

# ORGANIZATIONAL STRATEGY AND MARKETING

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# Learning Objectives

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At the conclusion of this session, attendees will be able to:

- Identify the patient segments their centers are targeting and understand their lifestyles and needs.
- Articulate the attributes of their center's service offering in terms that are relevant to target patients.
- Provide examples of marketing channels to get the brand message in front of target patients.
- Explain the importance of “backing up” up the brand message through a differentiated patient experience.
- Understand the essential role of corporate culture in delivering the experience promised by the brand.

# Urgent Care Demographics

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**Married Couple with Children Present**



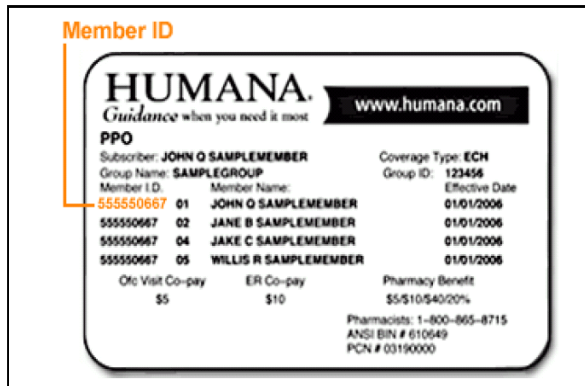
**College Graduate Age 35-54**



**Owner-occupied Single Family Housing**



**Growing Suburbs of Major Cities**



**Employer-Provided Health Insurance**



**Household Income \$50,000 to \$100,000**



# Pure-Play Occupational Medicine Model

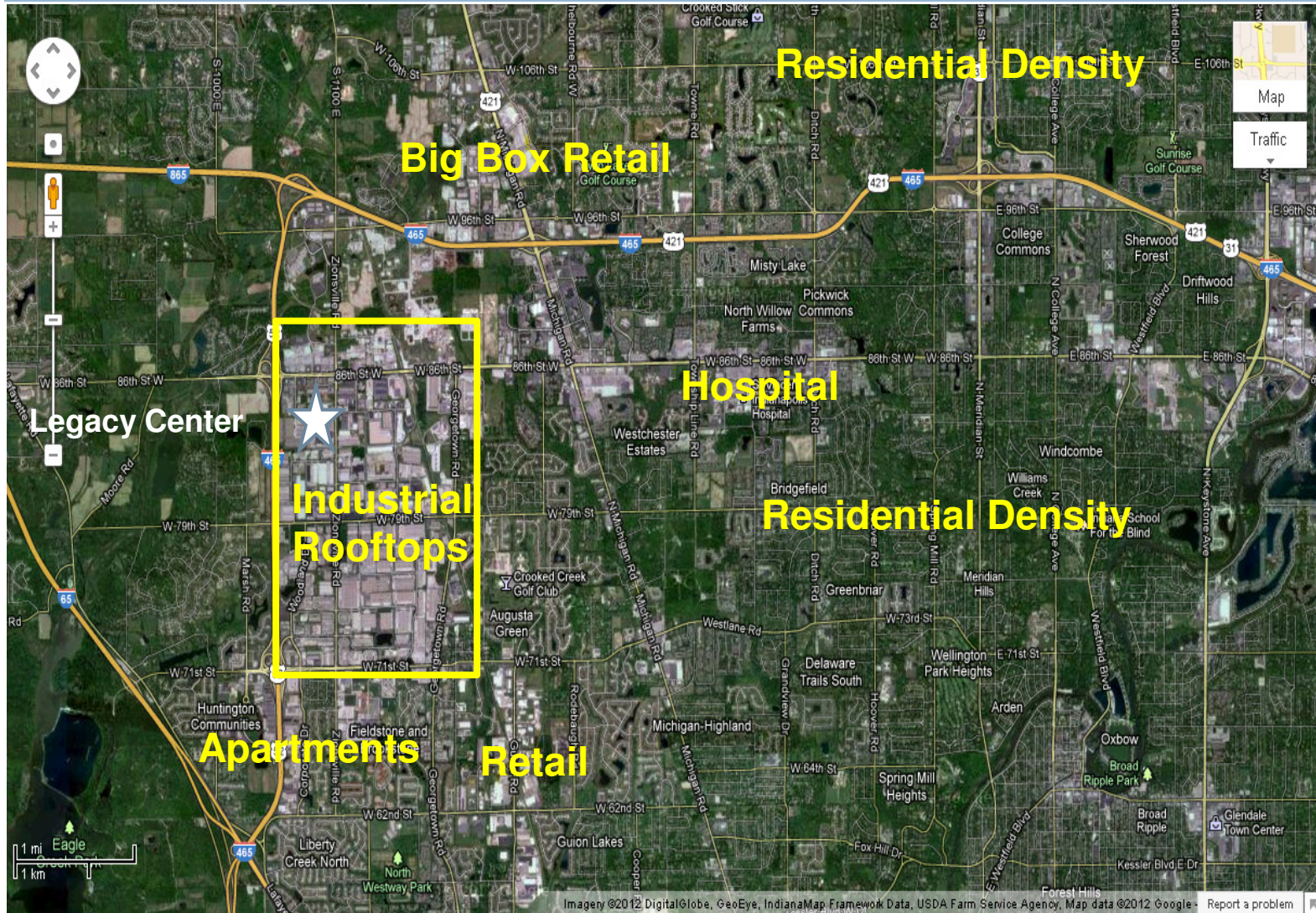
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# Focus on the Employer

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# Urgent Care Launch, 2006-2007

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# Urgent Care Marketing Plan

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## Employer Direct:

- Benefits Cost Savings Focus
- 300+ Person Sales Force
- 100,000 Employer Clients



## Conversion:

- Captive Audience
- 25,000 Patients per Day



## Acquisition:

- No Prior Relationship
- In-network Insurance
- Paid Advertising
- Grassroots Promotion



# First Impressions...

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# Waiting Room

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# Brand Identity: Utility, Efficiency and Outcomes

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# Refocus: The Patient Experience

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Research	Brand Changes	Infrastructure Changes	Culture Changes
<ul style="list-style-type: none"><li>• Internal Assessment</li><li>• Primary -- Business and Consumer</li><li>• Secondary Research</li></ul>	<ul style="list-style-type: none"><li>• Mission, Vision Values</li><li>• Logo</li></ul>	<ul style="list-style-type: none"><li>• Process</li><li>• Service Environment</li><li>• Service Delivery</li><li>• Measurement and Accountability</li></ul>	<ul style="list-style-type: none"><li>• Internal Communications<ul style="list-style-type: none"><li>– Awareness Campaign</li><li>– Knowledge and Skills</li><li>– Reinforcement<ul style="list-style-type: none"><li>▪ Orange Book</li></ul></li><li>– NPS Dashboard</li></ul></li><li>• External Communications<ul style="list-style-type: none"><li>– Public Relations</li><li>– Sales Messaging</li></ul></li></ul>

# Research

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- Conducted consumer focus groups
- Conducted Voice of the Customer, Patient, and Colleague focus groups
- Conducted messaging review for specific demographics
- Benchmarked best-in-class customer care organizations (both retail and medical)

# Research Findings

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*Consumers feel health care companies focus too much on their financial bottom lines, rather than a dedication to individual patient care.*



The combination of a retail experience with quality health care is a unique offering



# Mission, Vision, and Values

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## **Our Mission**

Improving America's health, one patient at a time.

## **Our Vision**

We will redefine patient care by treating individuals to a welcoming, respectful, and skillful experience.

We will raise the standard of health by putting individuals first, treating them with clinical excellence, and focusing on their ongoing wellness.

We will succeed through innovation and the expertise of our colleagues in an environment of trust, support, and community.

## **Our Core Values**

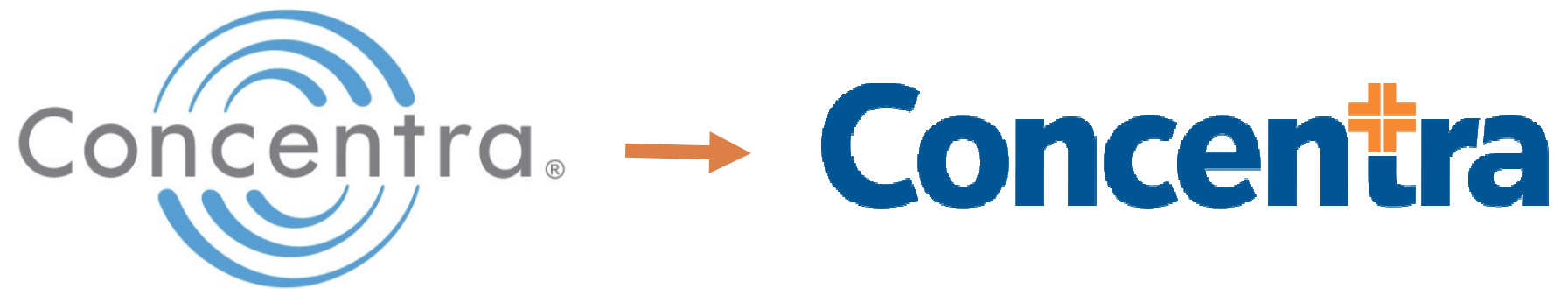
A healing focus

A selfless heart

A tireless resolve

# Changing the Mark

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# Infrastructure Changes

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Process	Service Environment	Service Delivery	Measurement/ Accountability
<ul style="list-style-type: none"> <li>Reengineer Processes</li> <li>Remove Non-Patient-Related Activity From Centers</li> <li>Drug Screen Automation Process</li> <li>Centralize, Automate</li> </ul>	<ul style="list-style-type: none"> <li>Facility “Look and Feel”</li> <li>In-center Marketing</li> <li>New Uniforms</li> <li>Patient/Lobby Room Initiative</li> <li>External Signage</li> </ul>	<ul style="list-style-type: none"> <li>Job Redefinition</li> <li>Hiring/Firing (Predictive Index)</li> <li>On-boarding</li> <li>Training</li> <li>Coaching</li> <li>Recognition &amp; Reward</li> </ul>	<ul style="list-style-type: none"> <li>NPS™ Measurement</li> <li>Dashboard</li> </ul>

*Net Promoter, NPS and Net Promoter score are trademarks of Satmetrix Systems, Inc, Bain & Company and Fred Reichheld.*



# Service Delivery

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- Hiring/Firing (Predictive Index)
- On-boarding
- Training/Modeling
- Coaching
- Recognition & Reward
- Job Redefinition

# Cultural Transformation: Key Events

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**Winter, 2007:**  
•Voice of the Customer  
•Voice of the Colleague

**Winter, 2008:**  
•Mission, Vision, Values

Regional focus groups exploring customer and colleague wants, needs, and satisfaction.

Creates a baseline of organizational strengths and opportunities for improvement.

**Winter, 2008:**  
•Define Service Standards  
•Encourage “Fresh Eyes”

Senior leadership defines Concentra’s purpose, strategic direction, culture and priorities.

Mission, Vision, and Values provides a standard against which all future initiatives are aligned.

**Spring, 2008:**  
•New Logo Design  
•Communication Plan  
•Brand Launch

Service standards are defined and introduced to area leadership in national meetings demonstrating the need for change.

Managers at all levels are empowered to “challenge the status quo” by evaluating every aspect of the operation from the patient’s perspective.

New brand identity reflects strategic direction with service that is caring, welcoming and efficient.

Senior leadership “road show” introduces cultural transformation and builds momentum in the field.

Colleagues interact with the brand through new uniforms, point of sale materials, and signage in the centers.

# Cultural Transformation: Key Events, cont'd.

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**Autumn, 2008:**  
•Facility Prototype

**Summer, 2009:**  
•Orange Book

The Orange Book—a pocket-sized guide carried by front-line staff—provides testimonials and examples for applying the MVV in everyday encounters.

The Orange Book has won multiple national concept and graphic design awards.

To create a physical environment consistent with the brand promise, national retail design firm creates prototype for facility relocations, renovations, and additions.

**Summer, 2008**  
•Colleague Engagement Survey  
•Predictive Index

Realizing the importance of listening, measuring, and responding to employee feedback:

•Colleague Engagement survey tracks level of commitment and identifies problem areas.

•Predictive Index assesses “soft skills” to assure the “right candidate” in the “right job.”

**Spring, 2008:**  
•Patient Survey  
•Net Promoter Score

Patient survey is launched providing real-time data on patient satisfaction.

Net Promoter Score is adopted as a standard for benchmarking and accountability.



# The Orange Book

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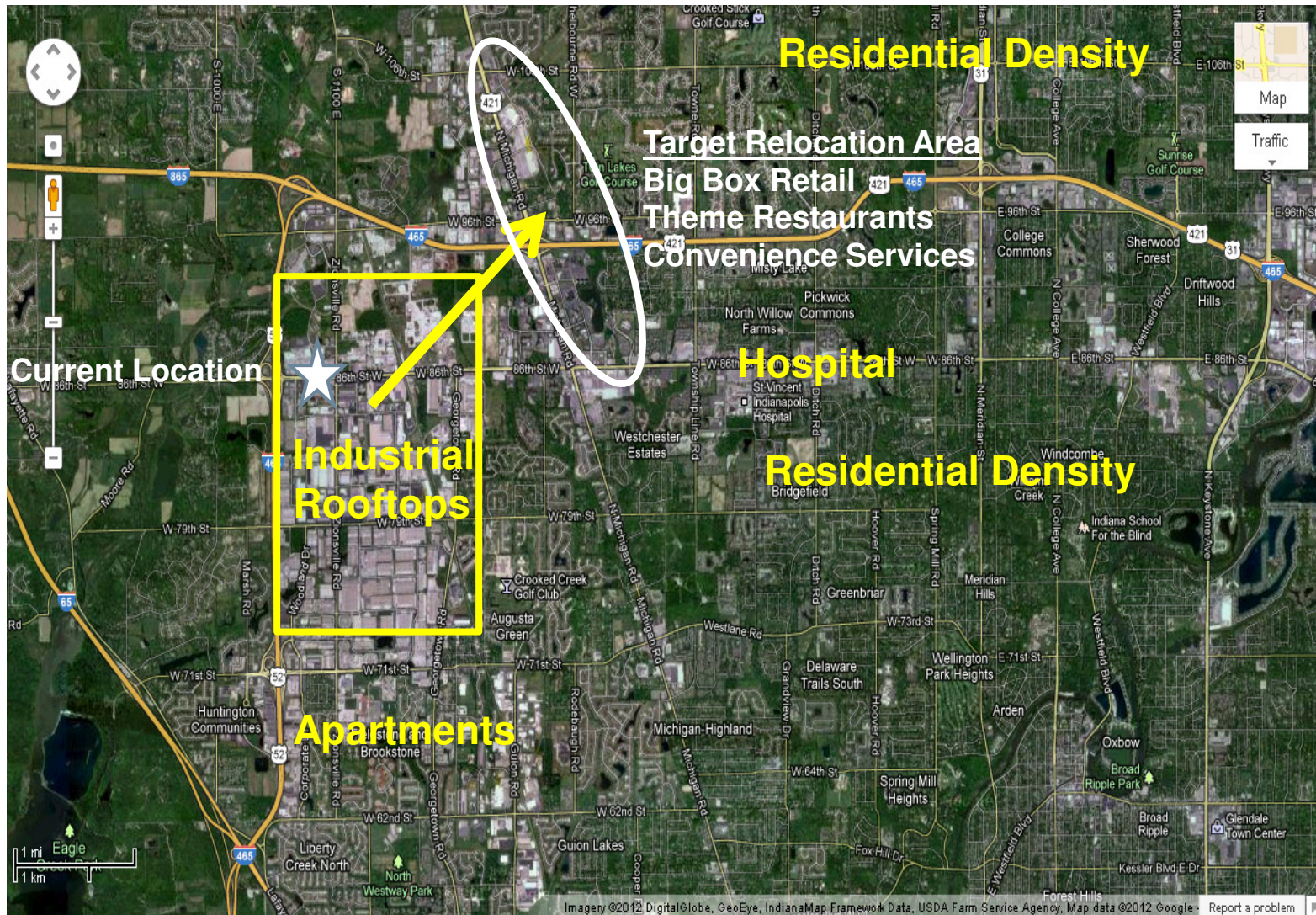
*The Orange Book is a little book with a big goal: to redefine the patient experience by performing welcoming, respectful, skillful actions -- every colleague, every day, every location -- for the over 7.5 million patients Concentra sees every year.*





# Addressing the Real Estate

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# Signature Center: Suburban Retail

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# Urban Streetfront

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# Light Industrial/Flex-Space

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# First Impressions...

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# “Welcoming Room”

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# Front Office

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# Clinical Corridor

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# Procedure Room

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# Provider Workstation

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# X-Ray

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# Consistency in Signage

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# Colleague Uniforms

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# Measurement: Net Promoter Score

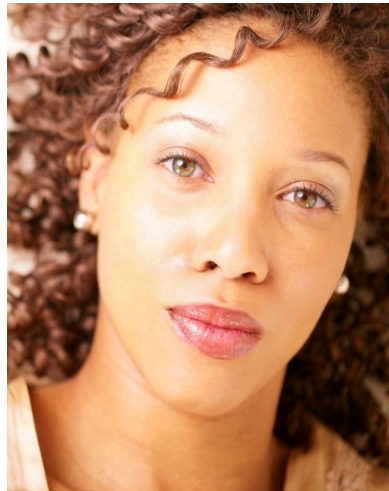
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***The Ultimate Question --“on a scale of 1 to 10, rank likelihood to recommend us to others.”***



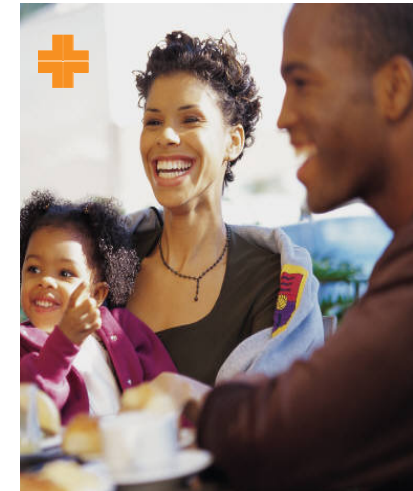
**Undermines our future business.**

**0-6: Detractors**



**Easily wooed by the competition.**

**7-8: Passives**



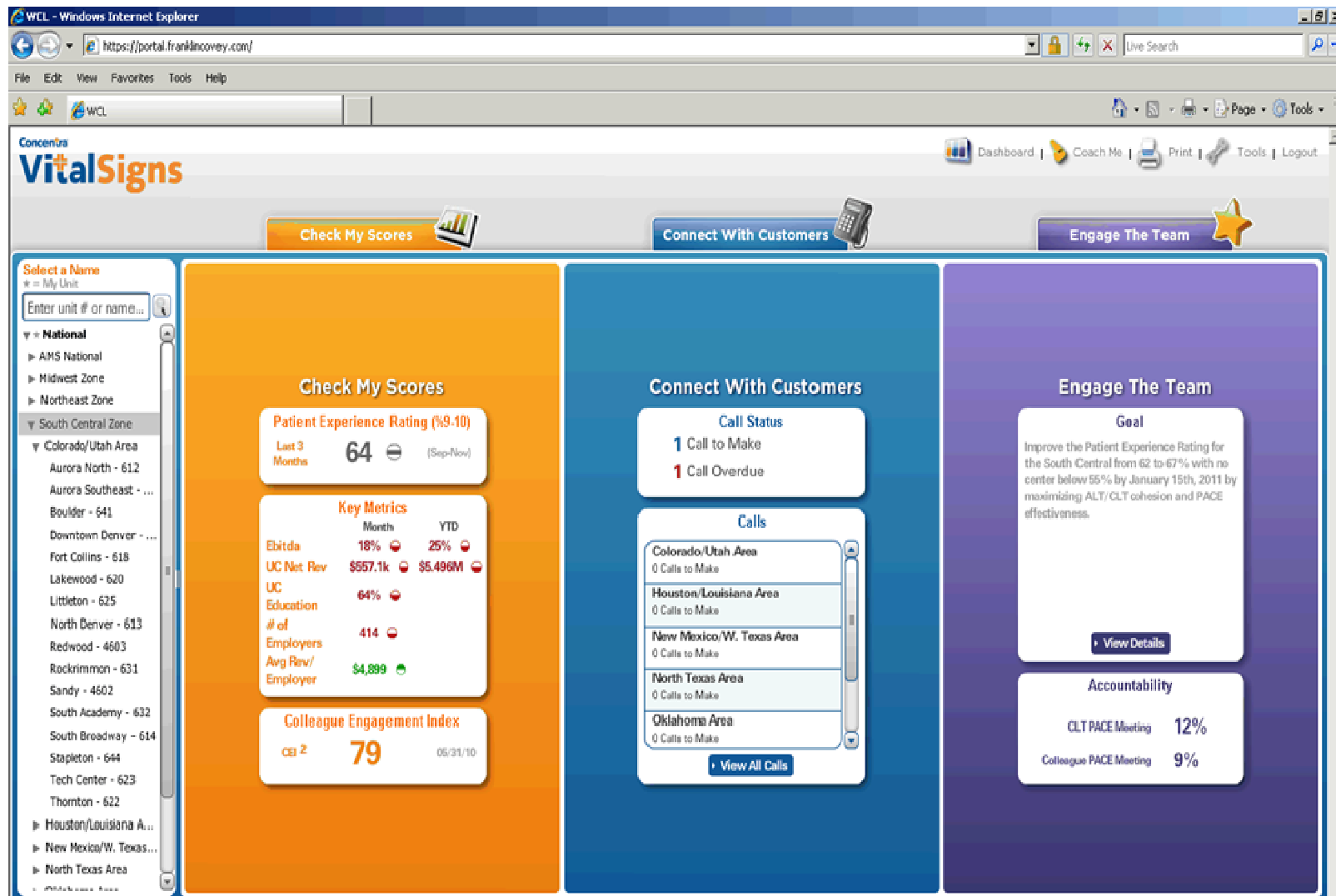
**Extends our sales/marketing.**

**9-10: Promoters**

***The goal is to increase net promoter score by “neutralizing” detractors and “converting” passives.***

# Accountability: NPS Dashboard

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# NPS: April, 2008

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Net Promoter<sup>®</sup> Score 10%



**Detractors: 35%**

**Passives: 20%**

**Promoters: 45%**

# NPS: September, 2012

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Net Promoter® Score 63%



**Detractors: 10%**

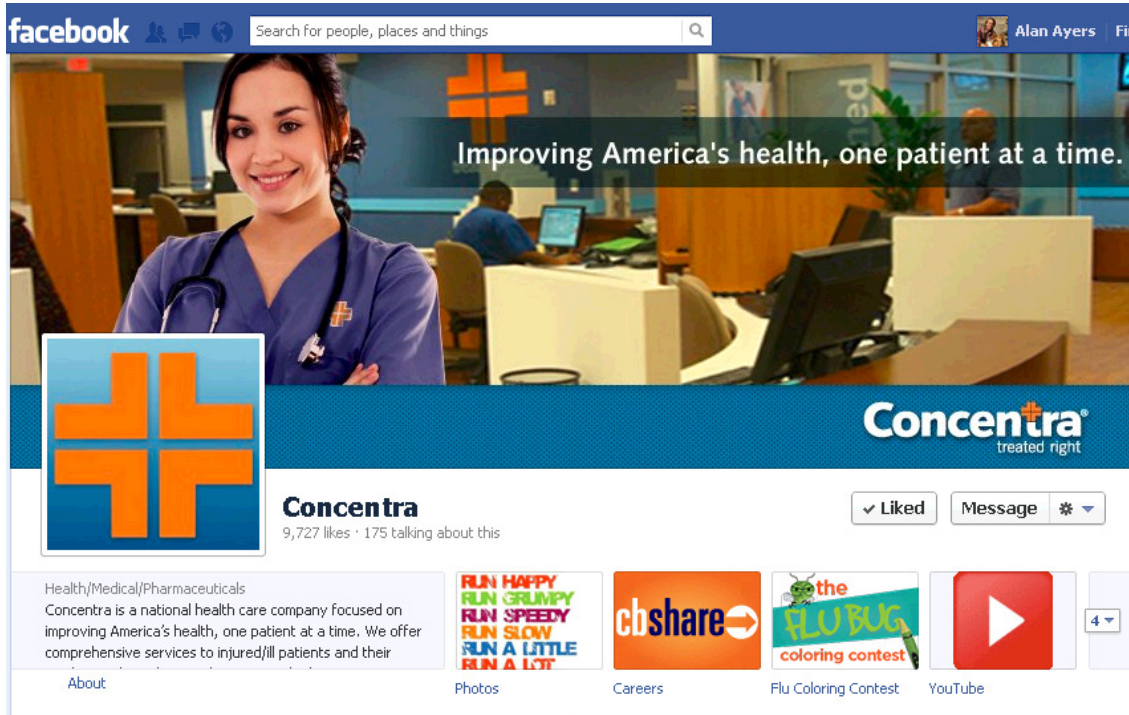
**Passives: 17%**

**Promoters: 73%**

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# Spreading the Word

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- Radio
- Social Media
- In-Center
- Billboards
- Paid Search
- Workplace
- Direct Mail
- Organic Search
- Grassroots
- Shared Mail
- Banner Ads



# Contact Information



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