



Marketing Hospice - A Core Competency in Competitive Markets

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NHPCO: The Leader in End-of-life Education

Seminar Objectives:

- At the completion of this program, participants will be able to:
 - Identify key components of a successful hospice marketing campaign
 - Discern the advantages of provider and direct-to-consumer strategies
 - Develop a comprehensive marketing campaign

Myths about Marketing

- Marketing is sleazy
- Hospices don't need to market
- We would need a marketing team
- Marketing is expensive



Marketing is Sleazy

- No matter what you call it – just do it!
 - Outreach
 - Engagement
 - Education
 - Public/community relations
 - Sales
- If you don't get your messages out – who will?

Hospices Don't Need to Market

- Your competition is marketing their service
- Even if you aren't talking about your services, your competition is
 - Talk about what you do – not what your competition does or doesn't do

You Need a Marketing Team & You Can't Afford Marketing

- Everyone can and should be marketing
 - Staff, volunteers, referral sources and survivors
- Advertising *can* be expensive... marketing doesn't have to be
- Empower your staff and volunteers and you are half-way there!



Heard it From... NCHPP

- ...how to integrate marketing into all aspects of your organization's programs. We tend to think of "marketing" as that department over there that writes the ads and produces the newsletter. How can we work at staff buy-in that marketing has a role in increasing the ADC, enhancing relationships with providers, etc. I happen to think that "marketing" should be at the table when all that discussion is going on.

NCHPP is free to all employees and volunteers of NHPCO member programs - learn more at www.nhpco.org/nchpp

Staff Role in Marketing

- CEO
- Clinical managers
- Finance department
- HR
- Physicians
- Interdisciplinary team members
- Volunteers

Hospice Marketing Challenges

- Differentiation – how we are unique
- Competing with larger programs (\$\$)
- Getting attention of physicians
- Overcoming negative marketing
- Staff investment in marketing "not my job..."

NCHPP has free discipline and topic-specific list serves - learn more at www.nhpco.org/nchpp



Hospice Marketing Challenges

- Need scripting
 - Non-admits (ineligible)
 - Family reluctance
- Service
 - Prioritizing family referrals
- Referral source education
 - Starting the hospice talk
 - When to refer (earlier!)

Hospice Marketing Challenges

- Demonstrating ROI with consumer marketing
- Reaching faith communities
- Cultural barriers - fear
- What is hospice?
 - What's included/provided? What do I have to give up?

NH-CPP Marketing/PR/Development
Section - learn more at
www.nhppo.org/nchpp

Marketing consists of the strategies and tactics used to identify, create and maintain satisfying relationships with customers that result in value for both the customer and the marketer.

http://www.knowthis.com/tutorials/marketing/about_marketing/1.htm



Marketers Focus on:

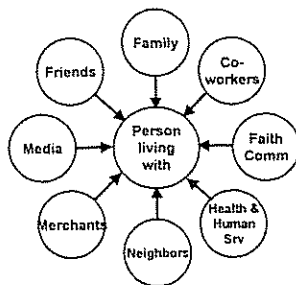
1. Target markets
2. Products/services
3. Promotion
4. ~~Distribution~~ Access
5. ~~Pricing~~ Competition
6. ~~Services~~ Service excellence

http://www.knowthis.com/tutorials/marketing/about_marketing/2.htm

1. Target Markets

- Market to consumers or providers?
 - Who are you trying to reach?
 - Who can *impact the decision* to select your services?
 - What do these influencers know about your hospice?

Spheres of Influence





Market Research

- Test messages, language, images
- Challenge assumptions
- Look for gaps between what is and what is needed
- Research in and of itself is an intervention
- Shoestring research

Your Target Market Has...

- A particular need
 - What is it?
- Decision making power
 - Who will say "yes" to hospice?
- Access to my services
 - How accessible are my services?

Hospice Market Research

- Service
 - Where people die
 - Non-admits
 - Referral sources
- Messages - focus groups
 - Survivors
 - Non-admits
 - Health fair/community event



Survey Staff and Volunteers

- Tell me about our organization.
 - Who do we serve?
 - What services are available?
 - How can I learn more?
- How can my Aunt Jane access services?
- What are we doing right?
- What could we improve?

2. Products/services

- What are you selling/promoting?
 - HMB? Palliative care? Community service?
- Is your program marketable?
 - Does it have a good/great reputation?
- See a need, fill a need?
 - How do you learn what the community needs?
- What do you provide that no other program has?
 - What makes it unique?

3. Promotion

- How do people learn about your services?
 - When you add a new service how do you promote it?
- What is your ROI for each promotion?
- Do you have different strategies and tactics for different audiences?



Types of Promotion

- Advertising
- Media planning
- Public relations
- Sales
- Community engagement

It's Advertising if it is...

- Paid
- Public
- Non-personal
- Persuasive
- Promoting products
(to existing and) potential customers

Advertising

- Why
 - You control the message, placement and timing
 - Potential huge exposure
- When
 - Need to reach large, new audiences
 - Have money
- What
 - Event
 - Specific
 - Message
 - Image
 - Presence



Hospice Advertising Ideas

- Clip ad
- Inserts
- Yellow pages
- Online
- Bill boards
- Wearable
- Signage
- Bookmarks
- Movie theater screen
- Mass mailings

Media

- If you want/need to control the message, pay for an ad
- Invest in relationships
- Learn about needs/motivations
- Pitch soft stories – complete package
- Identify your key message and work it into every answer
- Remember - no control

Hospice Media Ideas

- Stories you can pitch
 - Ride-alongs
 - Volunteers (children, celebrities, pets)
 - Hospice heroes
 - Local spin on national story – hospice month, LIVE campaign
- Press releases
 - New programs, services, people, space, recognition
- Photo ops
 - Teen volunteers sort 1,000 donated teddy bears



Public Relations/Outreach

- Friend raising
- Create visibility
- Develop distribution channels
- Thanks...
- PR doesn't have a short-term ROI

It's all about relationships

Does Everybody Knows Your Name?

- "Good afternoon hospice, how may I direct your call?"
- "My name is Terri and I'm with the Blue Team..."
- Email signature line, fax cover sheet
- T-shirts, bags and pens, oh my!

Put Your Best Foot Forward

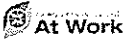
- No 2nd generation photocopies!!!
- Nothing leaves the building without 3 sets of eyes
- Test, test, test
- Badges in Publix (Safeway, Giant, Food Lion, etc)



Hospice PR Ideas

- Join
 - Civic
 - Community
- Host
 - Meetings
 - Trainings
 - Web site
- Support
 - Volunteers and staff
 - Dollars

Hospice PR Ideas

- Tax Day (Hospice of the Western Reserve)
- Realtors (Nathan Adelson Hospice)
- Caregiver training
- Nursing home support groups
- VA outreach
- K-12 school curriculum
- Library/resource center
- Workplace outreach 
- LIVE campaign www.caringinfo.org

Sales

- Focus on rapport
- Ask open-ended questions
 - How did the last few referrals go? What can we do better?
- Differentiate from competition
 - Here's what makes XYZ hospice different ...
- Bring something new each visit
 - Information, follow-up, a smile
- Solution positioning
 - Here's how we can help you reduce after-hours calls from family caregivers...
- Close the deal
 - So the next time, you'll call us?



Maximize Each Contact

- Talk about what's new
- If they ask for elephants, bring them peanuts too
- Promise something for next time, so you have a reason to come back!

Hospice Sales Ideas

- Prescription pad for hospice
- Brochure racks
- Monthly calendar of targets
- Welcome wagon – thrift store

Community Engagement

- Involve community in improving EOL care – find out what changes people want
- Promote individual and community action
- Join the *It's About How You LIVE* national campaign to improve EOL care – it's free! www.caringinfo.org



Hospice Engagement Ideas

- Coalitions
- Community caregiver networks
- Book clubs
- Advance directive facilitators
- Town hall meetings
- LIVE campaign toolkit
www.caringinfo.org

4. Access

- Is your hospice ETDBW?
- What do the non-admits tell you?
- What do the short LOS statistics tell you?
- Who isn't being served? Why?
- Who isn't referring? Why?

Open Every Door

- Expand your business hours
- Provide names to people "to schedule a consultation, call Jane at 555-1212"
- Don't ask "how can we afford" instead ask "can we afford not to"
- Answer every question



5. Competition

- What services do they offer?
- What don't they offer that you do?
- What are their marketing messages?
- What are referral sources saying about them?
- What is their patient mix?

Star marketer shares secrets; taking toughest patient one way to grow referrals

- One of Muselin's best strategies was to learn as much as she could about the competition by asking the referral source how things are going with the competing agency at every opportunity... She also made it clear the VNA would be willing to take patients the competing agency rejected.

... home health online, Sept 9, 2005

Getting to Know You

- Get on a mailing list
- Attend events
- Join community groups
- Work together

Competition – isn't always a bad thing...



6. Service Excellence

- My pleasure, empowerment and other gold standards
http://www.ritzcarlton.com/corporate/about_us/gold_standards.asp
- No bad days – backstage/front stage
- We are all each others customers
- Follow thru on all promises
- Which is easier to market - Ritz Carlton or Howard Johnson?

Just Do It

1. Create a plan
2. Communicate it
3. Implement it
4. Evaluate it
5. Revise it

1. Create the Plan

- Who is the target audience?
- What is your goal/objective? - *What does success look like?*
- What strategies (tactics) you are using?
- Which promotional pieces (tools) are being used?



Consumer Marketing Vehicles

- Newspaper ads
- Radio ads
- Yellow page ads
- Bookmarks in libraries or bookstores
- Billboards
- Community presentations
- Brochures (rack)
- Posters
- Newsletter articles
- Public service announcements
- Signage
- Web page
- Web marketing
- Exhibits
- What else?

2. Communicate the Plan

- Share the plan with staff and volunteers
- What is the core message?
- How can staff be involved?
- How to track their efforts? - outcome measures



Example

- Target audience – faith communities
- Objective – via 10 speeches talk about EOL issues (see core message)
- Tactics – direct mailing to faith leaders, follow-up phone calls
- Tools – speakers bureau
- Core message – volunteer for hospice, refer family and friends, plan before crisis
- How can they be involved? Promote in their faith community, sign up to do a talk
- Outcome measure - # of speaking requests, # of presentations given

3. Implementation

- Focus on 5 key audiences and get to know each!
- Map out a 12 month plan
- Partner with other organizations to expand market base and reduce costs

4. Evaluation

- Track success!! *It all adds up!*
- Set realistic goals *and stretch*
- Use numbers and stories
- Measure outcomes directly related to marketing efforts
- Differentiate program objectives and marketing objectives
- *"No measures, no money"*
