That doctors are dispirited is more than a matter of ‘professional grumbling’ . . .”

• “A robust, engaged physician workforce is critical to meeting patient needs . . .”

• “Physicians are at a tipping point at which they will seek ways to further disengage from today’s medical practice environment . . .”

Source: Physician Foundation Survey, 2012
Size = 13,575 physicians
What we’ve got here is failure to communicate. . .

“Hey doc, I think you’re going to love this new program . . .

So, what is your message for engagement & true alignment?

Physician Communications Is Not the Medium . . .

- A physician portal
- A physician newsletter
- Med Exec policy and regulations
- A physician outreach field team
- An annual satisfaction survey
- Physician leadership advisory board
- A practice marketing brochure or ad
- Etc. .....
It’s the Message
My Proposition

If your healthcare organization is not actively executing a designed, sustained and message-driven physician communications strategy, then you are not fully engaged with growing your business.
Definitions
Positioning

- Positioning happens in the minds of the audience

- Positioning is the aggregate & unique perception the audience has of a company, product, service or individual in relation to a competitive perception

- Positioning occurs whether we are proactive, reactive or passive about it

- Positioning can be positively influenced by enlightened strategic actions
Message Defined

Message

is the single most dominant
or desired most dominant
perceived & positive attribute framework
for your product, service or cause
among a precisely targeted audience.
Message Defined

Message never ends with an “S”
Message Defined

Think about “message” using a political metaphor: Candidates take to the “stump”, stand on their “platform” which is made up of “planks.”

Platform = Message

Planks = Elements of the Message
What was the campaign message of each candidate?
Message

CHANGE WE CAN BELIEVE IN

OBAMA

BELIEVE IN AMERICA
MITT ROMNEY'S PLAN FOR JOBS AND ECONOMIC GROWTH
Message, Platform, Positioning

Planks in His Platform

- Jobs & Economy
- Women’s Issues
- Health Care
- Immigration
- Gun Violence Prevention
- Climate
The Six Elements of Message
For Physician Engagement & Alignment
6 Elements of Physician Engagement

BEGINS WITH

- Leadership Commitment
  - Benefits of Aligning with Us
    - Why We Are Best for Your Patients
      - Value & Opportunity
        - Quality & Outcomes
  - Why We Make Your Practice Life Easier
    - Service
      - What You Need to Know to Practice Here
        - Clarify Misunderstood Elements
          - Policy
            - Context

Texas Health Resources
BARLOW/MCCARTHY
HOSPITAL-PHYSICIAN SOLUTIONS
Crafting a Message Strategy
For Physician Engagement & Alignment
Strategic Plan
Putting it all together

MESSAGE
Desired Perception

GRAND NARRATIVE STORY
Assets & Attributes
Differentiator Strengths
Programs & Initiatives
Shared Goals
Collaboration & Enrollment
Mutually Beneficial Outcomes

Value & Opportunity
Benefits of Aligning with Us

Quality & Outcomes
Why We are Best for Your Patient

Service
How We Make Your Practice Life Easier

Context
How Misunderstood Elements Fit In

System / Med Policy
What You Need to Know to Practice Here

Texas Health Resources

Barlow/McCARTHY
HOSPITAL-PHYSICIAN SOLUTIONS
Step 1: Who Do I Want to Talk To?

PRIORITY SEGMENTS

Physicians – Segmented
Step 2: Defining

MESSAGE

• How do we want this to be perceived by our physicians?

GRAND NARRATIVE STORY

Assets & Attributes
Differentiator Strengths
Programs & Initiatives
Shared Goals
Collaboration & Enrollment
Mutually Beneficial Outcomes

• What real evidence do you have to support your desired perception?
• Contextualize it to the audience & market
Step 3: Contextual Relevancy

Tier 2

Quality & Outcomes
Why We are Best for Your Patient

Service
How We Make Your Practice Life Easier

Tier 1

Value & Opportunity
Benefits of Aligning with Us

Tier 3

Context
How Misunderstood Elements Fit In

System / Med Policy
What You Need to Know to Practice Here

Which of these 5 Dimensions is the center of your position
Examples of Successful Message
NATIONALLY RANKED
LOCALLY TRUSTED
– US News & World Report Rankings

Baptist Health System
Passionate people. Compassionate care.

BestSAhospitals.com
NATIONALLY RANKED
LOCALLY TRUSTED

Baptist Health System is recognized as high-performing in more specialties than any other health system in San Antonio:

- Cancer
- Gastroenterology
- Geriatrics
- Neurology & Neurosurgery
- Orthopedics

But our highest honor comes in making a difference in the lives of our patients.

BEST REGIONAL HOSPITALS
US News
SAN ANTONIO, TX
RANKED IN SPECIALTIES
2011-2012

Dr. Llewellyn Marocho, Chief Surgeon

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HEALTH SYSTEM
Passionate people. Compassionate care.
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For seminars, call (210) 297-7005
• Practice Launch
• Sales Team Targeting

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TRUST
EXCELLENCE IN SPINAL SURGERY

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INTRODUCING MICHAEL W. HENNESSY, M.D.

Dr. Hennessy has joined The San Antonio Orthopaedic Group and is practicing at Mission Trail Baptist Hospital. He treats all orthopaedic conditions of the spine including:

• Degenerative disorders
• Deformities
• Trauma
• Infections

DR. HENNESSY’S SPECIAL INTERESTS INCLUDE:

• Minimally Invasive techniques
• Lateral Access surgery
• Microsurgical techniques
• Spinal Decompression and Fusions
• Trauma care

Dr. Hennessy trained at the award-winning Scripps Clinic in San Diego and completed his fellowship in spine surgery under the internationally renowned spine and scoliosis specialist Johnout A. Althama.

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TRUSTED
FOR OBSTETRICS & GYNECOLOGY

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Exceptional personalized care of women's healthcare concerns.

• Board Certified in Obstetrics & Gynecology
• Now practicing at Mission Trail Baptist Hospital

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Mission Trail Baptist Hospital
Passionate people, Compassionate care.
- Used by Sales Team on PCP, Specialist & Rural Calls
- Outlines BHS Market Strategy
- Highlights BHS Services Assets
- Emphasizes Outcomes
- Leadership Bios/Contacts

**FIRST TO DELIVER TRANSFORMATIVE STROKE CARE**
- **BHS** in San Antonio to receive Primary Stroke Center Certification by the Joint Commission
- **FIRST** in San Antonio to earn the Target Stroke Honor Roll from the American Heart Association
- All Baptist hospitals received American Heart Association Get with the Guidelines Silver Award for Stroke Care
- Rehabilitation services available through HealthLink
- Two Ovation PERC Scanners available through MRI imaging

**EXPECT INNOVATION**
Baptist Health System is developing a world-class neuroscience program. We have equipped our partner neurosurgeons with the most technologically advanced, state-of-the-art neurology intervention suites.

**BAPTIST IS THE DIFFERENCE**
Baptist Health System offers a wide range of vascular services at each of our five hospital campuses.

**TRUSTED FOR QUALITY & RESULTS**
- Vascular Institute of San Antonio
- Physicians dedicated to detection, treatment and prevention of Peripheral Vascular Disease
- Compassionate and knowledgeable staff
- Wound Healing Centers at Baptist Medical Center and Northeast Baptist Hospital
- Complete angiographic testing

**Outcomes – Why Baptist is Best for Your Patient**
The Vascular Institute of San Antonio Medical Center and Northeast Baptist provide a complete complement of medical and treatment options for patients suffering from Peripheral Vascular Disease.

- **Gerardo Ortigoza, MD, Peripheral Vascular**

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**GENERAL SURGERY**

**VASCULAR**

**CONTACT INFORMATION**

**TRUSTED MEDICAL OFFICERS**
- Chief Medical Officer, University Health System: [Name]

**Chief of Neurology**
- **Steve Kugler**, MD

**Chief of Orthopaedics**
- **David Segal**, MD, FACR

**Chief of Ophthalmology**
- **Robert Alm**, MD

**Chief of Obstetrics & Gynecology**
- **Henry Chang**, MD

**Chief of Pediatrics**
- **Nicholas Caplan**, MD

**Chief of Surgery**
- **Jeffrey Goldstein**, MD, FACS

**Chief of Urology**
- **Michael J. Hopkins**, MD

**Chief of Veterinary Services**
- **Joseph B. Zajac**, DVM

**Chief of Women’s Health**
- **Elena C. Jimenez**, MD

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**Neuroscience**

**BAPTIST HEALTH SYSTEM**

Leading stroke care in San Antonio and South Texas

"We told Baptist what we needed, and they built it for us."
- David Jones, MD, Chairperson, Department of Neurosurgery, UT Health Science Center

Percentage of stroke patients treated with endovascular or a hybrid health system proven techniques

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The Workshop

Your Message Development Tools
Step 1: Who Do I Want to Talk To?

- PRIORITY SEGMENTS
  - Physicians – Segmented
Step 2: Defining

**MESSAGE**
Desired Perception

**GRAND NARRATIVE STORY**
- Assets & Attributes
- Differentiator Strengths
- Programs & Initiatives
- Shared Goals
- Collaboration & Enrollment
- Mutually Beneficial Outcomes
Step 3: Contextual Relevancy

Quality & Outcomes

Why We are Best for Your Patient

Service

How We Make Your Practice Life Easier

Value & Opportunity

Benefits of Aligning with Us

Context

How Misunderstood Elements Fit In

System / Med Policy

What You Need to Know to Practice Here
THANK YOU

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