

Marcom Post-Pandemic Pulse Check

Healthcare Marcom leaders weigh in on what comes next



The Skinny

WHAT WE DID

As COVID-19 cases dropped and the country began to reopen, we wanted a pulse check on healthcare marketing and communications leaders within our network.

We asked you 20 questions to understand where healthcare providers are in their COVID-19 journey, how your Marcom teams fared, what worked, what didn't and what you're focusing on today.

Here's what you told us. Here's what we heard. And here's what's next.

WHAT WE ASKED

- » How did your Marcom team perform during the pandemic; what's next for your team?
- » Has your organization moved on from COVID-19?
- » What's keeping you, as a Marcom leader, up at night?

WHO ANSWERED

52 Marcom leaders representing a broad cross-section of geographies and provider types

The Skinny

WHO YOU ARE

Directors, VPs, Chief
Marketing Officers, Chief
Communications Officers

WHERE YOU COME FROM



National
Systems



Regional
Systems



Academic
Medical Centers



Health Services
Companies



Community
Hospitals



Children's
Hospitals

If We Heard One Thing...

Respect for the value of marketing and communications soared during the pandemic, with Marcom leaders earning a well-deserved seat at the executive table.

Now, as a Marcom leader, you want to leverage that influence to:

- » **Organize your teams** and operations based on lessons learned
- » **Recapture volume** and consolidate use of pandemic-inspired innovations, tools and care models
- » **Recruit** new talent while **retaining and supporting** your exhausted workforce
- » **Drive forward strategic planning** that's finally resuming after the pandemic pause

What You Said

...And what we think about it

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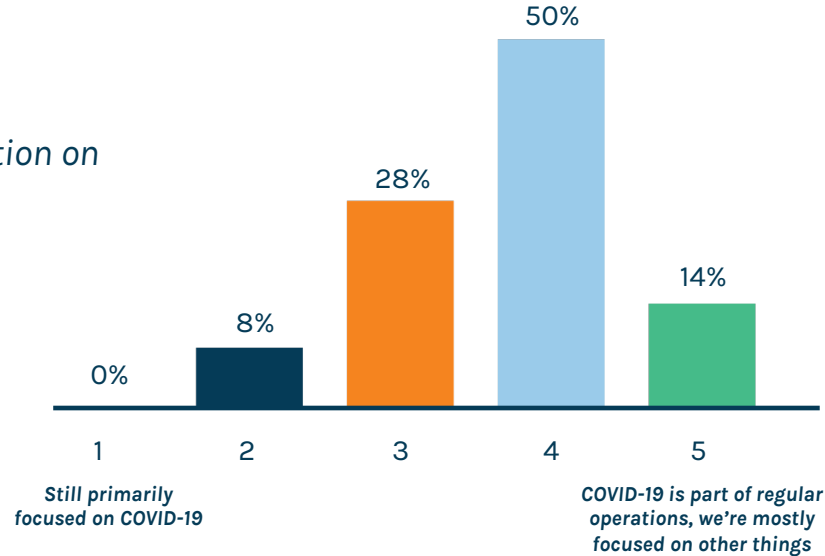
PHILLIPS
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forum FOR HEALTHCARE STRATEGISTS

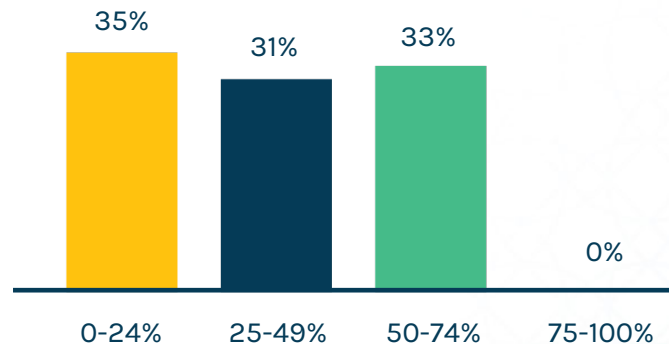
Are You Moving On? Or Stuck in COVID World?

WHAT YOU SAID

Where is your organization on the COVID-19 journey?



How much of your Marcom team's time is still being spent on COVID/vaccine-related efforts?



WHAT WE HEARD

Providers have reached an equilibrium with COVID-19 becoming part of normal operations and not an all-consuming crisis. Marcom's focus is turning to long-term issues that will influence the organization's sustainability.

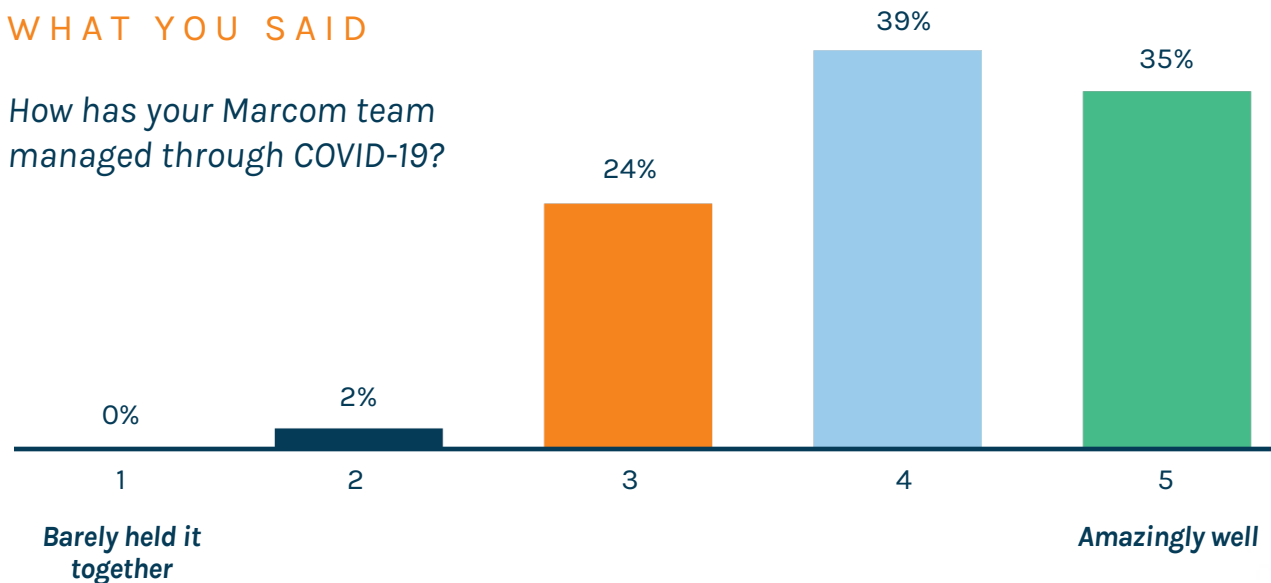
WHAT COMES NEXT

Now is a good time to begin sorting through your existing communications materials and procedures. Review what worked and what didn't during the pandemic, update your proactive crisis communications plan and survey your team for feedback on tools and channels you should use going forward.

How'd Your Team Perform During COVID?

WHAT YOU SAID

How has your Marcom team managed through COVID-19?



“Despite the scary nature of navigating a pandemic, my team remained fully focused on our communications/marketing needs - keeping the patient/community/employees at the heart of all we did and still do today. **We banded together, locked arms and supported each other every step of the way.**”

WHAT WE HEARD

Your teams exhibited remarkable flexibility, resilience and creativity. Marcom leaders perceived their teams' performance to be outstanding.

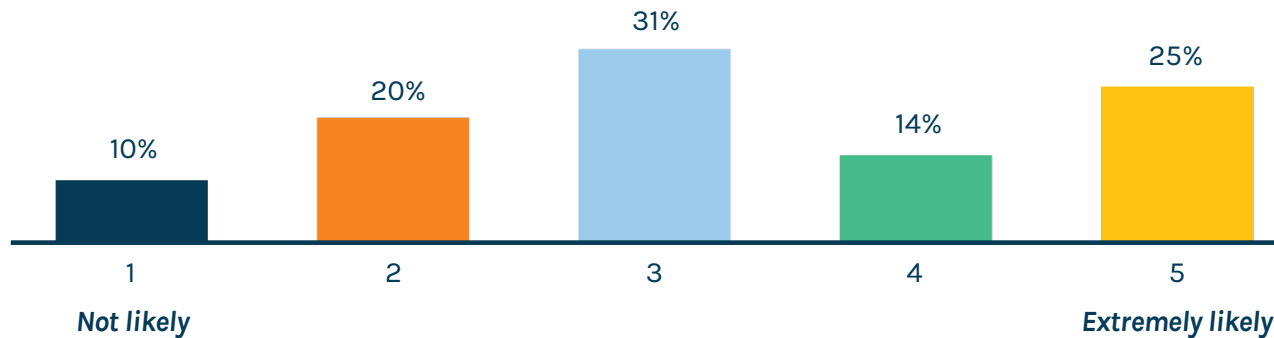
WHAT COMES NEXT

First, pause and thank your team. Then, get their take on what worked well and where vulnerabilities or gaps were exposed that need to be addressed for the future. Measure your performance to determine how well it stacks up with the positive perception.

Are You Shuffling Your Team for the New Era?

WHAT YOU SAID

How likely are you to consider reorganizing your Marcom team for the post-COVID world?



“In the future we’re looking to **pool resources** and remain more budget flexible.”

“**We want to keep utility players** - move folks across the team where demand dictates.”

WHAT WE HEARD

While the team’s performance was strong during the pandemic, nearly 70% are considering reorganizing their team (including a full third of strongly considering it).

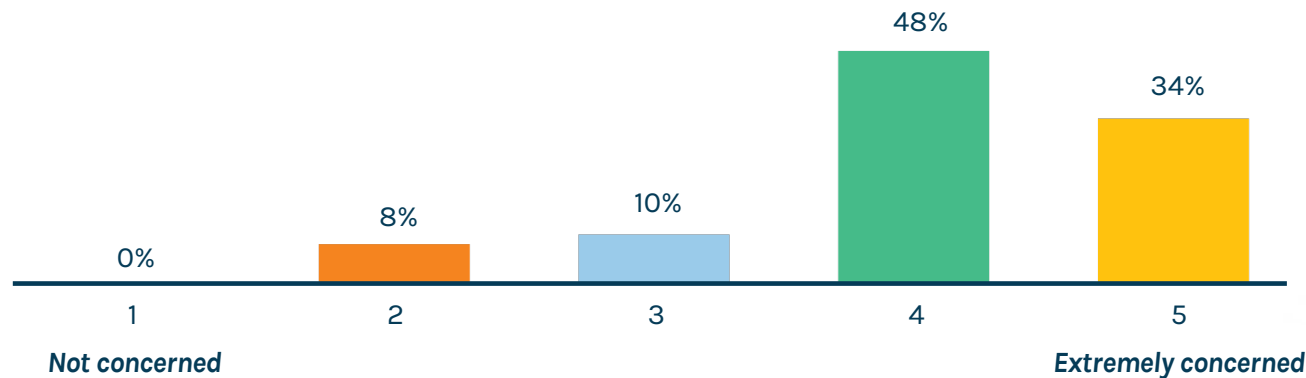
WHAT COMES NEXT

It’s the perfect time to audit your team’s infrastructure, capabilities, responsibilities and accountability against high performing Marcom functions and where your organization needs it to be going forward.

What's Keeping You Up at Night?

WHAT YOU SAID

How concerned are you about **employee burnout, engagement and resilience**?



“I’m concerned about **changes in workforce and working environment**. Keeping nurses, avoiding clinical burnout. C-suite wants to see the same level of communications output, without the urgency of COVID. **Our staff did what they could during an emergency, but it is not sustainable.**”

WHAT WE HEARD

Retaining and recruiting clinical staff while also supporting exhausted clinicians is going to be critical for providers in the coming months. Stabilizing the healthcare workforce is necessary to continue delivering care and maintaining public trust – and doing right by those who sacrificed so much.

WHAT COMES NEXT

Get a pulse on your people. Meet with your team to hear how they’re doing and what they need. Consider a pulse poll or focus groups internally. Establish a baseline, set goals to improve and create a plan to get there.

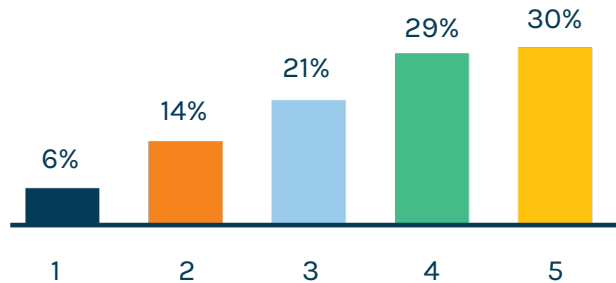
What's On Your Mind Today?

WHAT YOU SAID

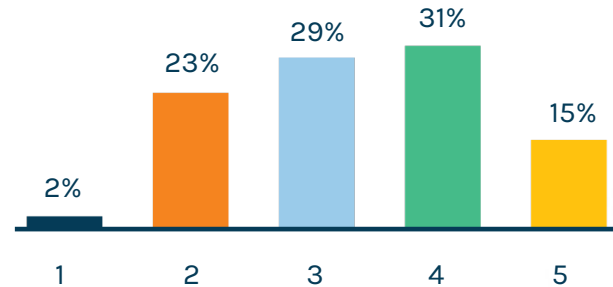
How concerned are you about...

1 - Not concerned 5 - Extremely concerned

Patient acquisition and volume recapturing



Disruptors/increased competition



“**There’s pressure to recapture lost revenue** and to not squander the opportunity that the COVID halo effect has given hospitals.”

“**Delivery of healthcare has changed.** We need to revisit our business models and change with it to meet consumer wants/needs.”

WHAT WE HEARD

Focus now is on regaining patients and competing with new entrants. Trends like the rise in telehealth, home-based and ambulatory care only accelerated during Covid. Now, you want to evaluate what to keep, change or toss – to help you stay on top of an evolving landscape.

WHAT COMES NEXT?

Providers should take a hard look at their digital footprint – everything from online reputation to social media presence to bill-pay tools – as well as their in-person environment and resources. It’s a consumer’s world, and providers must meet them where they are.

Four Things to Start Today

1

Audit and evolve your internal communications based on learnings from COVID-19

3

Work with HR, clinical and ops to check on your people and develop workforce engagement programs

2

Review your Marcom team structure to address gaps and gain efficiencies

4

Know where you stand with patients and evaluate your digital offerings

Need help?

The Jarrard team is actively working with nearly 100 healthcare providers as they recover, pivot and grow out of the pandemic. We'd be glad to help you, too. Let us know if you'd like to connect.

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