



BARLOW / MCCARTHY
HOSPITAL - PHYSICIAN SOLUTIONS

Getting On Message With Physicians

**Healthcare Marketing & Physician Strategies Summit
Orlando, Florida
May 2, 2014**

Paul Szablowski
SVP Communications & Image
Texas Health Resources

Jeff Cowart
Partner
Barlow/McCarthy



Speaker Profile



Paul Szablowski

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.



Speaker Profile

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.



Jeff Cowart

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.



BARLOW / MCCARTHY
HOSPITAL - PHYSICIAN SOLUTIONS

**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



. . . Voice of the Physician

84%

believe the medical profession is in decline



. . . Voice of the Physician

82%

believe they have little ability to change the
healthcare system



. . . Voice of the Physician

92%

unsure where the health system will be or
how they fit in 3-5 years from now



. . . Voice of the Physician

72%

believe hospital employment of physicians
will erode physician/patient relationships and
quality of care



... 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



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 . . .”



What we've got here is failure to communicate. . .

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



Cool Hand Luke, 1967



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



Cool Hand Luke, 1967



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

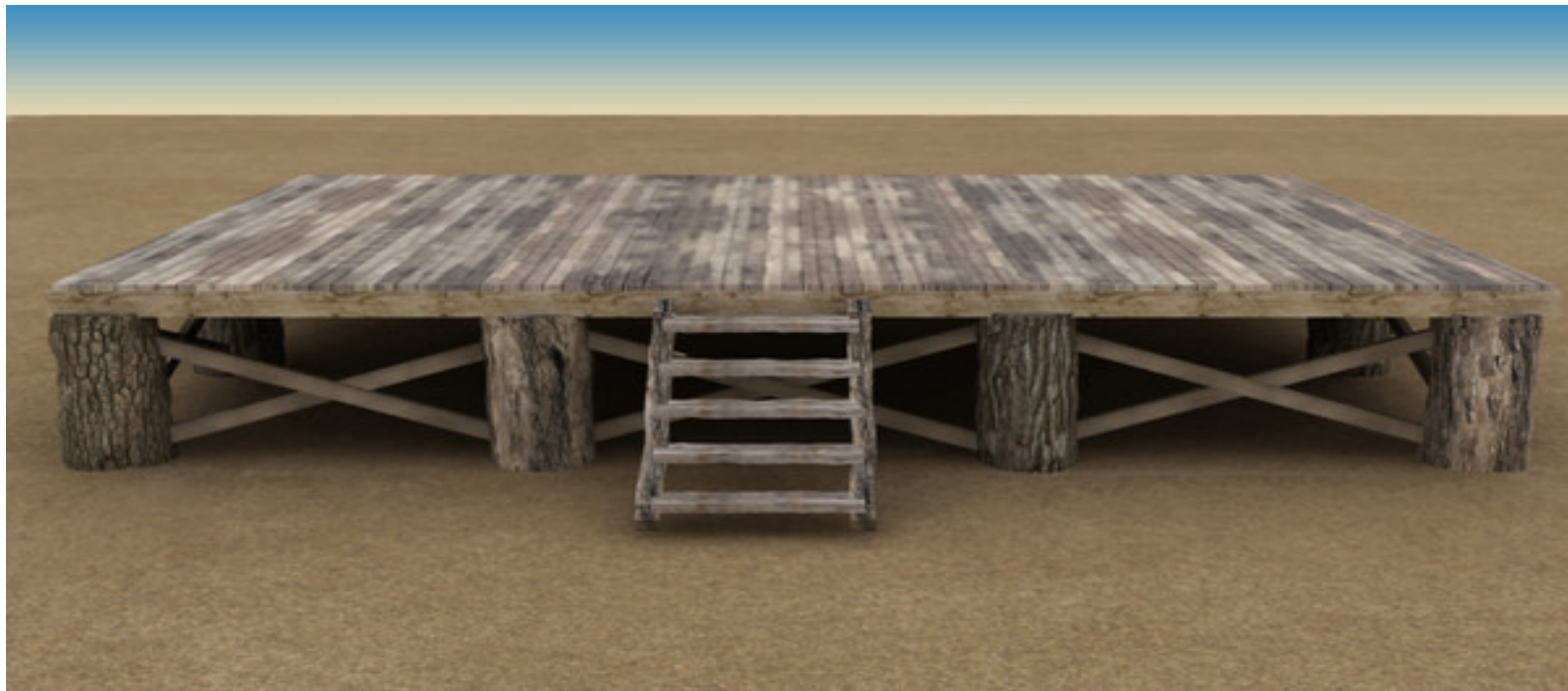
never ends with an

“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



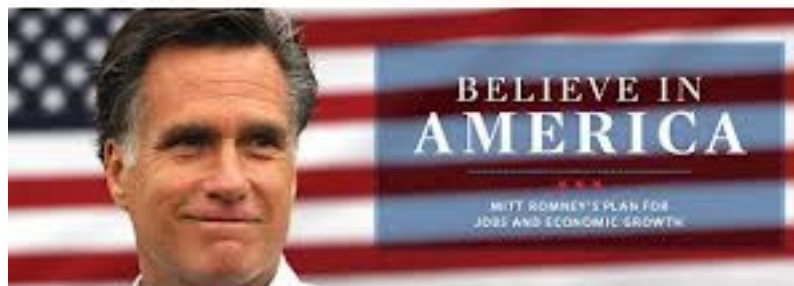
Message Matters



What was the campaign message of each candidate?

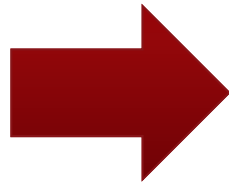


Message





Message, Platform, Positioning



Planks in His Platform

- Jobs & Economy
- Women's Issues
- Health Care
- Immigration
- Gun Violence Prevention
- Climate



BARLOW / MCCARTHY
HOSPITAL - PHYSICIAN SOLUTIONS

The Six Elements of Message

For Physician Engagement & Alignment



6 Elements of Physician Engagement

BEGINS WITH 

**Leadership
Commitment**

Policy

**What You Need
to Know to
Practice Here**

**Benefits of
Aligning with
Us**

Value &
Opportunity

Context

**Clarify
Misunderstood
Elements**

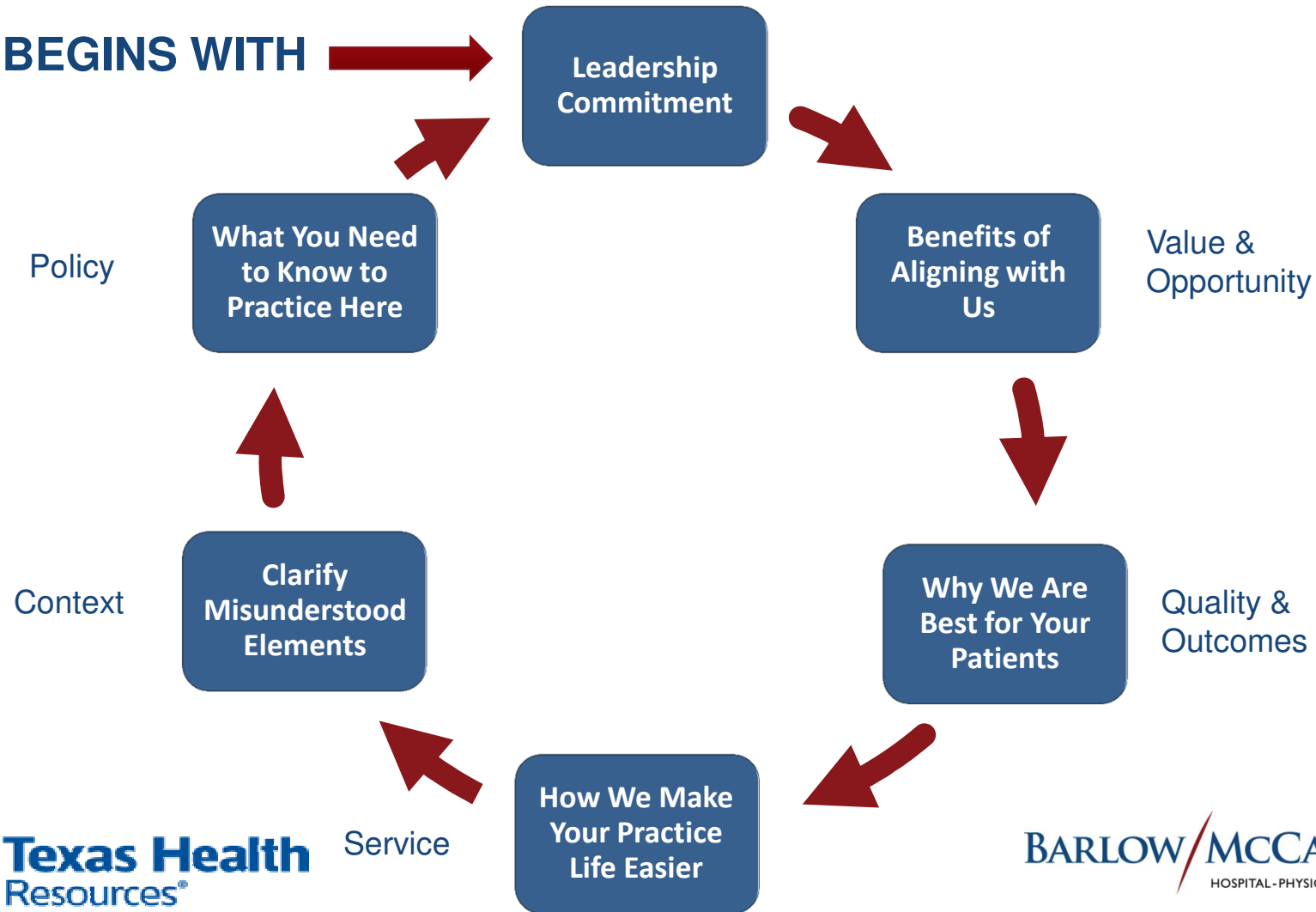
**Why We Are
Best for Your
Patients**

Quality &
Outcomes



Service

**How We Make
Your Practice
Life Easier**





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





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

Which of these 5 Dimensions is the center of your position

Tier 3

Context

How Misunderstood Elements Fit In

System / Med Policy

What You Need to Know to Practice Here



BARLOW / MCCARTHY
HOSPITAL - PHYSICIAN SOLUTIONS

Examples of Successful Message

NATIONALLY RANKED LOCALLY TRUSTED

– *US News & World Report Rankings*



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.



Dr. Lovelesh Manocha,
Stroke Survivor



iTrustBaptist.com

For seminars, call (210) 297-7005



- Practice Launch
- Sales Team Targeting



INTRODUCING MICHAEL W. HENNESSY, M.D.

Dr. Hennessy has joined The San Antonio Orthopedic 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 offices in the new Mission Trail Medical Plaza, 3327 Research Plaza, Suite 404, next to Mission Trail Baptist Hospital.

Call Access Baptist at (210) 297-7005 to schedule an appointment.



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 Behrooz A. Akbarnia.

TRUSTED

FOR OBSTETRICS & GYNECOLOGY



Exceptional personalized care of women's healthcare concerns.

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

Barbara McLaren, MD, FACOG
Mission Trail OB/GYN

3327 Research Plaza, Suite 206
San Antonio, TX 78235

210-333-2781

info@mtobgyn.com

www.mtobgyn.com



Passionate people. Compassionate care.

Mission Trail Medical Plaza
3327 Research Plaza, Suite 404
San Antonio, TX 78234
(210) 297-7005

MissionTrailBaptist.com



Passionate people. Compassionate care.

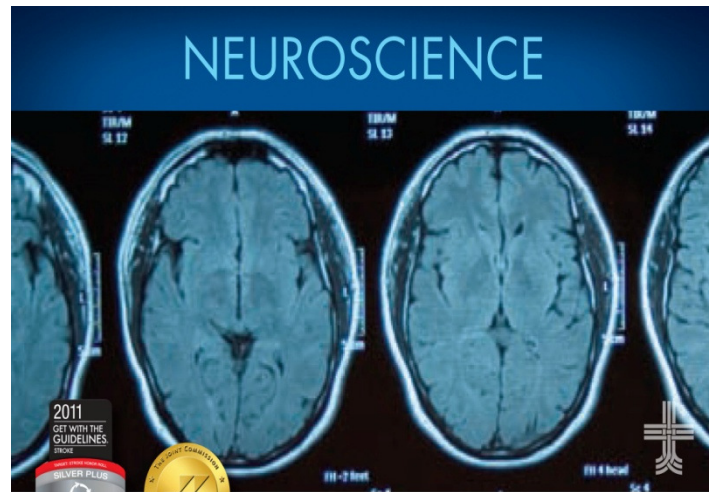
36

Mission Trail Medical Plaza
3327 Research Plaza, Suite 206
San Antonio, TX 78235
(210) 333-2781

MissionTrailBaptist.com



- Used by Sales Team on PCP, Specialist & Rural Calls
- Outlines BHS Market Strategy
- Highlights BHS Services Assets
- Emphasizes Outcomes
- Leadership Bios/Contacts

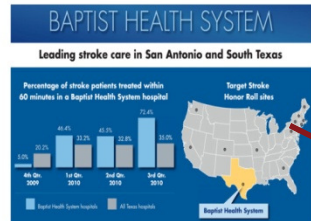


FIRST TO DELIVER TRANSFORMATIVE STROKE CARE

- FIRST 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 awarded The American Heart Association Get with the Guidelines Silver Award for Stroke Care
- Rehabilitation services available through HealthLink
- Two Outpatient PET/CT Scanners available through M&S Imaging

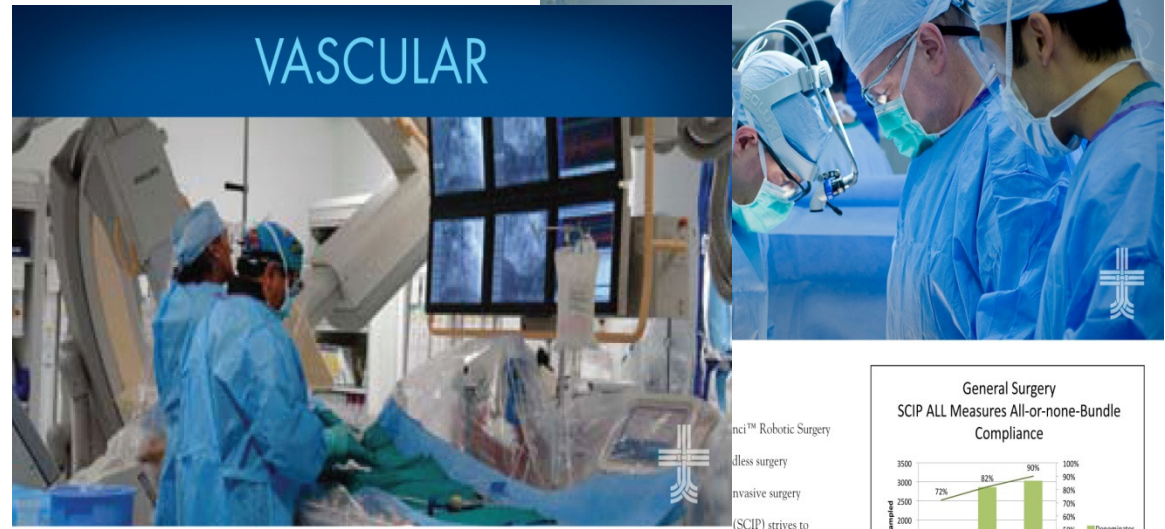
EXPECT INNOVATION

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 suite.



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

The Brain & Stroke Network, the first stroke network in San Antonio, has transformed stroke care and outcomes. It has earned awards and distinctions for excellence – but most importantly, it saves lives every day.

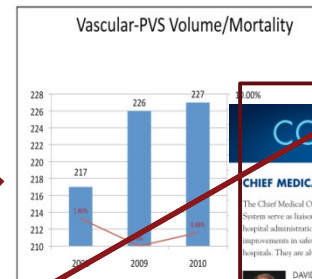


TRUSTED FOR QUALITY & RESULTS

- 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

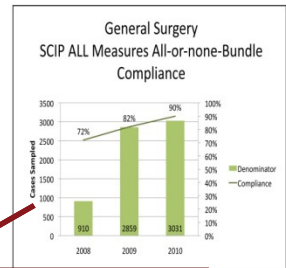
BAPTIST IS THE DIFFERENCE

Baptist Health System offers a wide range of vascular services at each of our five hospital campuses.



"The Vascular Institute of San Antonio Medical Center and Northeast Baptist provide a complete complement of int and treatment options for patients su Peripheral Vascular Disease."

- Gerardo Ortega, MD, Peripheral Vasc



CONTACT INFORMATION

CHIEF MEDICAL OFFICERS

LEWIS GREENBERG, MD
 - Vice President, Physician Integration
 Under former reimbursement plans, it will be essential for successful hospitals to keep patients as healthy as possible before, during and after hospitalizations. As Vice President of Physician Integration for Baptist Health System, Dr. Greenberg will lead the development of clinical alignments between hospitals and physicians in preparation for Baptist to become an Accountable Care Organization. Before joining Baptist Health System, he served as Vice President of Operations for Southland Health Partners, a Division of The Advisory Board that helps non-profit and faith-based health systems to strengthen the performance of their physician employment enterprises. Dr. Greenberg may be reached at lgreenber@baptisthealthsystem.com

DAVID SIEGEL, MD, JD, FACEP, FACP
 - Chief Medical Officer, Region
 Dr. Siegel is board certified in Internal Medicine and Emergency Medicine and has served a national reputation for his accomplishments in health policy, Emergency Medical Treatment and Active Labor Act (EMTALA) legal compliance, and clinical care process redesign. Prior to joining BHS, Dr. Siegel served as Senior Vice President of Clinical Effectiveness, Medical Affairs, and Chief Quality Officer for Montefiore Health System in Neptune, New Jersey, the largest health system in Central New Jersey. Dr. Siegel may be reached at dmsiegel@baptisthealthsystem.com

DEAN FRENCH, MD
 - Chief Medical Officer, Southeast Baptist/ Mission Trail Baptist Hospital
 Dr. French is a decorated army officer, having served in the U.S. Army Special Forces Airborne Division for 16 years. He is board certified in family practice, but has also worked as an ER physician and as a hospitalist during his 11 years in medicine. Most recently Dr. French served in the dual role of Chief Medical Officer and Chief Operations Officer at Faith Regional Medical Center in Norfolk, Nebraska, a 227-bed acute care facility with two campuses and Centers of Excellence in cardiovascular care, cancer care, orthopedic care, physical rehabilitation and obstetrics. Dr. French can be reached at dfrench@baptisthealthsystem.com

RICHARD MARPLE, MD
 - Chief Medical Officer, Dr. Luke's Baptist Hospital
 Dr. Marple was previously the CMO at Eisenhower Army Medical Center in Fort Gordon, Georgia, one of the Army's premiere training hospitals. He retired from the Army Medical Department as a Colonel after 32 years of active service. Prior to his time at Eisenhower, Dr. Marple and his family lived in Germany for four years where he served as CMO at the U.S. Army Medical Activity in Heidelberg, Germany, and then was selected to be Commander (CEO) at the U.S. Army Health Clinic at Ft. Belvoir in Sturgis, Germany. Dr. Marple may be reached at rmarple@baptisthealthsystem.com

(CONTINUED)

Outcomes – Why Baptist is Best for Your Patient



INTRODUCING MICHAEL W. HENNESSY, M.D.

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

- Degenerative disorders
- Herniations
- Trauma
- Infections

DR. HENNESSY'S SPECIAL INTERESTS INCLUDE:

- Minimally Invasive techniques
- Lateral Access surgery
- Microsurgical techniques
- Spinal Decompression and Fusion
- Trauma care



Dr. Hennessy offices in the new Mission Trail Medical Plaza, 3327 Research Plaza, Suite 404, next to Mission Trail Baptist Hospital. Call Access Baptist at (210) 297-7005 to schedule an appointment.

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 Behrooz A. Akhavan.

MISSION TRAIL BAPTIST HOSPITAL
 Passionate people. Compassionate care.

Mission Trail Medical Plaza
 3327 Research Plaza, Suite 404
 San Antonio, TX 78224
 (210) 297-7005

MissionTrailBaptist.com

Advertising/Posters

SAVE THE DATE

Our Journey to High-Reliability Care

A Continuing Medical Education Presentation

Open to all Baptist Health System physicians, Physician Leadership Council, Medical Executive Council and Medical Executive Board

Saturday, May 19, 2012

- 7:30 to 8 a.m. – Breakfast
- 8 a.m. to Noon – CME Presentation

Baptist School of Health Professions
 Conference Center
 8400 Datapoint Drive
 San Antonio, Texas 78229

Speaker

James E. Orlikoff
 President, Orlikoff & Associates, Inc.

R.S.V.P. requested
 Telephone (210) 297-1080
 or Fax (210) 297-0016

This live activity has been approved for **AMA PRA Category 1 Credit™**. The Baptist Health System is accredited by the Texas Medical Association to provide continuing medical education for physicians.

E-Mail Templates

NATIONALLY RANKED
— LOCALLY TRUSTED —
 FOR HEART AND CIRCULATORY HEALTH

BAPTIST HEALTH SYSTEM

BEST
 HOSPITAL
 US NEWS
 SAN ANTONIO, TX
 2011-2012

BSHHearts.com

29 Days of Heart Health
 Day 14: Heart Healthy Valentine's Day Recipe



Robert Schnitzler, MD, FACC, FACP, FSCAI, FQCP, Cardiologist

Cardiovascular Consultants, PLLC
 8122 Datapoint Drive, Suite 700
 San Antonio, Texas 78229
 Phone: 210-615-0600
 Toll Free: 800-DR-HEART

Learn more about Cardiac Care at Baptist Health System



Day 14: Heart Healthy Valentine's Day Recipe

Happy Valentine's Day! This is a great day to remember to take care of your heart physically as well as emotionally.

Here is a heart healthy recipe to share with your loved ones on this special day.

Penne Pasta with Sausage and Peppers

- 4 cups cooked and drained penne pasta, whole wheat or fiber enriched pasta such as Ronzoni Smart Taste
- 1 tsp olive oil
- 1 teaspoon minced garlic
- 2 links of turkey Kielbasa or Polish sausage, sliced diagonally in 1/4 inch slices
- 1 bag frozen Peppers and Onion Stirfry mix (red, yellow, and green bell peppers and onions)
- 1-1/4 oz. can Italian style diced tomatoes
- Parmesan cheese (optional)

Directions:

1. Cook pasta according to directions and set aside.
2. In large skillet heat olive oil over medium high heat. Add garlic and cook for 1 minute.
3. Next add sausage and cook for 3 minutes. Stir in frozen pepper and onion mix and cook for 5 minutes.
4. Stir in tomatoes, cover and simmer for 5 minutes.
5. Toss in cooked pasta to sausage mixture.
6. Garnish with parmesan cheese if desired.

Nutrition Facts:
 Serving Size: 1 1/4 cups
 Calories: 381 kcal
 Fat: 10.9 gm
 Fiber: 7.6 gm
 Carbs: 52 gm
 Protein: 20 gm
 10 Weight Watchers Points P

Physicians are members of the m

**PC NOT WORKING?
 TROUBLE LOGGING ON?**

Speed Dial 21
 or
Call Help Desk at 7-8721 (Option 1)

baptisthealthsystem.com
 Nationally Ranked. Locally Trusted.



dbdave@baptisthealthsystem.com

Direct Mail

NOW! PHYSICIAN CRITICAL INFORMATION

1 February, 2012

Re: Acetest for detection of acetone in serum/ plasma

Situation: Shortage of Acetest tab

Background: Acetest tablets are serum ketones, for example in the The manufacturer has encountered in a nationwide shortage of Acetest supplier, and several area hospital

Assessment: New supply is antic but this is not assured. At present, expected, depending upon deman possibility exists that we could ex provide this test.

Plan: If the current supply become supplied, then the Acetest will not (dipstick) will still be available for

Daniel D. Mais, M.D.
 210-863-2646



Newsletters



Don't miss the Matt Karns Circle of Care 5K Run/Walk this Saturday. Health Fair will follow the Saturday event. [Learn more.](#)

EMPLOYEES

EHR upgrade begins this weekend

To improve patient safety and services to physicians and clinicians, BHS is upgrading Electronic Health Record (EHR) software over the weekend. [Click here](#) for tips on how this will affect you. After the upgrade, SuperUsers wearing red scrub tops will be available if you need help.

Nurses and hospital staff with questions, contact your director or hospital CMO.

Seminars support financial health

Free Financial Management seminars are scheduled at 11 a.m. and 5:30 p.m. March 7 at St. Luke's Baptist Hospital.

PHYSICIANS

EHR upgrade begins this weekend

To improve patient safety and services to physicians and clinicians, BHS is upgrading Electronic Health Record (EHR) software over the weekend. [Click here](#) for tips on how this will affect you. After the upgrade, SuperUsers wearing red scrub tops will be available if you need help.

Physicians with questions, contact your hospital CMO or [Paul Veragoe, MD](#), Chief Medical Information Officer at (210) 387-0306.

Physicians, don't miss the third annual medical staff appreciation luncheon, set for Friday, March 30 at the Heasman Dove Room at the Henry Gonzalez Convention Center. You could have received your [Save the Date](#) postcard, and you'll receive an invitation soon.

Save the date, March 30, for 'Roundup at the Lonesome Dove'

Physicians, don't miss the third annual medical staff appreciation luncheon, set for Friday, March 30 at the Heasman Dove Room at the Henry Gonzalez Convention Center. You could have received your [Save the Date](#) postcard, and you'll receive an invitation soon.

Share the knowledge: Multidisciplinary Breast Cancer Conferences

Physicians, don't miss the third annual medical staff appreciation luncheon, set for Friday, March 30 at the Heasman Dove Room at the Henry Gonzalez Convention Center. You could have received your [Save the Date](#) postcard, and you'll receive an invitation soon.

Connect with Baptist



Recognition Dates

- March is National Colorectal Cancer Awareness Month

Email of Encouragement

Get your **SPIRITUAL ENCOURAGEMENT** on the BHS intranet each day.

Physician Newsletters

- NOW! Physician Critical Information
- PCOE Newsletter
- Laboratory Newsletter

Continuing Medical Education

- Cancer CME Conferences
- Peripheral Vascular Update
- Cancer Update Conference 2012

Access the Physician Desktop

baptisthealthsystem.com/doctors

Pocket Cards



baptisthealthsystem.com
 Nationally Ranked. Locally Trusted.



Baptist Medical Center • Mission Trail • North Central
 Northwest • St. Luke's • MAS Imaging Centers
 HealthLink, Fitness and Rehabilitation Centers
 School of Health Professions



BARLOW / MCCARTHY
HOSPITAL - PHYSICIAN SOLUTIONS

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

Empty rounded rectangular box for defining the message.

GRAND NARRATIVE STORY

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

Large empty rounded rectangular box for defining the grand narrative story.



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



BARLOW / MCCARTHY
HOSPITAL - PHYSICIAN SOLUTIONS

THANK YOU

Paul Szablowski

PaulSzablowski @ texashealth.org

682.236.6976

Jeff Cowart

jcowart @ barlowmccarthy.com

202-604-2466