

Healthcare Strategy **Alert!**

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on the 21st Healthcare Marketing
& Physician Strategies Summit

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forum FOR HEALTHCARE STRATEGISTS

This issue of *Healthcare Strategy Alert!* is produced in cooperation with Coffey Communications, Inc.

It's All About the Customer!

Twenty years ago, the Forum for Healthcare Strategists held its first Summit for marketing and physician relations executives. It was called the Customer Based Marketing Forum, and marketers were urged to become the voice of the customer within their organizations and to recognize that “Never has there been a more exciting time for healthcare marketers. New technologies are changing communications with patients and providers, improving quality, increasing access to care, enhancing productivity and efficiency, and cutting costs.”

Those words are as on target today as they were then. Customer experience; the digital patient journey; and new technologies and approaches for communicating with and engaging patients, consumers, and physicians dominated the agenda, as well as discussion among attendees, at the **21st Healthcare Marketing & Physician Strategies Summit** this past May—and the excitement was palpable!

Read on for some of the highlights. And join the conversation at the **22nd Healthcare Marketing & Physician Strategies Summit**, May 8-10, 2017, in Austin, TX!



Judy Neiman,
President
Forum for Healthcare
Strategists

8 Thought-Provoking Questions (and Answers!) From Hospital Marketing Leaders

By **Jessica Levco** and **Debbie Reczynski**

In transition. Sliced up. Exciting. This is how seven marketing leaders at major hospitals and health systems describe the current state of healthcare marketing. They gathered together at the **Healthcare Marketing & Physician Strategies Summit** in Chicago to share their thoughts, concerns, and hopes for the industry's future.

The discussion was facilitated by **Karen Corrigan**, CEO, Corrigan Partners.

Following are some of the key insights that emerged.

1 What are the challenges you face in your marketing department?

Brian Gresh, Executive Director of Multi-Channel Content Marketing, Cleveland Clinic, Cleveland, OH: As the emphasis on customer experience grows, the lines between marketing and operations are getting blurred. Marketing is getting invited to a lot more conversations lately. It's a good thing, but it can be a strain on our resources. Everybody wants “marketing,” even if they're not exactly sure what that means. Additionally, while marketing and communications play a big role in communicating the patient experience and managing the online customer experience, it doesn't begin and end with marketing. So, the issue is, how can marketing and operations work together for more effective customer experience management?

Kelly Faley, Vice President, Web Strategies and Customer Contact Centers, Sharp HealthCare, San Diego, CA: With the push by

insurers to higher deductibles and narrow networks, consumerism is just going to grow and grow. Narrow networks have grown rapidly in California, and that has a huge effect on how we bring patients into the system. Our leadership is starting to see this trend toward consumerism and how it is creating a demand for a different approach to services—almost like retail health. We have to be prepared for what that will bring.

Lori McLelland, Corporate Director, Emory Healthcare, Atlanta, GA: The emphasis of population health is starting to change our outlook on how we reach out to patients. Because of ACOs, narrow networks, and population health goals, there is a new level of complexity in how patients are brought through the pipeline. So, our leadership wants us to be strategic in how we reach certain patient groups.

2 Why is it important to “own” your brand?

David Feinberg, Vice President, Chief Marketing Officer, NewYork-Presbyterian Hospital, New York, NY: Everyone in the organization needs to know what your



brand stands for so that you can deliver on this promise you've made to customers. Think of your brand as an invisible hand guiding the organization. Your staff will do or not do certain things because of your brand. They will say or not say certain things depending on whether it's a part of your brand. Your brand is an efficient way to have an impact on your hospital's culture and ultimately patient experience.

3 How are millennials impacting your marketing strategy?

Simon Yohe, Director of Digital, Orlando Health, Orlando, FL: There's an assumption among millennials that no matter where they go, they'll have a good physician. High quality is expected, so when they are looking for a physician, they're focusing on convenience and the ability to make appointments or online payments. And ideally, we want to make it possible for them to get an appointment the same day. Millennials want access now, so urgent care and telemedicine are really important.

Gresh: It's not only millennials that want those things, though. People of all ages are interested in convenience, and you will find people in every age group who use online tools and technology. So it can

be dangerous to get too caught up in market segmentation. We need to assume that everyone will move forward. Nobody is using the Yellow Pages anymore. It's important to focus across the board on digital content that is collaborative, engaging, convenient, and community-focused.

4 With new digital platforms and tools constantly coming and going, how do you keep up?

Yohe: We don't bite off more than we can chew. I understand my limitations. I want to do it all, but you just can't. You have to innovate at a manageable pace. And once you start with a platform, whether it's Facebook, Twitter, or an online community of your own, you have to be committed to maintaining it and keeping up with new content or you will look like a failure. You also have to be able to separate what's a fad from what's a trend.

Gresh: The one constant is video. Even though it may shift from platform to platform, people are going to consume it—and increasingly, they're going to do so on a mobile device. Don't worry so much about all the new platforms that come out. As long as you have a core

strategy for video, you can shift toward a new platform. Mobile is another area that we all need to pay attention to. With mobile, consumers can access content anywhere, anytime, so we want everything to be mobile accessible. Mobile impacts our ad strategy, customer service, and scheduling ... in fact, there's not one part of healthcare that mobile doesn't touch.

Faley: We're trying to figure out the right media mix. We're always thinking about how much we should invest in broadcast versus digital, what the rate of the shift should be, and how to align staff to accomplish everything we want to do. For example, who does the video that goes online? Who writes the display ad? It's a constant negotiation.

5 What are some new marketing efforts you're working on?

Suzanne Hendery, Vice President, Marketing & Public Affairs, Baystate Health, Springfield, MA: There's a shift to helping the public get healthier. For example, the HHS developed Healthy People 2020. This is an initiative that has taken every illness and has a metric for it. The goals are right there for us to

(Continued on page 4)

“As the emphasis on customer experience grows, the lines between marketing and operations are getting blurred.”



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lower rates of breast cancer, lung cancer, and other diseases. Marketers have an opportunity here to use our public health muscle and make our campaigns more like those of the World Health Organization. It's a whole new way of training marketing staff, and it also requires different metrics for measuring marketing success.

Now, both types of metrics need to be counted: strategic and financial. Strategic metrics include population health metrics, which will become more important as the shift from volume to value and population health continues. Volume will still matter, though—it will just be measured differently. For example, it might include covered lives, patient self-reported measures of health, or appropriate utilization instead of simply appointments, admissions, and procedures.

6 What are some of the newer issues or challenges when it comes to physician marketing or physician relations?

McLelland: Some physicians still ask for billboards, or they want to know why they aren't on TV. While you may not need to do away with all billboards and television advertising, there is a need to help physicians understand the ways that patients find information and choose a hospital or physician in today's digital age. They need to understand why digital approaches, such as online physician profiles and find-a-doctor tools, can be more effective than billboards for attracting and engaging patients.

Marlana Beck, Director, Referring Provider Office, Mayo Clinic, Jacksonville, FL: Social media is changing the conversation too, but

getting physicians to adopt social media can be a challenge—there's a huge learning curve. Mergers and acquisitions also create challenges, including engaging new physicians, integrating previously disparate practices or networks so that physicians come together as one unified system, and helping physicians adapt to new referral networks. Additionally, the liaison can assist the marketing team in developing effective provider-focused communications about the new entity; its affiliated physicians; and what it means in terms of services, referral arrangements, and access to care.

7 What about the marketing team? Are there challenges there as well?

Gresh: There's so much competition out there for strong marketing talent. We want IT programmers and developers, but they don't have to be specialized in healthcare. You don't always have to hire people who come from other hospital systems; you can look at people from start-ups, hospitality, or other fields as well. What really matters most when you're recruiting new employees is making sure your benefits and salary are competitive.

Hendery: I keep asking team members across marketing areas to adopt a 24/7 mindset when it comes to the web and customer service. Public relations at a hospital has never been a 9-5 job—and yet we've found ways to cover and make the workload manageable. So, we are exploring new arrangements—for example, maybe staggering work schedules that are both convenient for the team member and the organization—so we can cover questions coming from the website and social media on nights and weekends.

8 Any thoughts on the future of healthcare?

Feinberg: I expect in 10 years, kids aren't going to care about owning or driving a car; the Google Car will take them where they want to go. So, they'll only be concerned about transportation. That level of transformation will happen in healthcare as well. The next generation won't be concerned so much with healthcare; they'll just want to be healthy. They will want to see your hospital as a function to maintain themselves, but they might not need you to play a huge role in their lives.

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“The next generation won't be concerned so much with healthcare, they'll just want to be healthy.”



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To Apply

Visit the Forum website to apply online: ow.ly/QHhy302r4Z7. The deadline for submissions is Monday, August 29, 2016. Accepted presenters will be notified via e-mail by late November. Note: Summit faculty receive a greatly reduced conference registration (\$295) as well as senior-level industry recognition.

Questions? Call the Forum at **312-440-9080, ext. 23**

Digital Engagement



What Matters Now

By **Jessica Levco** and **Debbie Reczynski**

It's no secret that consumers are increasingly going online for healthcare information—but how are they searching? And what are they doing with the information once they find it? Recent research from Google reveals some interesting findings.

In 2012, Google found that:

- ◆ 84 percent of patients use both online and offline sources for hospital research
- ◆ Patients search symptoms or conditions up until the moment of conversion
- ◆ Patients who research hospitals on their phones are more likely to book an appointment

Now, a 2016 study reveals even more about the digital patient journey:

- ◆ 60 percent of people use search on their mobile phone when choosing a hospital/treatment center

◆ 86 percent of people say search on mobile was influential in picking a hospital/treatment center

◆ 60 percent of people like to compare and validate information from doctors with their own online research

"Here are the main takeaways," says **Brendan Jacobson**, Strategic Partnerships Manager, Google. "Health consumers want things now. They want to feel empowered. And they want things to be easy."

It's All About Search

Jacobson stresses the importance of search as a means of connecting with consumers and patients. For example, consider what happens when someone searches "swollen ankle black and blue" on Google. No Google AdWords pop up, nor do any links directing someone to a nearby urgent care facility or hospital to get treatment.

"Marketers are losing patients by not paying attention to key search terms, such as 'hospitals near me,' 'emergency

room near me,' and 'lose weight,'" Jacobson says, adding that mobile is driving "near me" searches. In fact, those searches have grown more than 34 times since 2011 as mobile devices have become a "constant research companion" for consumers.

"You have to remember that health consumers want instant gratification," Jacobson says. "Search and mobile resources can influence health decisions. I believe that if you provide digital content and services *quickly*, that can help bring more patients to your hospital."

Hospital marketers might think they need to invest all their money into their websites or social media networks. But Jacobson cautions against this approach.

"You really need to use search to drive patient volume," Jacobson says. "The digital patient path starts with search. In fact, 70 percent of hospital traffic comes from search. There are all kinds of ways to use paid search to showcase your

priority service lines. Also, make sure your content is mobile-optimized."

Empowering Patients with Content

We all know that "content is king," but Jacobson points out that content needs to "do something." Healthcare marketers need to think about empowering patients with content. As Jacobson explains, "empowering" means:

- ◆ Health consumers use digital resources to validate information
- ◆ Comprehensive and relatable content is essential to success
- ◆ Video can be a tool to help educate and inspire health consumers

Tylenol is one brand that empowers patients to look at the content and then take action. "Tylenol creates content across the consumer's journey," Jacobson says. "Their content is focused on healthy living. For example, they create lifestyle content for people with arthritis. They address questions from consumers; bring in fun tutorials; and sell their products in a delightful, user-friendly manner."

Jacobson also urges marketers to make their website and apps "easy" to interact with. He says 77 percent of consumers switch if a mobile site or app doesn't make it easy for them to find what they're looking for.

"It's true that a consumer's attention span is shrinking, but their expectations aren't," Jacobson says. "Online and offline experiences should be intuitive and frictionless."

And, don't underestimate the value of video. More than a billion health YouTube videos were watched online in 2015, and the number of searches for "how to" videos has grown 70 percent over the last year.

"A video is a great way to be inspired and entertained," Jacobson says. "It helps patients understand treatment options. It prepares patients for appointments and empowers them to find out more about their conditions."

NewYork-Presbyterian: Cancer Unmasked

David Feinberg, Chief Marketing Officer, NewYork-Presbyterian Hospital, New York, NY, illustrates this point with the hospital's powerful animated cancer video (nyp.org). The video shows what immunotherapy is all about and how this kind of treatment can save lives.

"It was a campaign launched on traditional channels, but the focus was all about engaging the consumer online," Feinberg says. "It was set to reach consumers where they were looking. The long-form video lives on our microsite, which provides additional information about NYP's cancer program and our Find a Doctor tool."

Feinberg breaks down the strategy:

- ◆ The media strategy was content-driven
 - ◆ It favored tactics that were "one click" away to reduce barriers
 - ◆ It featured a fully integrated campaign, including PR and social media (both paid and organic) to amplify coverage
- The campaign also experimented with banner ads.

"In-banner video units allowed the consumer to engage with the video content within the banner itself," Feinberg says. "Contextually targeted display banners that drove viewers to the landing page yielded click-through rates more than 100 times the industry average."

In addition, YouTube pre-roll had strong video completion rates for both the 60-second and 110-second versions,

showing consumers remained engaged even with longer videos.

"Especially for patients or caregivers facing a diagnosis, we wanted to provide educational content where they naturally research information about treatment—online," Feinberg says. "The animated video was informative, timely, and visually engaging, which helped it to become highly shareable with amplified reach."

The video led to:

- ◆ 200,000 Facebook views, with a reach of more than 400,000
- ◆ 5.5 million social media impressions
- ◆ 382 million earned media impressions since launch

Ad industry coverage and recognition of the video has been outstanding. It was *Advertising Age's* Creativity Pick of the Day, made the *Advertising Age* Global "Hot List" and was featured in *Crain's Health Pulse*. *Fast Company* named it the "... most design-savvy Super Bowl commercial" and tweeted it to over 2 million followers.

Most importantly, the video is generating web traffic and interest in NYP services and physicians. "We've had more than 75,000 visitors to the microsite since launching the campaign in February," says Feinberg. "They spend an average of five minutes browsing the site, which shows that they are engaging with the content. And more than 350 people have used the Find a Doctor tool. So, we've been very pleased with the volume and engagement generated."

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Are Your Patients #1? Lessons from Marketing Leaders



By **Jessica Levco**

Patient experience is an area of growing importance for healthcare marketing executives—and leaders from Boston Children's Hospital, Baystate Health, and Cleveland Clinic are paying attention. They are making it a top priority and taking action to shake up the status quo.

Baystate Health: Keep Engaging with Doctors and Patients

"We've spent a lot of our time examining the leadership role of marketing in driving excellence in service design, patient experience, and social engagement," says **Suzanne Hendery**, Vice President, Marketing & Public Affairs, Baystate Health, Springfield, MA. "Our main goal is to continually re-engage with patients and physicians, and we do this by asking them what they want. We provide educational programs and make sure we're delivering our programs in the right way."

Because like most academic, tertiary level health systems, almost 80 percent of patient referrals at Baystate Health come from referring providers, Hendery urges marketers to treat physicians like customers.

"If you're an academic medical center, you really need to start a physician referral program," Hendery says. "We have a special 'Gold Card' number for our referring physicians' offices to call, so they can easily schedule appointments for new or urgent patients. Thanks to the outreach efforts of our providers in meeting the referrers in our community, our two representatives tracked \$8 million in adjusted new revenue from new referrals."

If you can show the science of marketing to clinicians, she adds, they'll be on your side when you talk about upcoming marketing or earned media campaigns. "Physician leaders underestimate how much they can change culture," Hendery says. "Marketing needs to support them and cheer them on."

When it comes to engaging patients, the marketing team created loyalty clubs, including Senior Class and Spirit of Women, which are focused on creating ongoing healthcare and social engagement with seniors and women.

Why women? Well, for starters, women make up the majority of healthcare decisions in families. And over the next 20 years, seniors will remain the dominant category for hospitalization.

Membership to the club is free. Members receive newsletters, service products and discounts, weekly health programs, and easy access to Baystate Health physicians and representatives to discuss health questions or concerns. As a result of these benefits, typically, 30 percent of program attendees make appointments afterward.

"The key takeaway is that we always involve patients in the development of their experiences," Hendery says. "We ask

questions, conduct surveys and focus groups, and listen to find out what they want and how we can best meet their needs.”

Cleveland Clinic: Don't Forget About Your Employees

The co-founder of Cleveland Clinic, Dr. George W. Crile, said years ago, “The strength of the individual was the strength of the group.” Today, the Cleveland Clinic marketing team has taken that message to heart with its seven-year centennial campaign, “The Power of Every One.”

The goal of the campaign is to enhance caregiver engagement and to communicate that all members of the team have a voice and can contribute to transformation.

“Here’s what our message comes down to: Everyone at Cleveland Clinic is a caregiver,” says **Paul Matsen**, Chief Marketing & Communications Officer, Cleveland Clinic. “We all have the power—the power to help, heal, and change lives. That’s the power of the group.”

Cleveland Clinic focuses its brand messaging on four things, Matsen explains: clinical excellence, patient experience, innovation and wellness.

“Each one is connected,” Matsen says. “You can’t have one without the other.”

Matsen also stresses how important employee engagement is to Cleveland Clinic’s success.

“We know that caregivers are dealing with stress and burnout, so we conduct wellness programs for caregivers and make sure our managers are trained on employee engagement,” Matsen says. “We also do a lot of town halls that focus on employee wellness. Because, the fact is, if we can’t care for our caregivers, how will they care for patients?”

Boston Children’s Hospital: Digital Content Matters to Millennials

Margaret Coughlin, Senior Vice President & Chief Marketing Officer, Boston Children’s Hospital, is learning how to deal with millennial patients. She describes it as a world where consumers are calling all the shots.

“Marrying the digital and physical world to meet the generational demand is messy, but achievable,” Coughlin says. “For starters, we pay a lot of attention to our online content.

It’s how we get more patients, generate awareness, and build engagement. It’s all about consumerism. The use of digital in a physical world needs to be top of mind.”

For example, the Heart Center at Boston Children’s Hospital wanted to create a Facebook community that focused on patient loyalty and gaining new customers.

“Our goal is to humanize care,” Coughlin says. “We respond to every post and engage with all the comments. We share a Photo of the Week from our fans and use advocacy groups to share content. We use photography, videos, and stories on our page.”

So far, the page has 53,000 fans. It has led to 17 patient leads and 35 referral questions.

Besides interacting on Facebook, patients also want to be digitally connected to the hospital. As an example, consider the forms new patients have to fill out before an appointment.

“Previously, paper forms were sent by mail. We saved 12 minutes of mom and clinician’s time per appointment when we switched to digital forms,” Coughlin says. “Half of our patients are phone and tablet users, as opposed to desktop or PC users, so we know we have to be mobile-friendly. That’s the future of healthcare marketing.”

Even though it was a hassle at first to switch to digital forms, she found that clinicians “are often digital change agents, especially when they connect your plan to their goals and priorities.”

“A 29-year-old mom isn’t interested in my flyer or 4 p.m. phone call, reminding her of her appointment,” Coughlin says. “She wants everything digital. When you book a flight, does the airline mail you a form to fill out? No! So, why were we mailing forms to patients?”

And that’s what the patient experience is all about: Figuring out what patients want. Listening to their needs and concerns. And most importantly, responding.

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“Our main goal is to continually re-engage with patients and physicians, and we do this by asking them what they want.”

Making Healthcare Radically Convenient

By Jessica Levco

Stop thinking about your hospital like a hospital. Think about it like a retail shop. That's the advice shared by marketing leaders from MultiCare Health System, Tacoma, WA, and Henry Ford Health System, Detroit, MI.

Christi McCarren, Senior Vice President, Retail and Community-Based Care for MultiCare, wants hospital marketers to know that "retail" isn't a dirty word.

In fact, retail health is a strategic business unit at MultiCare. McCarren defines retail health as engaging directly with consumers for healthcare-related products and services, in a price-sensitive environment. This could include convenient care clinics, medical spas, boutiques and gift shops, home diagnostics and remote monitoring, e-commerce, freestanding emergency departments, telehealth, and online scheduling.

"Retail health is changing how hospitals deliver care," says McCarren.

Ara Telbelian, Director of Marketing at Henry Ford Medical Group and Director

of Brand Management for Henry Ford Health System, agrees. "Retail health is all about making sure the delivery of care and services is radically convenient to the patient," he says. "It's all about making it easy and fast for the patient to receive quality care."

First Touch is Critical

When considering a retail approach, "healthcare marketers need to start talking to people at Nordstrom and Starbucks," McCarren notes. "They'll tell us what retail really is. We have to stop seeing it from our hospital lens."

She adds that a hospital's or health system's "first touch" with a patient is critical because that will often decide if a patient is loyal to the organization.

"Usually, we think of first touch points as a person's first ED visit or hospital

stay," McCarren says. "But now, a first touch point could be virtual, e-visits, freestanding EDs, or interacting with digital marketing copy."

As an example, when MultiCare Health System built its new urgent care clinic, a lot of time was spent figuring out how to design it, how to market it, and where to put it. And they didn't call it MultiCareUrgentCare. Instead, MultiCare named the facility Indigo Urgent Care, with its own logo and imaging.

"We didn't get hospital designers to do this," McCarren says. "We got people from the outside to design it. I said, 'If I walk into this place and it looks like MultiCare, we've failed. It needs to look like the Starbucks of urgent care.'"

MultiCare officially launched the first of several Indigo Urgent Care facilities on June 17, 2016, as one part of a "first touch" strategy that also includes a retail partnership with Rite Aid/RediClinics in Rite-Aid stores, virtual urgent care through a partnership with Doctor on Demand, and e-visits through a new online tool called MultiCare eCare.

Radical Convenience at Henry Ford

Henry Ford Health System followed a similar strategy when building its QuickCare clinic in the center of Detroit's revitalized downtown.



Learn More!

Christi McCarren and Ara Telbelian

will be speakers for the Forum's September 28th Webinar on *Radical Convenience in Healthcare*. Visit healthcarestrategy.com to register!

"Retail health is all about making sure the delivery of care and services is radically convenient to the patient."

"For us, we wanted to focus on retail convenience," says Telbelian. "We've partnered with MinuteClinic to care for patients without an appointment at 17 CVS locations throughout Metro-Detroit, we have five Henry Ford walk-in clinics, and now we've introduced the QuickCare clinic to respond to a growing Downtown Detroit. The clinics are all about providing general medical advice and same-day care. These clinics are the gateway to our resource system because they lead to medical referrals."

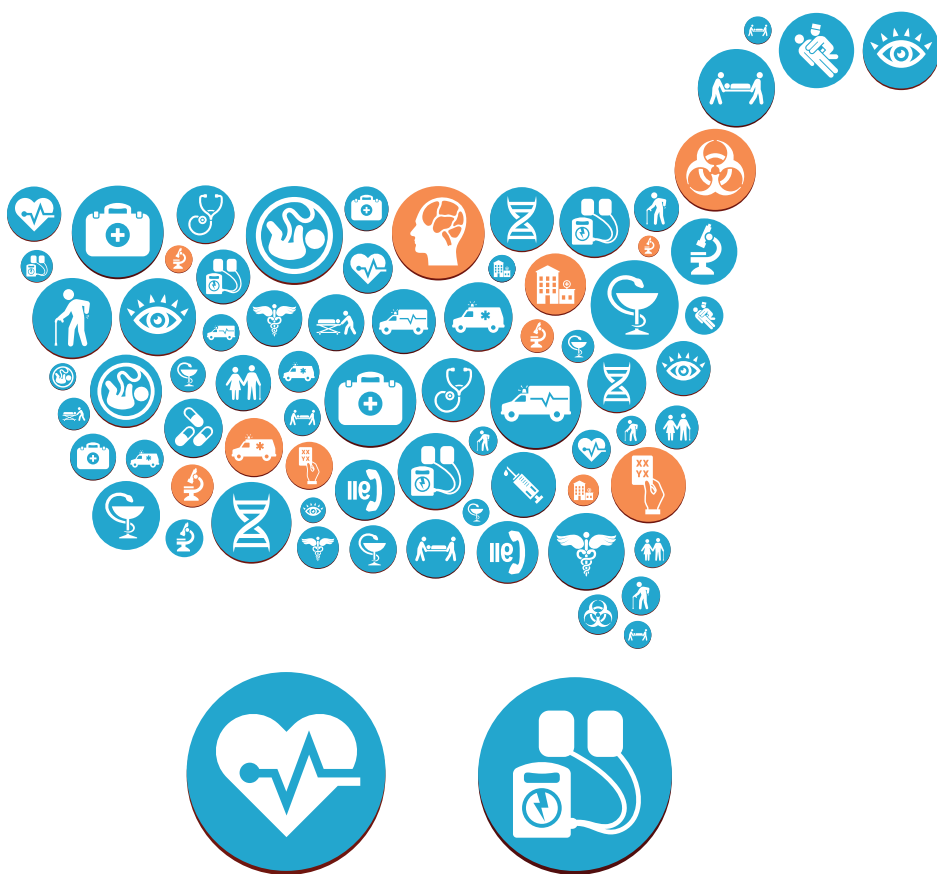
Located near the central business and financial district of Detroit, the new QuickCare clinic is within walking distance to businesses and retail spaces. The clinic's demographics are people between the ages of 25 and 49.

"We know that more and more patients are seeking care outside of a traditional hospital setting," Telbelian says. "Even if a patient doesn't have a primary care physician, our goal with the QuickCare clinic is to provide patients with convenient and affordable access to our doctors—that way, when they do need care for more serious medical issues, they already have a relationship with us."

It's open from 7:30 a.m. to 6 p.m., and people can reserve their spot in line by walking in, calling ahead, or booking online. The clinic is staffed by one nurse practitioner and one concierge during all open hours, with additional staff used as needed for boutique services.

And, they are taking advantage of it. "Since we opened the QuickCare Clinic, we have seen a steady increase of 8 to 10 percent growth in visits month to month," says Telbelian. "Patients enjoy the flexibility of being able to walk-in, and using a Health Care Concierge instead of a receptionist greatly facilitates referral retention and access to specialty care. So we think we're making progress."

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