



EXTENDING ACCESS

USING A MARKET-
FOCUSED APPROACH TO
TRANSFORM



Endeavor

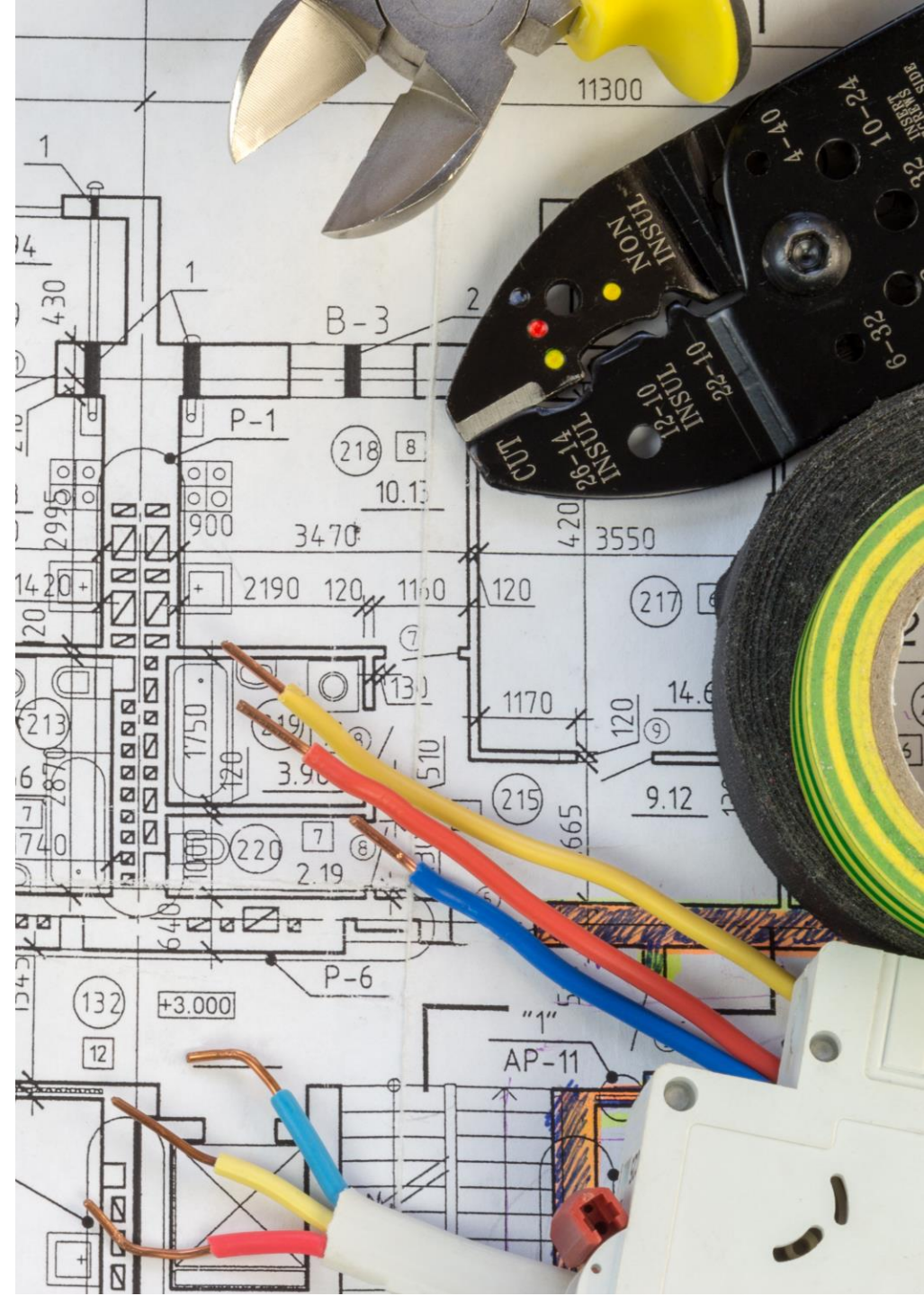




TODAY'S AGENDA

NURTURING ON-GOING SUPPORT

- CREATE A COMMON UNDERSTANDING OF YOUR SPECIFIC SITUATION
- SHARE OUR EXPERIENCE
- ELICIT YOUR FEEDBACK ON OUR APPROACH
- DISCUSS NEXT STEPS



01 **OUR UNDERSTANDING**

New Facility Challenges





COMMON CHALLENGES

AVOID STALLS BY ADDRESSING MARKET-DRIVEN QUESTIONS UPFRONT

Organizations typically struggle to align expansion supporting functions early enough, leaving unanswered questions and missed opportunities

- ✓ What perceptions do consumers (and physicians) have of existing providers? How will we distinguish ourselves?
- ✓ What's the size of and how accessible is the market opportunity? How do we prepare operationally to convert leads?
- ✓ How do we protect our brand while being future-ready for additional expansion? How do we address brand standards and naming?
- ✓ How will we understand and embrace the nuances of a new market? What role does community and government relations play in our entry strategy?
- ✓ How do we tie the brand promise to employee/provider experience – especially amongst those who are employed by our partners/joint ventures?
- ✓ How do we design (or replicate) our brand experience in other locations?



Secret to **GROWTH**

FOCUS
ON
BRANDED
EXPERIENCES



BRAND ALIGNMENT

Ensure leadership is aligned with market needs and how such can be met as reflected in your brand promise.



SOLIDIFY YOUR BRAND POSITION

Use consumer and referring provider input to establish stronger brand pillars. Identify the attributes of highest importance in preference and advocacy.



EXPRESS YOUR BRAND

Utilize research findings to develop stronger consumer segmentation to contrast new and existing markets.



LAUNCH WITH CONFIDENCE

De-risk your program and ensure supporting messaging reflects the market understanding effectively.

02 **OUR APPROACH**

Maximizing the New Facility Opportunities





ENABLING ACCESS

BALANCING ORGANIZATIONAL GOALS AND CONSUMER PREFERENCE

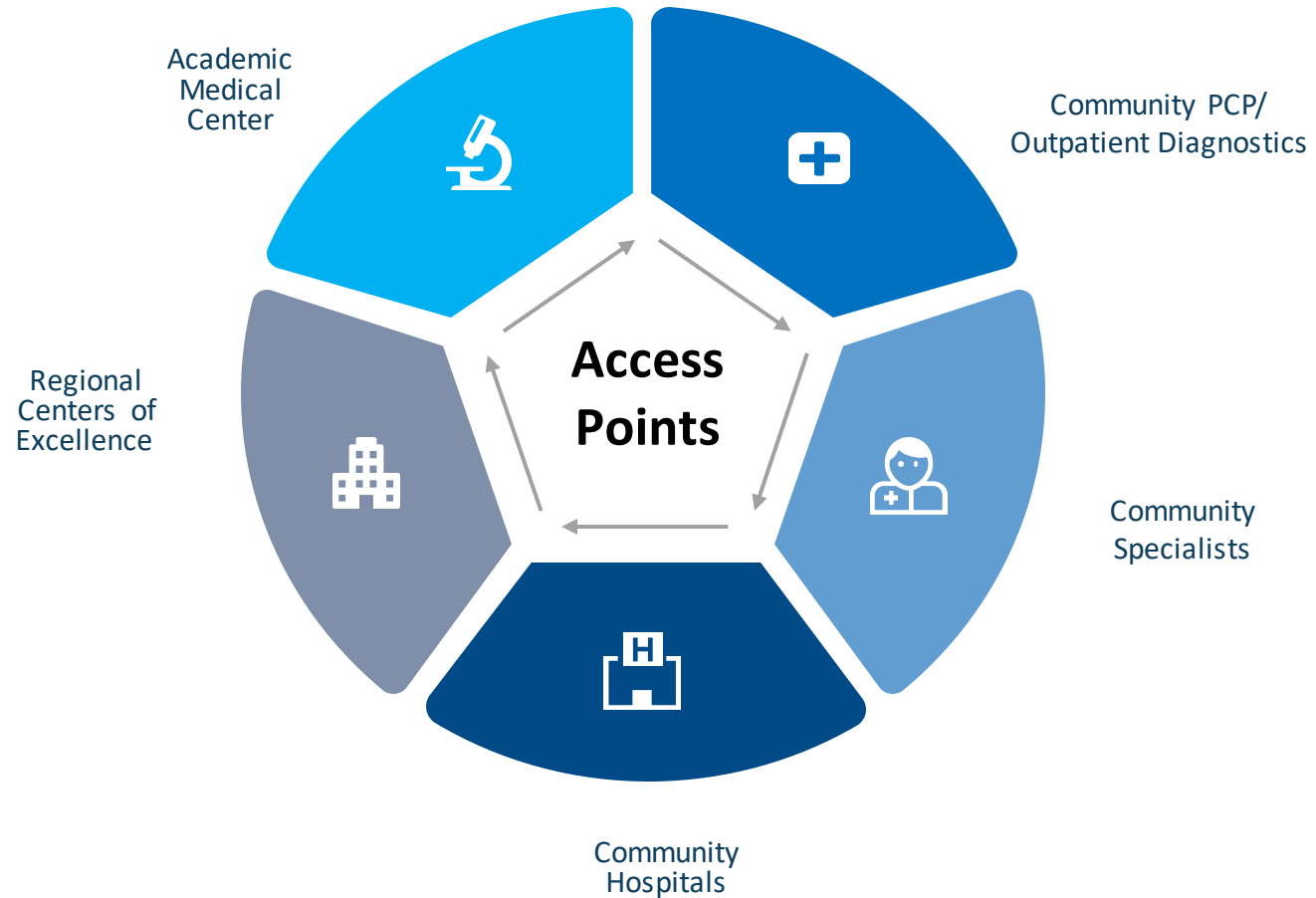
Our approach considers for various points of access and affiliations. This includes owned, contracted (brand only or shared clinical standards), affiliates, medical staff physicians, and referral partners (formal or informal).

We connect marketing and operations – we understand that marketing strategy is more than just resonant messaging but serves as a force to drive process improvement and behavioral consistency.

From healthcare systems to clinical service lines, our clients continually find a rich understanding of the market of interest in critical to making smart, fast decisions as you expand.

Our access expanding projects include:

- New service line openings
- Market expansions – geographic
- Market expansions – digital / audience / access points
- New facility openings
- Joint ventures





HOW IT'S DONE

OUR PLAYBOOK FOR ACCESS ENABLEMENT

ENVISION

ENGAGE

ENERGIZE

ENABLE



QUESTIONS

How can we establish the vision for the future state while satisfying current business needs?

How can we engage and align others across the organization in deliver this change?

What processes, systems and metrics need to be changed for this to be successful?

How well is it working, and what is necessary to make this sustainable?

SAMPLE ACTIVITIES

Alignment Activities

- Program team charter
- Research inventory/communications review
- Leading and lagging KPIs
- Business case review / financial and resourcing plan
- Leadership alignment

Insight Development

- VOC: Concept Testing
- VOC: Consumer segmentation
- VOE: Organizational baseline
- VOC: Referrer experience interviews

Blueprint for the Future

- Purpose Statement
- Characteristics of the future state

Redesigning the experience

- Ideal experience description
- Process prioritization
- Message mapping
- Agile action workshops for quick hits

Leading the transformation

- Leadership alignment with blueprint for the future
- Change leadership coaching
- Team coaching for cultural champions

Communicate the vision

- Internal communications strategy and plan
- Transformation progress dashboard
- Build a communications feedback network

Reinforce the desired experience

- Highlight positive movements or changes
- Showcase model behaviors, attitudes, beliefs
- Reward and recognition systems
- Training program for reinforcement

Monitor changes in experience delivery

- Objective observations
- Deploy key elements of the ideal experience
- Positive change case studies
- Test and refine rollout to multiple locations

Long-term Implementation and Knowledge Transfer

- Define the organizational process to implementing changes (competency transfer)
- Select additional areas / functions
- On-going leadership messaging
- Design performance management process
- Rapid cycle through experience design with adaptations

Experience Sustainability Plan

- Define new employee/ team on-boarding process
- Define reinforcement/ refresh activities

Long-term Sustainability Measurement

- Experience monitoring and feedback

OUTCOMES

- Deepen your understanding of what matters most
- Identify where you can better meet needs
- Establish a vision of the future state

- Translate the vision to operational and organizational changes
- Align key stakeholders on the program moving forward

- Motivate and mobilize the organizations to adopt the changes
- Change related processes and systems

- Plan, model, ensure long-term sustainability
- Reinforce the plan ensure long-term sustainability
- Ingrain the changes ingrained into the organization's culture for sustainability





OUR UNIQUE LENS

HOW WE BREAK DOWN SILOS AND CONNECT MARKETING, OPERATIONS AND LEADERSHIP

Healthcare systems seek to improve experiences, grow volumes, and increase retention. In today's complex and competitive environment, this requires coordination across multiple stakeholders and throughout the continuum of the experience. It's your brand at stake.

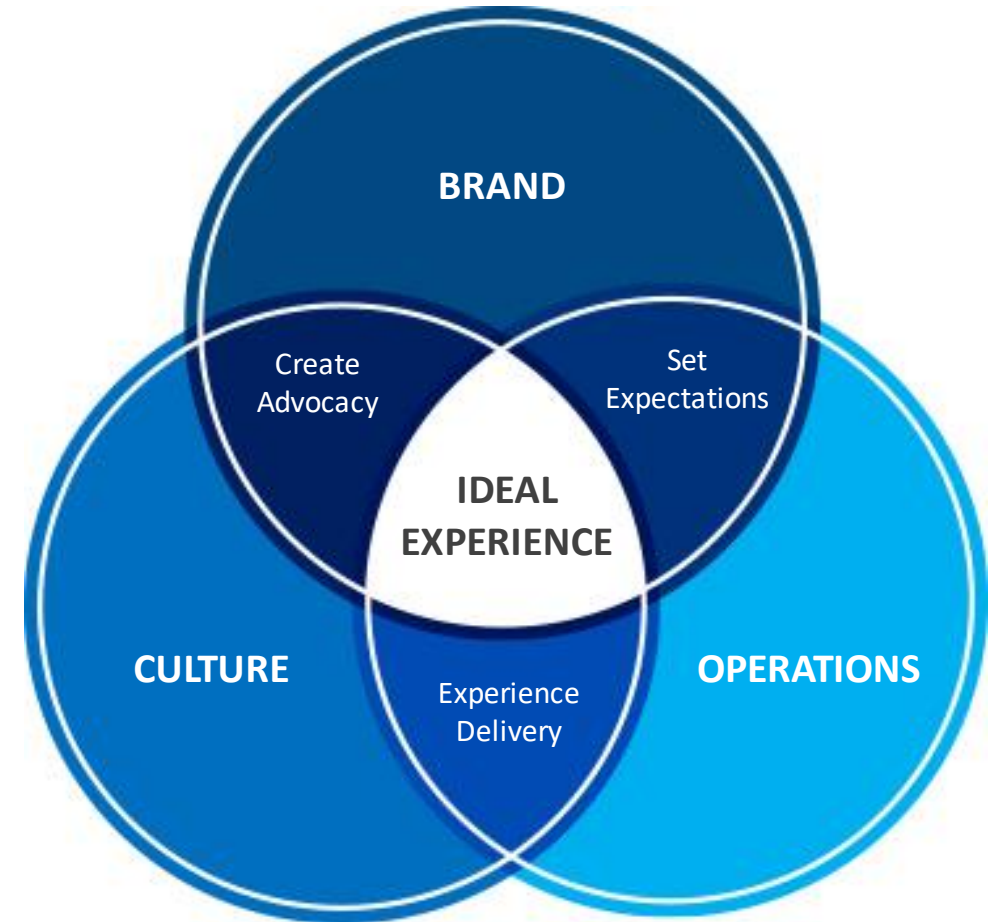
As you expand into new territory – this need becomes even more critical.

Expansion can take many forms:

- Adding a new service line
- Expanding care access points inside your primary service area
- Opening new facilities
- Establishing joint ventures
- Venturing into new geographies

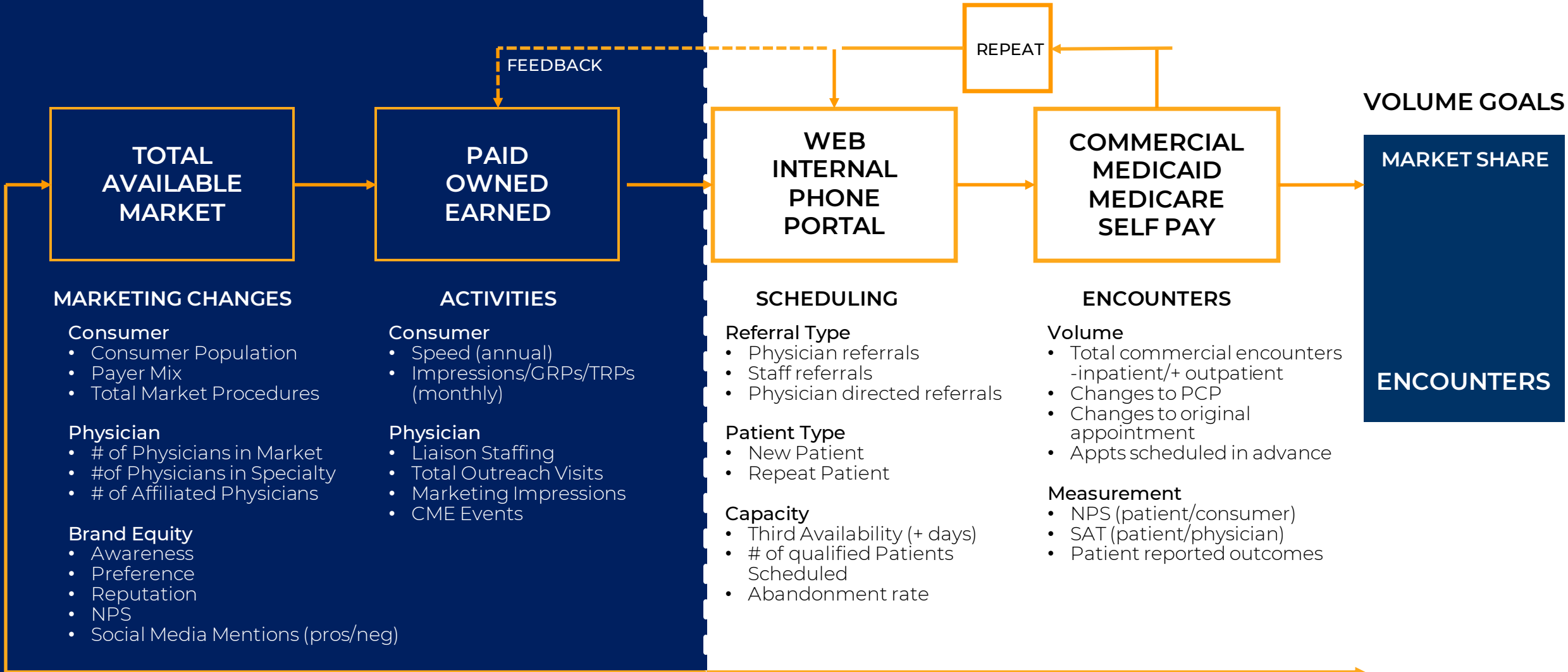
Much like a merger, these strategies requires a unique skill set – one that effectively blends brand, operations and culture – to ensure the promises you make will be kept to meet both functional and emotional needs.

Our experience with integrated delivery systems and health systems predicts that when you are aligned with expectations you can create an exceptional experience and a sustainable competitive advantage—regardless of the access point.



ENCOUNTER PREDICTION

WHERE DO WE FOCUS OUR EFFORTS?



MARKETING CHANGES

- Consumer**
 - Consumer Population
 - Payer Mix
 - Total Market Procedures
- Physician**
 - # of Physicians in Market
 - #of Physicians in Specialty
 - # of Affiliated Physicians
- Brand Equity**
 - Awareness
 - Preference
 - Reputation
 - NPS
 - Social Media Mentions (pros/neg)

ACTIVITIES

- Consumer**
 - Speed (annual)
 - Impressions/GRPs/TRPs (monthly)
- Physician**
 - Liaison Staffing
 - Total Outreach Visits
 - Marketing Impressions
 - CME Events

SCHEDULING

- Referral Type**
 - Physician referrals
 - Staff referrals
 - Physician directed referrals
- Patient Type**
 - New Patient
 - Repeat Patient
- Capacity**
 - Third Availability (+ days)
 - # of qualified Patients Scheduled
 - Abandonment rate

ENCOUNTERS

- Volume**
 - Total commercial encounters -inpatient/+ outpatient
 - Changes to PCP
 - Changes to original appointment
 - Appts scheduled in advance
- Measurement**
 - NPS (patient/consumer)
 - SAT (patient/physician)
 - Patient reported outcomes

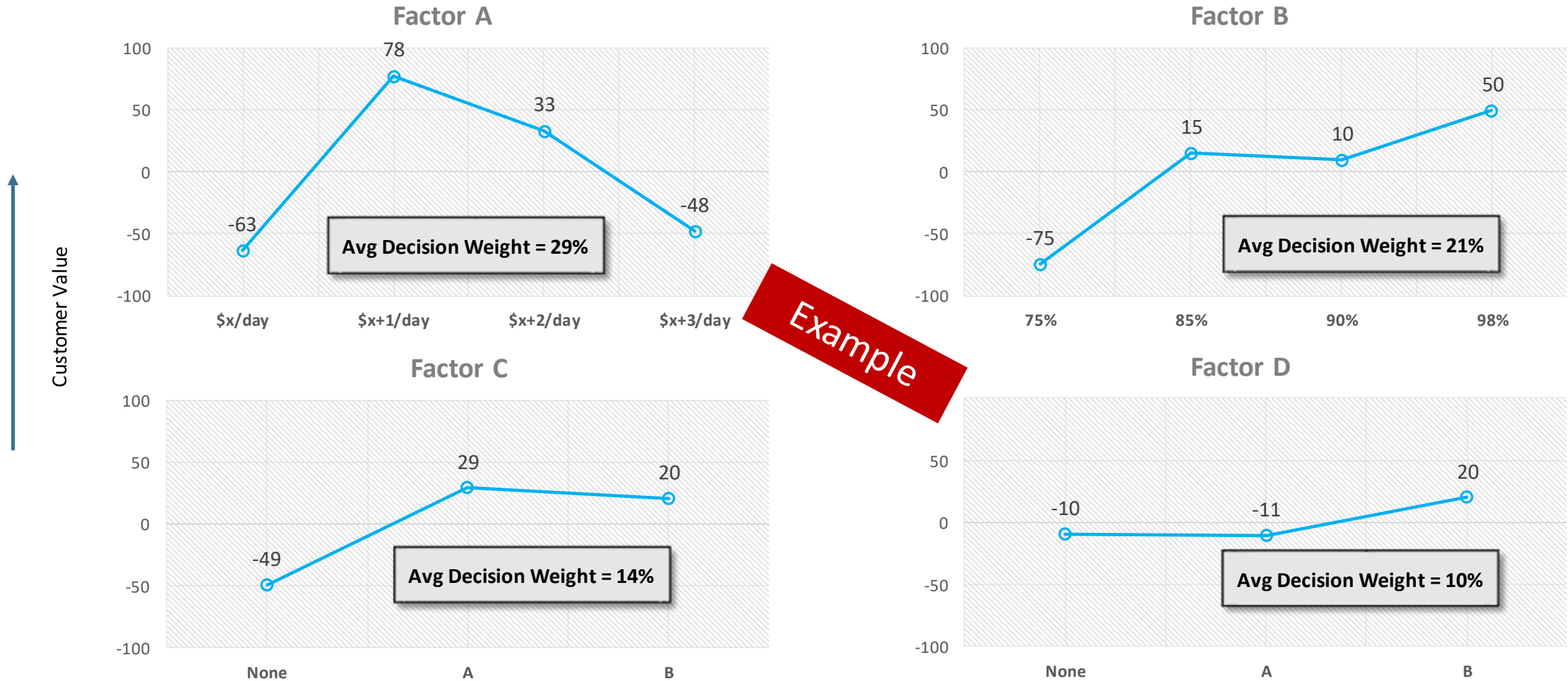
← **MARKETING**
AGGREGATED DATA

OPERATIONS →
INDIVIDUAL DATA



CONCEPT TESTING

WHAT ARE THE TRADE-OFFS AT THE ATTRIBUTE LEVEL?



Values graphed represent part-worth utilities



ACTIONABLE SEGMENTATION

RESEARCH APPROACH TO SCALE ACROSS REGIONS

A dynamic segmentation model offers you the ability to not only develop a definitive segmentation of its target market at a single point in time, but also the ability to track changes and understand the evolution of your market over time. Segmenting variables serve as the foundation and are fleshed out using profiling variables and then further enhanced through integrating the segmentation into other surveys and processes.

Enhancement Surveys and Process Integrations (deeper dives)

Leveraging segments across other research such as: communications preferences, decision factors, digital engagement, patient acquisition and loyalty, etc.

Integrating data from internal systems, using segments to deliver exceptional experiences through multiple channels

Profiling Variables (demographic & behavioral)

Life stage, gender, income, family type, health history, etc.

Access preferences, use, current behavior and needs, information sources etc.

Segmentation Variables (psychographic)

Core philosophical beliefs about life (e.g., experimental vs. traditional, belonging, impulsiveness, etc.)

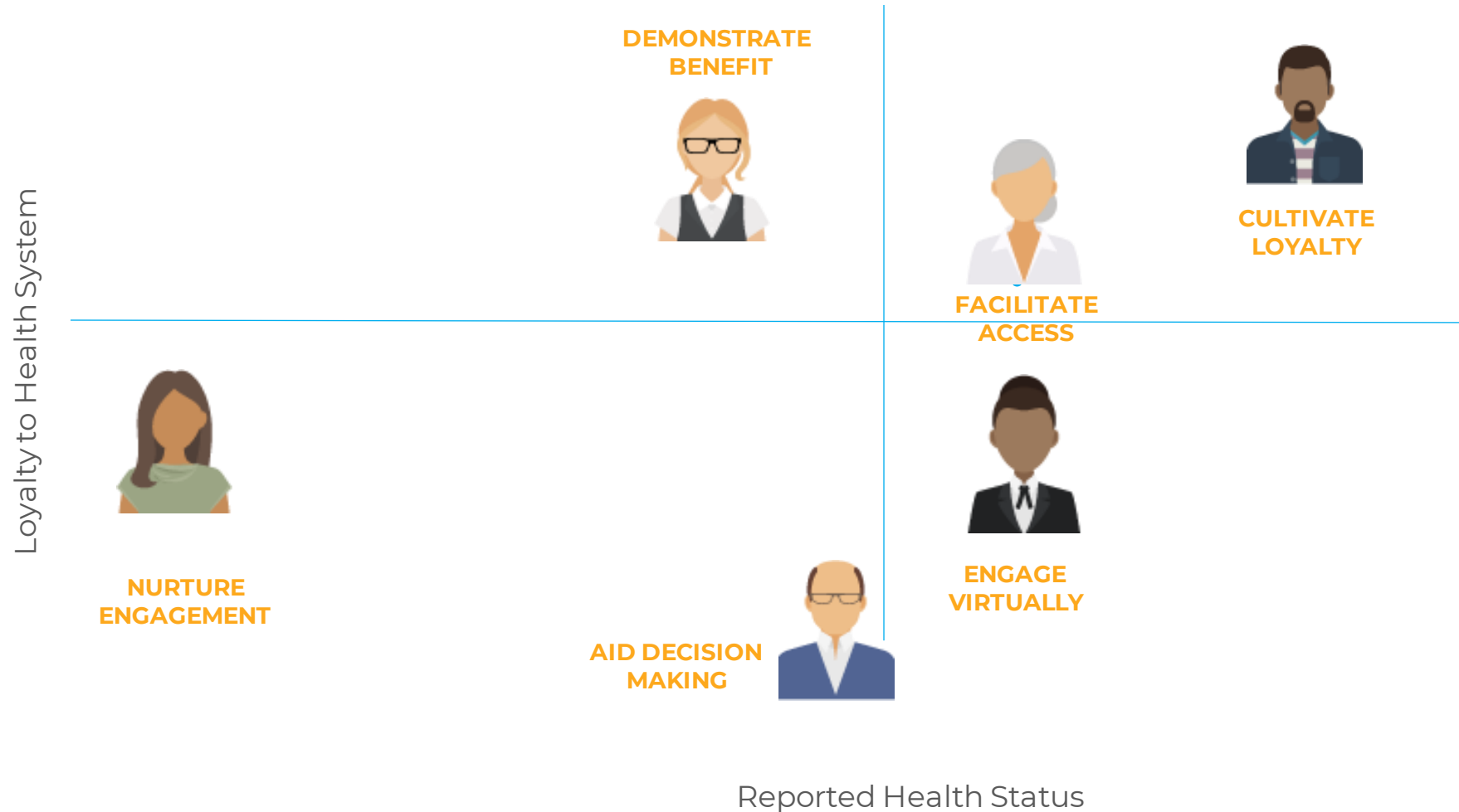
Foundational attitudes about healthcare and its role in their lives (e.g., wellness vs. sickness, trust in professionals, relationships with providers, etc.)





PRIORITIZING SEGMENTS

USE SEGMENTATION TO FOCUS REFINEMENT ON THOSE WHO HAVE GREATEST POTENTIAL

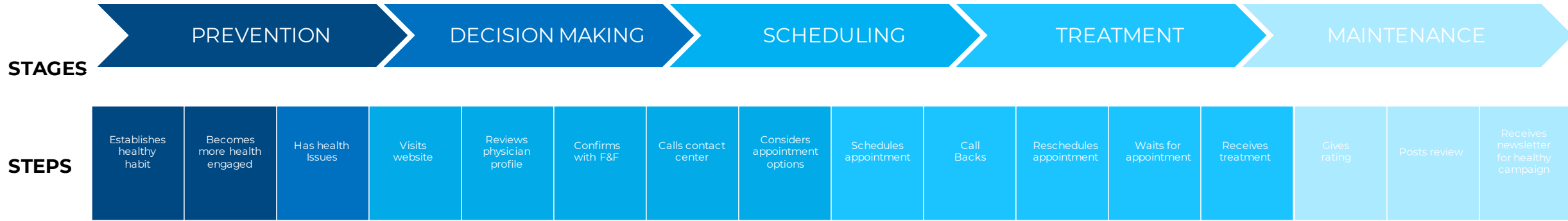




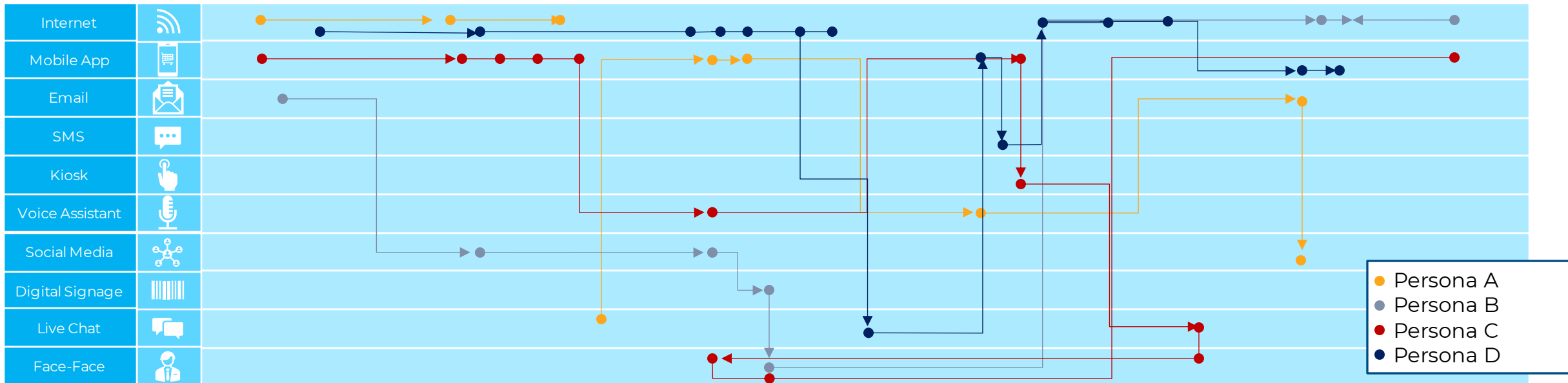
PERSONA JOURNEY MAPPING

WALKING IT THROUGH BY EACH PERSONA TYPE

Illustrative



CHANNELS



PURPOSE

ESTABLISHING THE WHY

**EVERY JOURNEY
STARTS WITH PURPOSE**

THE WHY

OUR REASON
FOR EXISTING

THE HOW

REALIZING OUR
PURPOSE DAY TO DAY

THE WHAT

THE FUTURE
WE ARE CREATING

- Purpose drives engagement at all levels and leads to more invested constituents internally and externally.
- A purpose-driven communication strategy helps you align, rally and accelerate action.
- Articulate organizational purpose through powerful and imaginative storytelling.
- Build community within that drives behaviors and amplifies the story
- Internal story becomes heart of external narrative





SERVICE VISION

CHARACTERISTICS OF THE FUTURE STATE



Resolving all calls quickly and to the satisfaction of the caller



An organizational structure that allows for a seamless Omni-Channel migration (consolidate back office and call center)



A call center strategy focused on a "Digital First" customer experience



Real-time visual of all service call center supported touchpoints (Omni channel and back office)



Process in place of "reacting in advance" to drive daily call center support decisions



A well-documented and executed WFM program that is primarily focused on employee flexibility and engagement



Ability to make IVR and Routing Changes in 15 minutes



Developing a process to continually evaluate call center AI best practices and impacts on the service roadmap



Providing service "Anytime through Any channel"



A Knowledge Management systems that can be quickly connected to automated bots



A well-executed quality monitoring program that is primarily focused on employee retention



All customer support areas understanding their role and impacts to the creation of the omni-channel roadmap



Impact measurement of both employee engagement and customer experience



Front-line agents with the ability to pivot across channels from a single desktop application

Illustrative





OPENING PLANNING

DESIGN AND SUPPORT TO AVOID COMMON PITFALLS

Facility openings are a new experience for most marketing and operations teams.

Avoid the traps of opening a new facility - where the timelines are aggressive, the stakes are high, and mistakes are painfully conspicuous.

Our team can support yours and hit the ground running from Day Zero:

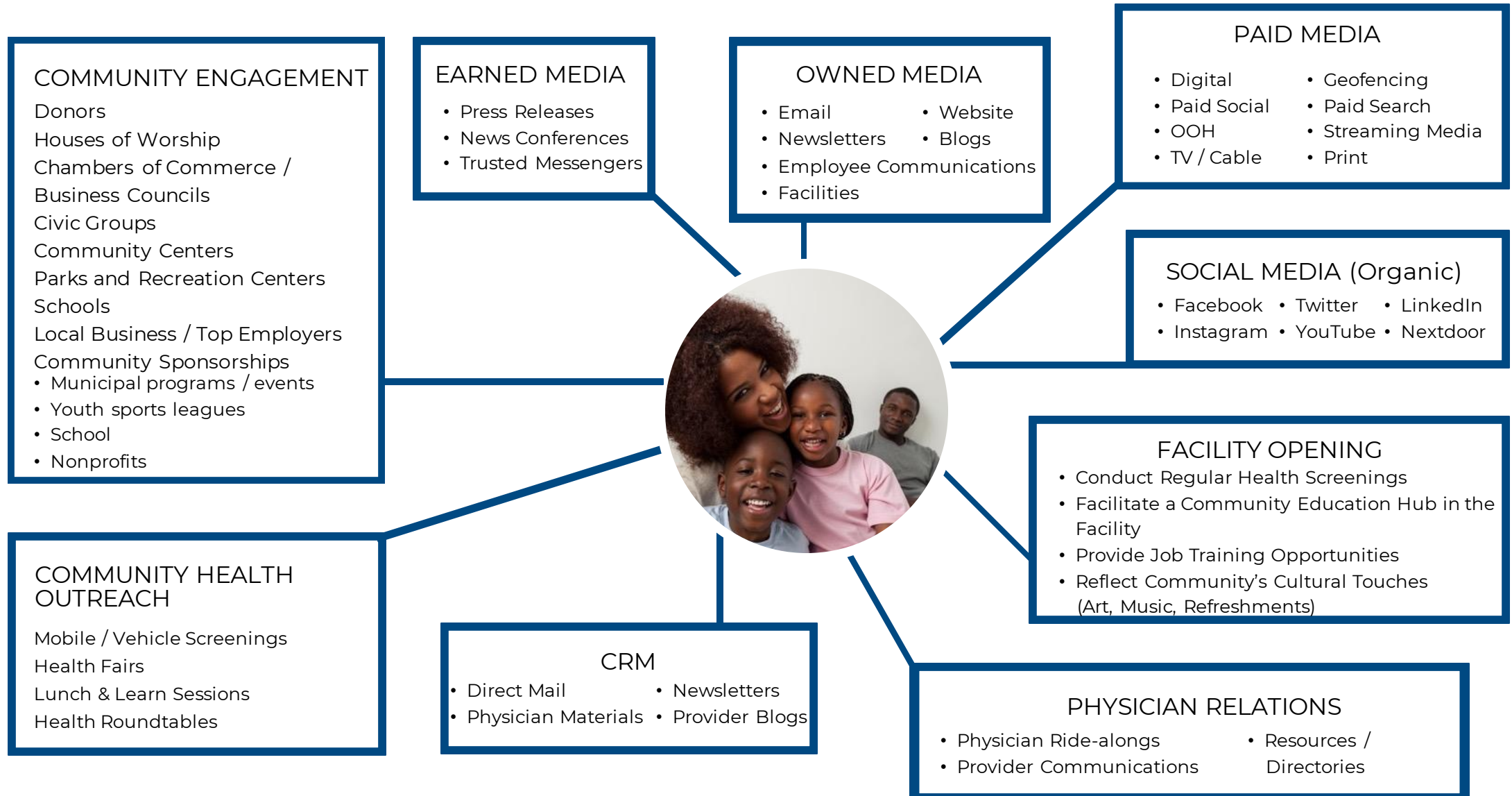
- 01 Fully embrace digital to meet consumers (and community physicians) where they are
- 02 Tap into multi-sensory experience design to create lasting impressions
- 03 Launch an effective community-based talent acquisition strategy
- 04 Build the right relationships with community stakeholders
- 05 Focus on the right service lines that will generate quick wins and long-term volume
- 06 Design effective journey maps from media to language and even visual vocabulary
- 07 Leverage the power of the physical site
- 08 Understand how copy, pictures, and media reach multicultural communities more effectively
- 09 Sync storytelling efforts between Community Relations, Outreach, Development, and Government Relations.
- 10 Take a program management approach to embrace the transformative nature of these efforts

**We are a team of marketers and experience designers who will enable you to meet your audiences where they are.
Our unique lens of aligning brand, operations, culture ensures a holistic approach to making promises you can keep to your new communities.**





AUDIENCE ENGAGEMENT






PLAYBOOK DOCUMENTATION

CREATING A LASTING, EVOLVING STRATEGY

Growth Playbook

Healthcare Company
2013 - 2018



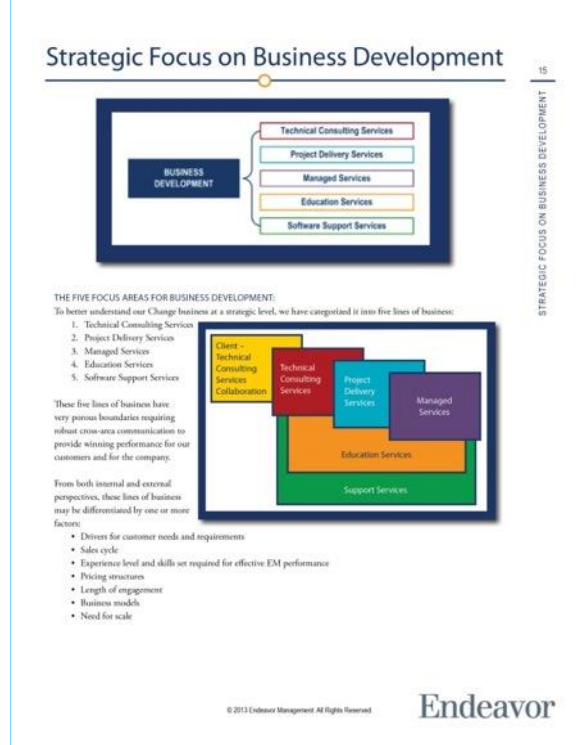
The Needed Element for
Understanding and Action

Table of Contents

EXECUTIVE SUMMARY	4
INTRODUCTION from your leadership	6
STRATEGIC DRIVERS: The Drivers Behind Our Change Strategy	8
THE NEW DIRECTION	9
• A Framework for Visualizing our Change Business	9
• What Has Changed by 2012	10
OVERVIEW OF THE FIVE-YEAR TRANSFORMATION PLAN	14
The Change competence Program	15
• Strategic Focus on Business Development:	16
o Technical Consulting Services	16
o Project Delivery Services	16
o Managed Services	17
o Education Services	18
o Software Support Services	18
• Strategic Focus on Capabilities Development: Marketing, Sales Engagement, Human Capital, Business Models, Delivery Efficiency	20
• Strategic Focus on Field Engagement and Account Engagement	22
GETTING STARTED	24
• Program Governance	24
• Overview of Strategic Projects for 2008	26
• How We Track and Measure Progress	29
• Change Competence Program Roll-out: Coming Soon	29
• Our Commitment	30
• Change Competence Program At A Glance	31

TABLE OF CONTENTS

© 2009 Endeavor Management. All Rights Reserved. **endeavor** • MANAGEMENT



Initial Projects for 2008: Initiation Phase

Program Track: Delivery Efficiency **Track Owner:** Home Care

Objectives:

- To develop a Change Capability Maturity Model (CMM) that enables EM to clearly define a business and monitor progress in a meaningful, measurable way.
- To develop and deploy an EM Service Quality Management framework.

Delivery Efficiency Capabilities	Size of Initial Projects		Key Project Deliverables	
	Metrics	CMM Development	Minimum service delivery standards	Business KPIs
Delivery Efficiency Processes	Operational metrics	Customer satisfaction and feedback management methodology: internal and external	Operational metrics	Customer satisfaction and feedback management methodology: internal and external
	Service Quality Management Framework	Customer satisfaction measurement strategy	Customer satisfaction measurement strategy	Customer satisfaction measurement strategy

Benefits: A CMM provides a place to start – a framework for defining improvement and prioritizing actions, a common language and a shared vision, and a means to share and build on experience. The Service Quality framework helps everyone see the key role quality plays in successful and profitable delivery of products and services... and the resulting customer satisfaction.

INITIATION PHASE 2008

The overview graphic illustrates the high degree of impact from successful implementation of our projects. Each project integrates multiple capabilities, which in turn enables us to reach our longer-term goals.

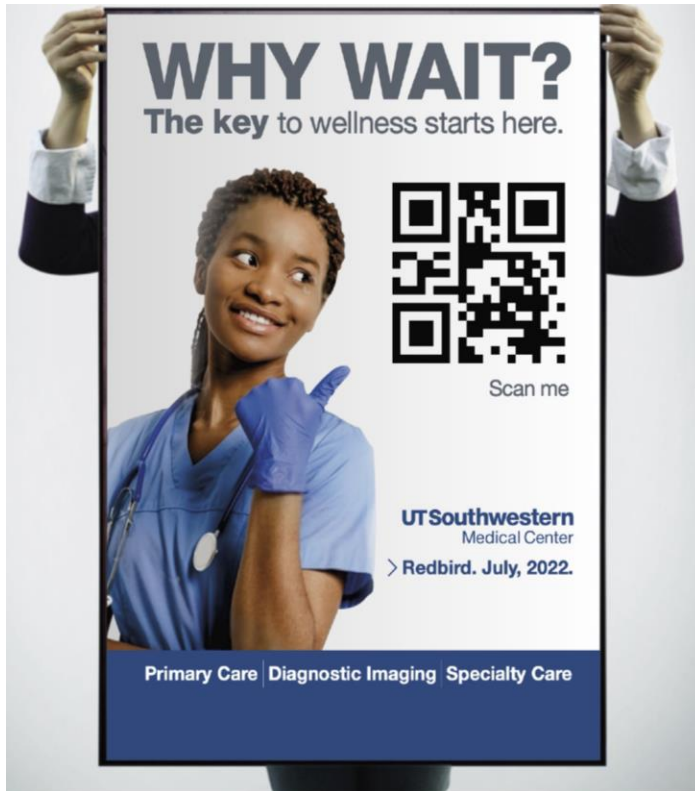
Building a World Class Service Organization	Capabilities Impact Areas				
	Marketing	Sales	Human Capital	Business Models	Delivery Efficiency
Initial Initiation Phase Projects					
Market positioning	•	•	•	•	•
Cost pricing	•	•	•	•	•
Attribute tracking	•	•	•	•	•
Change/Marketing Research & Analysis	•	•	•	•	•
Change Sales Engagement Model	•	•	•	•	•
Change Sales Process Design and Tool Support	•	•	•	•	•
Change Sales Compensation Structure	•	•	•	•	•
Human Capital Change Model	•	•	•	•	•
Capitalization	•	•	•	•	•
Human Capital Change Process Design	•	•	•	•	•
Operational metrics - Data Collection & Analysis	•	•	•	•	•
Operational metrics - Data Interpretation & Reporting	•	•	•	•	•
Operational metrics - Customer Satisfaction	•	•	•	•	•
Operational metrics - Customer Retention / Churn Rate	•	•	•	•	•
Metrics	•	•	•	•	•
CMM Development	•	•	•	•	•
Service Quality Management Framework	•	•	•	•	•

INITIAL PROJECTS FOR 2008



CREATIVE EXECUTION

ENERGIZE THE MARKET





NEXT STEPS

STEP 01

Explore Potential Fit

STEP 02

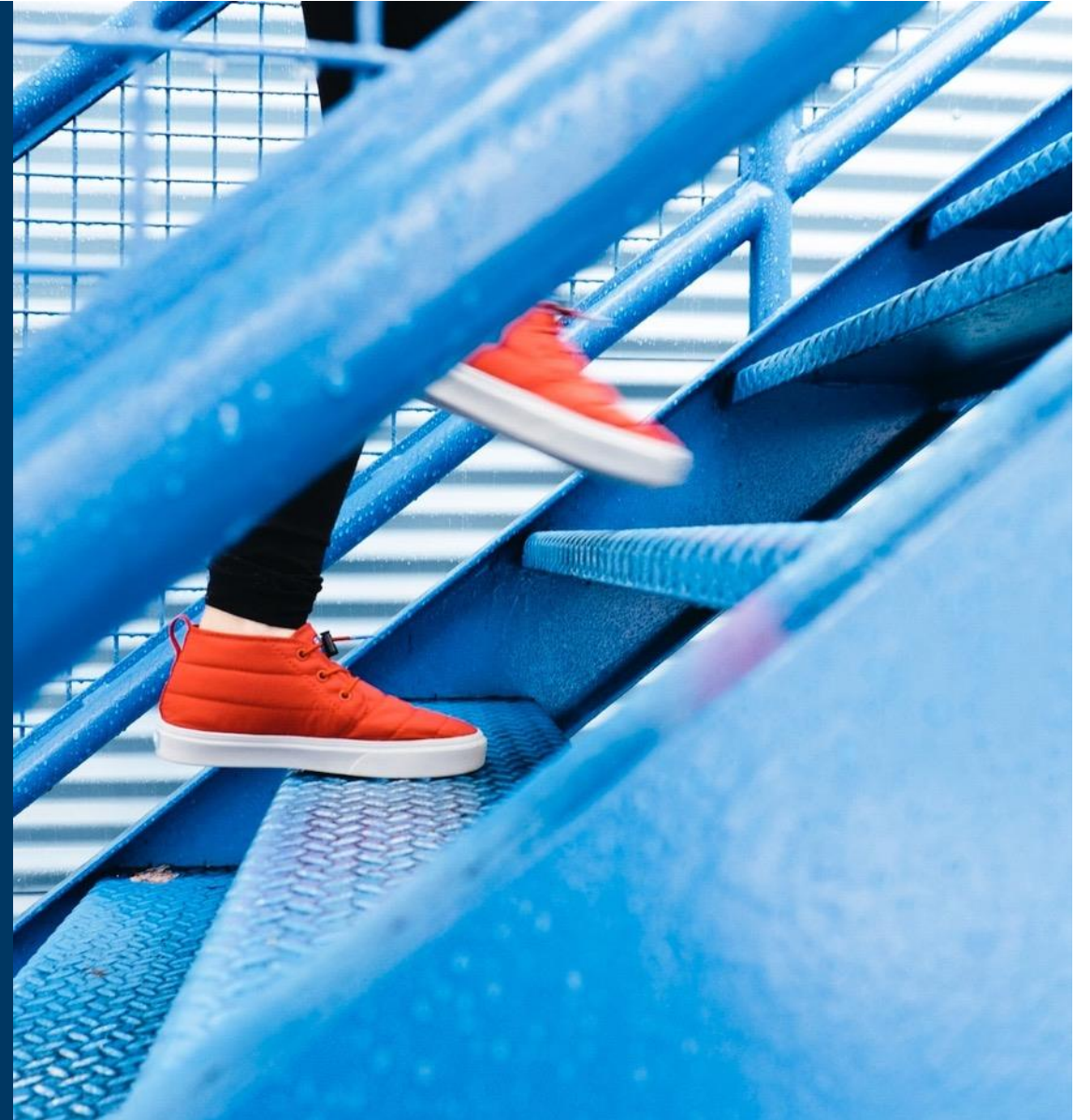
Share Additional Resources

STEP 03

Introduce to Other Stakeholders

STEP 04

Let's Get Started!



03 **OUR FIT**

The Basis of Our Expertise





OUR EXPERIENCE

WE STRIVE TO REMAIN A TRUSTED ADVISOR

55 YEARS

of continuous work
with clients



10+ YEARS

Average length of
client relationship



500+

Companies



250+

Consultants
and advisors





OUR COMPANY

WHAT'S YOUR ENDEAVOR?

For over 50 years, market leaders have turned to Endeavor to address their strategic imperatives. We work collaboratively with our clients to merge market insights and industry expertise to design and implement practical strategies. Our clients keep coming back to us not only for a near-term game plan, but as a long-term trusted partner.

Understanding the Why and the What

We believe that market leadership is based on a keen understanding of the underlying drivers of key constituencies – whether your customers or your employees. It's not just how we do things here, but how we do things here that creates real business value.

Endeavor Management's solutions help properly frame the strategic decision(s) and evaluate the critical elements required to reduce decision risk. Using insights to formulate strategy results in alignment of leadership to fully support the charted course.

Using advanced tools for insight development and collaboration, we are able to guide strategy development toward a path that truly resonates.



Making the How a Reality

This is where Endeavor Management's experience comes in. Our clients include many of the most recognized and well-regarded organizations in the world, with a focus those with the most complex needs.

We bring best practices and success to the table. Our seasoned consultants have been in your shoes, having decades of experience serving in leadership positions within organizations just like yours.

You can count on us to understand the challenges of navigating the most challenging of situations – from competitive environments to resource constraints.

We work with you to implement practical strategies to accelerate business performance at a pace that's manageable for your organization.



Endeavor



OUR FIT

INSIGHTS + EXPERIENCE = PRACTICAL STRATEGIES



INDUSTRY EXPERTISE

- Endeavor is uniquely positioned to assess the current state given our depth of expertise in organizational performance and transformational change. We bring cross-functional expertise to this assignment with national leaders in healthcare.
- A team that includes those with prior healthcare leadership experience.
- Deep understanding of the healthcare system environment, from the most complex (academic-community partnerships) to most competitive (regionally-based systems).
- Trusted advisor to some of the most recognized healthcare systems in the country.



RESEARCH-DRIVEN INSIGHTS

- A 55-year heritage of research innovation to drive strategic decision-making.
- Use of proven research tools and frameworks for brand, experience, culture and operations management across industries.
- We are uniquely positioned for this having led a marketing and communications benchmarking program with a steering committee of national leaders in healthcare.



COLLABORATIVE APPROACH

- We appreciate both the functional and emotional components of a change of this nature – it is possible that best practices suggest significant changes to the power centers of the status quo.
- Consensus-driven decision-making processes to ensure the strategy is embraced.
- Engagement processes to maximize the potential for advocacy of the strategy, both internally and externally.
- Our team has a deep experience working with executive teams in designing effective strategies which require a high degree of internal change. We've also done so with large, complex healthcare organizations.



Endeavor

JOHN MCKEEVER

800-846-4051

jmckeever@endeavormgmt.com

www.endeavormgmt.com