Beyond Conventional Marketing Tactics

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Objectives

- Understand the lifestyles and media preferences of urgent care consumers and the limitations of traditional advertising in building word of mouth.
- Identify appropriate grassroots tactics to reach target affinity groups including schools, churches, recreation leagues, and small businesses.
- Describe the elements of an Internet presence including the roles of search engine optimization and social media.
 Explain basic public relations tactics and develop a plan to establish media contacts, create press releases, and position as a medical expert.
- Build volume through reciprocal referral relationships with retail pharmacies, primary care, specialists, and emergency departments.

Capturing Word of Mouth

- Starts with a good patient experience.
- Patients must have a sufficiently good experience to want to:
 - Return for services themselves.
 - Recommend the urgent care to others.

A "good experience" is defined as:

- Earned with the co-operation of patients
- Delivers value for the price paid
- Exemplifies "Golden Rule" behavior
- Fosters trust and engages employees

Net Promoter



Goal is to "neutralize" detractors and "convert" passives.

Drivers of Urgent Care Visits

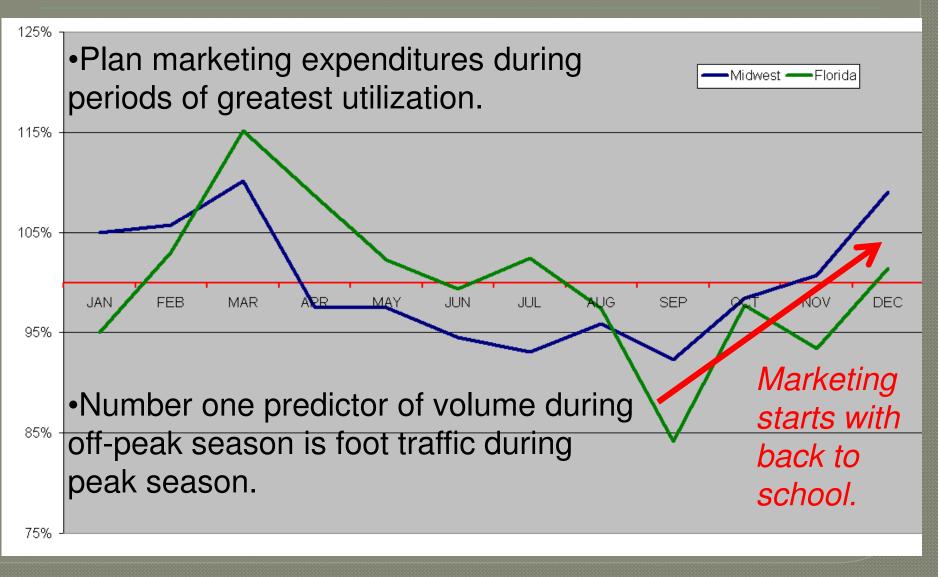
 Insurance referrals •Drive-by visibility •Clear signage •Repeat visits •Word-of mouth Paid advertising •Grassroots tactics •Employer referrals •Physician referrals •Media exposure Internet search



Municipal Signage



Urgent Care Seasonality



Reach and Frequency

Is your advertising reaching the "right" people?

- Target segments most likely to use urgent care:
 - Married families with children
 - Above-average household incomes
 - Employer-provided health insurance
 - Owner-occupied housing
- Reaching people who can not or will not use the center is a waste of resources.

How often is your advertising reaching target segments?

- The "right" people must hear the message a sufficient number of times to achieve "top of mind."
- Multi-tactic campaigns are most effective.

Conventional Advertising Limitations

Multi-tactic campaigns require scale
It's expensive to get adequate frequency of exposure
It's inefficient to reach people unlikely to use the center
It's difficult to measure Return on Investment



Grassroots Marketing

When properly executed, grassroots marketing can be less expensive and more effective than paid advertising.

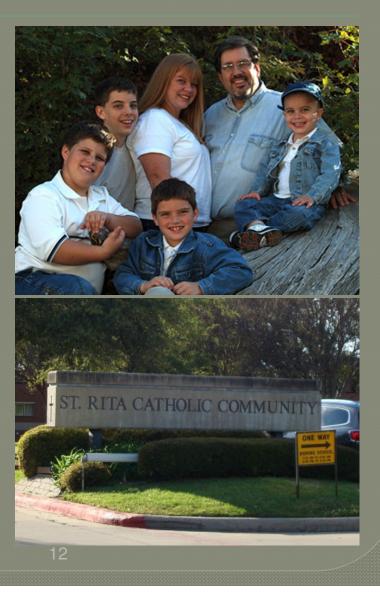


Grassroots Marketing Activities

 Primary Care/Specialist/Retail Health Referrals •Chambers of Commerce Community Organizations Community Events Apartment Complexes Hotels/Motels and Convention/Visitors Bureaus Parks/Recreation Facilities •Health Clubs Churches/Religious Congregations •Local Schools (PTA, Athletic Boosters) College Campuses •Ethnic Groups/Advocacy Organizations

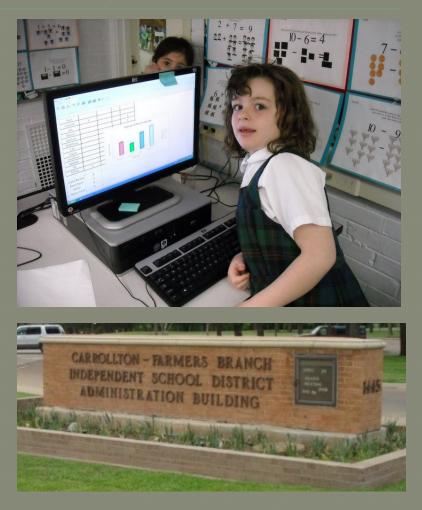
Grassroots marketing reaches people where they live, work and play...

- Demonstrates a commitment to the community.
- Engages providers and staff in marketing.
- Extends business relationships.
- Strengthens referral relationships.
- Spurs word of mouth and creates "buzz."



Primary and Secondary Schools

Parents with school-aged children are the prime urgent care demographic—even when kids have a pediatrician for primary care, after-hours illness and injury still occurs.



Primary and Secondary School Activities

Sponsorship of school events, "mothers" groups, parent-teacher associations, and athletic boosters. Sports and camp physical

- promotions.
- Flu clinics or wellness screenings. Referral relationship with school nurse.





Sports and Camp Physical Promotions

Incremental revenue from cash-pay physicals.

•Familiarizes families with the center and its providers.

•Leads to utilization for sports injuries and personal illness.

•Builds loyalty in families—a family with three children playing multiple sports could require 40-50 physicals in a 12-15 year period.



"Hey Mom, I need a physical by Monday!"

Let The Little Clinic help camp and school sports physicals *for only \$29!*

No Appointments little or no waiting time

Located inside your neighborhood supermarket

Open 7 days including nights and weekends

Professional, caring Nurse Practitioners



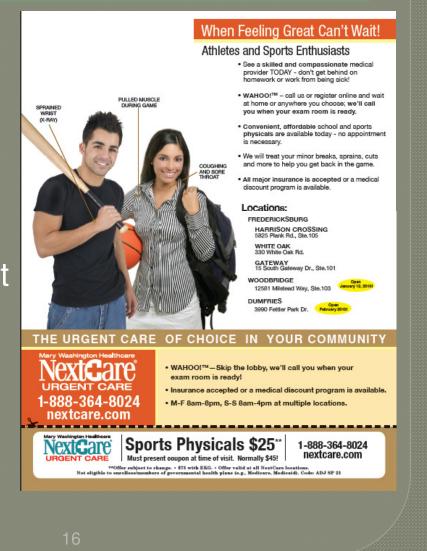
Sports and Camp Physical Strategies

•Understand State High School Athletic Association requirements.

Introduce in the Spring, prior to summer break and sports camps:
Athletic directors (directs coaches and trainers)
School communications (parent newsletters)
Local media (community newspapers)

In-center promotion

•Have school physical forms on hand in the center.



College Campus

Student health service:

- Often limited in scope (nurse or mid-level only; no x-ray or procedures)
- Inconvenient (weekday hours)
- Inaccessible (to offcampus students)
- Unaffordable (uninsured, part-time students)
- Embarrassing







College Campus Activities

Student health referrals for after-hours, weekday overflow, and special needs. Direct advertising in student media. Athletic, club, or event sponsorship. Travel health and immigration physicals.



Community Events and Parks and Recreation Sponsorships

Recreational activities bring increased risk of personal injury and may require preparticipation physicals.

"Soccer moms" are interested in health information and make medical decisions for the entire family.

Parks and rec departments hire many part-time, seasonal workers.



Parks and Recreation Activities

•Event participation and sponsorship including festivals, parades, and fun runs.

League, team, or club sponsorship.
Medical presentations and

Neolcal presentations and screening programs to community organizations.
Banner placement at recreation venues.



Banner Sponsorship



Event Participation



Literature Drops, Information Tables, and Health Clubs

Venues with heavy foot traffic retail stores, shopping centers, office buildings, and health clubs.

Retailers are looking for activities to drive consumers in to their stores and keep them in their stores longer.

Retailers welcome and even cross-promote activities that add value to their customer base.



Retail/Health Club Activities

Distribute literature, set up literature displays, and canvass nearby retail businesses.

Information tables, health screenings, and flu clinics at mass merchants, in shopping centers, office buildings, or health clubs.

Medical presentations on clinical topics of interest (like sports injury prevention and recovery).



Apartments and New Movers

- Apartment communities have a high proportion of residents who are transient, uninsured, and do not have a relationship with a primary care provider:
 - Young adults in mid-20s
 - Empty nesters older than 50
 - The 75% of all households that are single adults, childless couples, non-family households, and singleparent families...





Apartment and New Movers Activities

- Literature rack in apartment leasing office
- Presentation to apartment, condo or homeowners association
- Flyer in welcome kit and/or magnet on refrigerator
- Resident newsletter or event sponsorships
- Word-of-mouth through realtors movers, and homebuilders



Religious Organizations and Ethnic Marketing

Describes communities of interest—concentrated in a geographic area—with shared values, culture, and language.

Reaches segments who are less influenced by conventional advertising and more swayed by wordof-mouth.



Religious Organizations and Ethnic Marketing, cont'd.

Appeals to demographic segments with high urgent care utilization—namely families with children.

Meets immediate needs of participants including:

- Urgent care for illness and injury
- Travel medicine for mission trips
- Camps/sports physicals



Mega-Church



Prestonwood Baptist Church and Schools, Plano, Texas

Ethnically-Focused Church



Religious and Ethnic Activities

Generally the provider must be culturally affiliated with the target group.

Festival/Event Sponsorships Health/Wellness Screenings Newspaper/Newsletter Advertising Presentations on a Relevant Topic Marketing collateral at frequented businesses



Referral Relationships

Referral relationships can generate increased visits for urgent care but must be mutually beneficial to the referral provider.

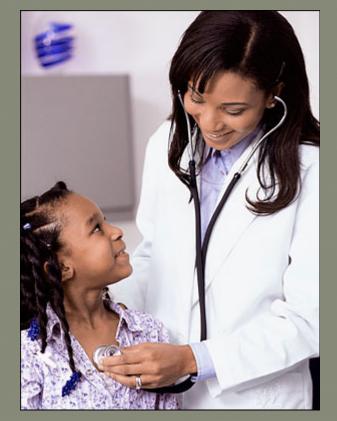


Physician Referrals

•Focus on higher-volume family practice, internal medicine and pediatric practices

Relationships must be peer-to-peer
 Personal visit, phone call, breakfast meeting

Overcome objections
Episodic versus longitudinal care
Duplicative services
Competitive threat



Physician Referrals, cont'd.

Consider in-network insurance limitations

Identify and meet a need of the practice

- New patients
- •Weekend, after-hours, overflow coverage
- •Specific services such as lab, x-ray, or Workers Comp

•Communicate to patients

- •Written correspondence about after-hours
- Marketing collateral/maps at front desk, waiting room
 After-hours notice on door, answering machine

View referrals as a strategic resource
Reduce time, simplify process for referring providers
Refer back urgent care patients for longitudinal care
Forward chart, progress updates for existing patients

Pharmacies and Retail Health Clinics

- 39,000 pharmacies operated by drug, supermarket, and mass retail chains; 17,000 independent pharmacies, and 1,100 retail host model clinics in the United States.
- Patients are increasingly seeking health care advice from pharmacists—in regards to OTC products or where to go for more serious conditions.
- Retail clinic services are limited by 100-300 sq. ft. space, equipment, and the practice scope of mid-level providers.





Pharmacy/Retail Health Activities

American Academy of Family Practice Guidelines: "Retail health clinics must have a referral system to physician practices or to other entities appropriate to the patient's symptoms beyond the clinic's scope of work."

- Urgent Care materials on display at the pharmacy counter.
- In-store information table, flu clinic or screening event.
- Referral relationship with mid-level provider in retail health clinic.



Public Relations

Public relations is a costeffective substitute for some (but not all) paid advertising—problem is it's difficult to control where, when and in what form the news will appear.



•Create press releases for grand opening, expanded hours, events and promotions

Consider spin, media interest to potential patients
What's news differs in a community weekly vs. a city daily

•Post news online to raise search engine visibility



FOX 17 TOP STORIES SWINE FLU COVERAGE TENNESSEE NEWS KENTUCKY NEWS ALABAMA NEWS NATIONAL NEWS INTERNATIONAL NEWS FOX FUEL GAUGE FOXLINKS FOX FEEDBACK TRAFFIC CAMERAS & CONSTRUCTION FOX FREEZE **REPORT/SCHOOL** CLOSINGS FOX FOCUS YOUR STORIES SPECIAL REPORTS TBI'S MOST WANTED FOX RESTAURANT REPORT FOX HEALTH BEAT FOX SOAPBOX TRAVELIN' TENNESSEE MUSIC BEAT

WHAT'S GOING AROUND



New Medical Clinic in Middle Tennessee-Erika Lathon

You can spend hours in the emergency room waiting to see a doctor.

Urgent Care Centers say patients can save time and money by bringing minor emergencies to them. It's visitors, not patients, that are pouring in to see the Concentra's newest clinic in Middle Tennessee.

•Make donations, sponsor high-profile events, activities







Sandra Day O'Connor College of Law

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Two \$1 million grants fund Diane Halle Center for Family Justice and NextCare Urgent Care Family Violence Legal Clinic

A \$1 million grant from the Bruce T. Halle Family Foundation has established the Diane Halle Center for Family Justice at the Sandra Day O'Connor College of Law at Arizona State University. And a second \$1 million grant from NextCare Urgent Care will fund the NextCare Urgent Care Family Violence Legal Clinic, which will be housed within the Center.

The Center and Clinic were established in partnership with the AVON Program for Women and the O'Connor House Project, committed to furthering the vision of U.S. Supreme Court Justice Sandra Day O'Connor (Ret.) to encourage purposeful civil talk which will lead to positive civic action.

"It is wonderful news that the Halle Foundation, the AVON Foundation for Women and the ASU College of Law have made significant financial commitments to work on the issue of domestic violence," O'Connor said. "Solutions for domestic violence require a comprehensive approach to connect the wealth of resources that are needed to tackle this issue – from legal to social welfare to health services. This is a challenging issue that fits with our mission at the O'Connor House which is to bring people and ideas together so we can reach consensus and take action on difficult issues that affect us all."

Diane Halle, President of the Bruce T. Halle Family Foundation, said the Center will serve an urgent need.

"Providing access to justice both for victims of family violence and for other poor families who are in need of legal service is often a matter of life and death," Halie said. "To make real change happen for our families, we need to make sure that all who are in need have access to justice. There is real urgency to take action now."

The issue is ano that NeutCare Urgent Care has been involved with for many vesse

Develop relationships with news reporters
Looking for a "pool" of experts to call upon
Make personal introduction, provide bio, references



 Establish credentials and raise awareness of urgent care among reporters and consumers:

> •Write letters to editor on topics of expertise •Rising costs Provider shortage •ER accessibility •Comment on other articles online Write or contribute to a blog



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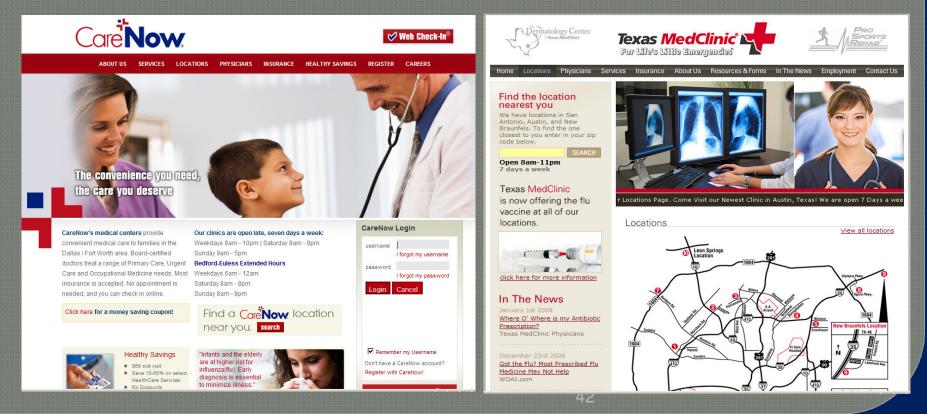
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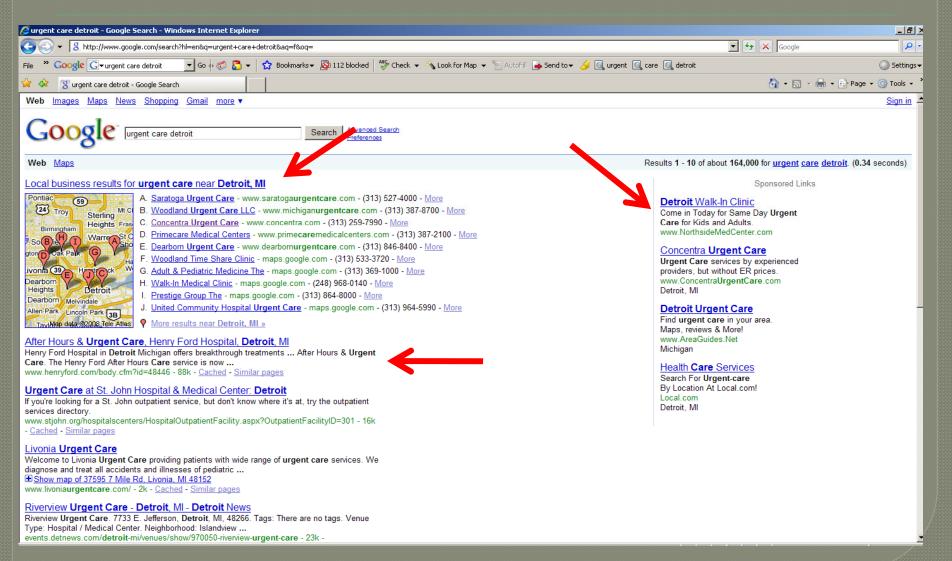
("Replacing BCS with played clange we can believe in," Our v College football debate). What if all the "oxy," beginning on west undefisited in what many consider the nation's the-season games were toughest longue, scoring "big" wint over LSU, Tennessee, Georgia and Ala-bano. But when the DCS left Auburn nce" games, forcing team out of the title game (opting for un-beaten Oklahoma and USC), shere they are worthy playoff content as the state game (pang to were they are writing performance) in Oblightons and USCL these. This would also clear time for the nor in fact, the entire season — physics without extending the sea-norms fact and the particular clear state. Source would be on equal ship, Ultimately, the work put in footing because no team would be games - in fact, the entire season --had no impact on the national cham-

Internet Tactics

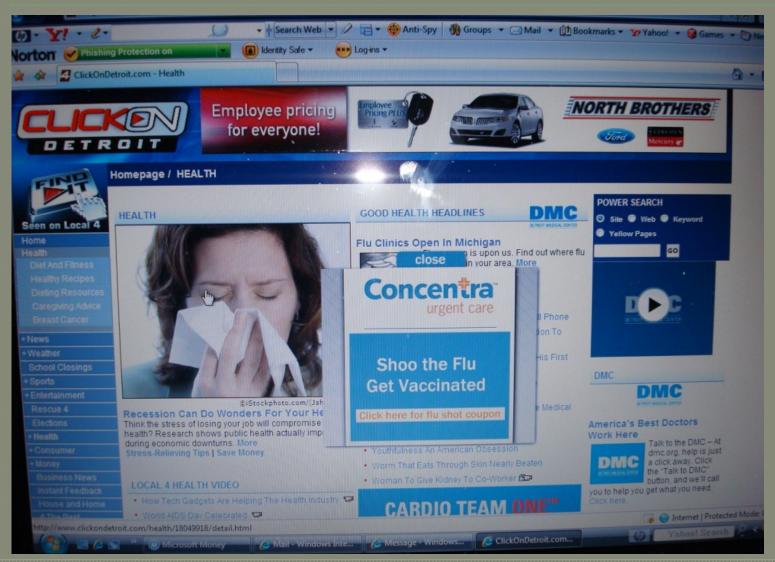
The Internet has replaced yellow pages, word of mouth and primary care as the first place consumers turn for health care information.



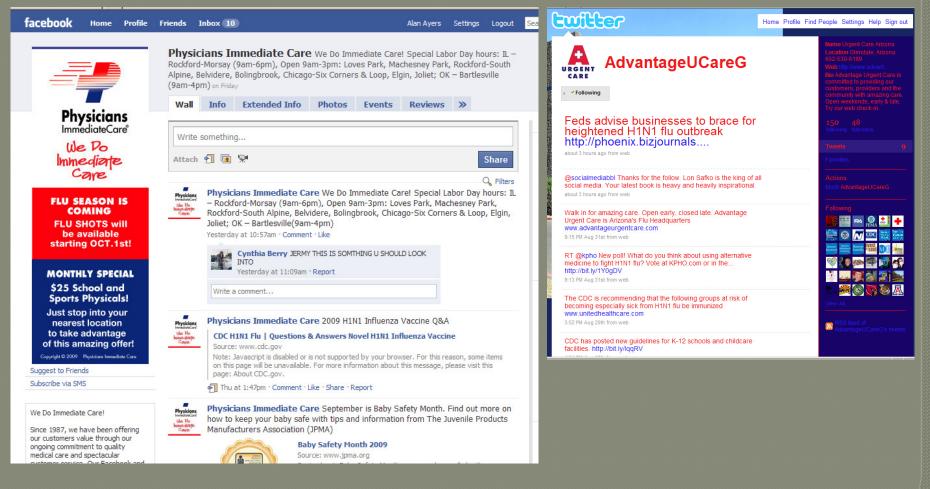
Key to a successful Internet strategy is a high search engine ranking.



Targeted Internet Advertising: Banner and Sidebar Ads



Social Media: Keeping in Touch with Patients



Marketing-Related Articles

Getting the Word Out: Introduction to Urgent Care Advertising, JUCM, March, 2009.

Creating a Web Presence to Raise Awareness of Urgent Care, JUCM, July/August, 2009.

Using Social Media to Drive Visits to Your Website and Urgent Care Center, JUCM, October, 2009.

Building Referral Relationships: Pharmacies and Retail Host Clinics, JUCM, January, 2010.

Building Urgent Care Referral Relationships: EDs, PCPs, and Specialists, JUCM, February, 2010.

Practice Management

March 2009

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Getting the Word Out: An Introduction to Urgent Care Advertising

Home Buyer's Guide Subscription Urgent Care Facilities Urgent Care Careers/Marketplace Advertising Info About Us

Urgent message: Unlike many other practice models, urgent care must appeal directly to the consumer to stay 'top of mind' and be the first option the patient considers when a need arises.

Alan A. Ayers, MBA, MAcc

Introduction to Urgent Care Advertising

Urgent care is a healthcare delivery channel built around the needs of consumers—"retail," from a marketing perspective —with convenient locations, evening and weekend hours, walk-in service, the capability to treat a range of illness or injury, and one simple bill.

From an accounting perspective, most of an urgent care center's costs are fixed; rent, utilities, and staff and provider salaries must be paid regardless of the number of patients seen on any given day. As a result, the key driver of urgent care profitability is visit counts. The more patients an urgent care center sees, generally, the more profitable that center will become.





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