

HEALTHCARE MARKETING SUMMIT

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Andrew Carlson

Director of Growth & Strategy at the national MSO Growth Orthopedics



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MARKETING SUMMIT**

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Marketing New Locations



GROWTHORTHO

Andrew Carlson, MBA, MS, ATC

Director of Growth & Strategy

Growth Orthopedics



About the Speaker

Ted Lasso (aka Jeremy Bell)

Ted Lasso, originally from Wichita, Kansas, is an American college football and English Premier League soccer team coach, AFC Richmond. Frequently ridiculed for his folksy optimism and inexperience with the sport, Lasso has gradually won people over through his kind and compassionate approach to coaching.



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About the Speaker

Andrew Carlson, MBA, MS, ATC

Andrew, originally from Sturbridge, MA, has a Bachelor of Science from The Pennsylvania State University (2006), Master of Science from The University of Kentucky (2008), and a Master of Business Administration from Midway University (2023). An athletic trainer by trade, Andrew is the Director of Growth & Strategy at the national MSO Growth Orthopedics. Andrew's passion for the success of private orthopedic practices drives his career. When not working, Andrew enjoys spending time with his family, woodworking, and being outdoors.



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Learning Objectives

1

Establish an efficient and seamless recruitment strategy in collaboration between human resources and marketing departments.

2

Discuss how to grow through the launch of a new medical office location while ensuring an increased market share of patients.

3

Assess the key measures and overall success of the new medical office location launch.

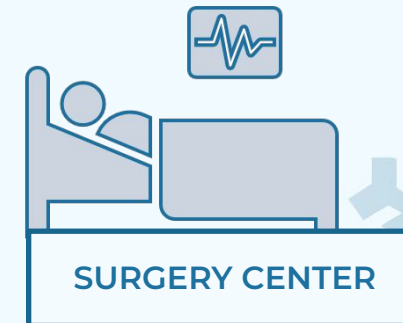
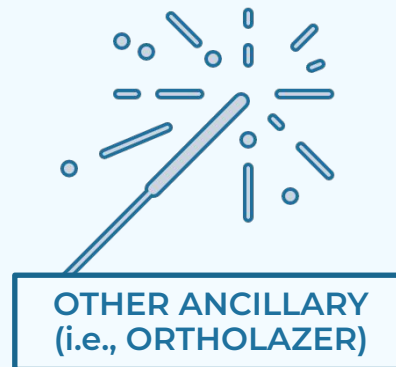


Agenda

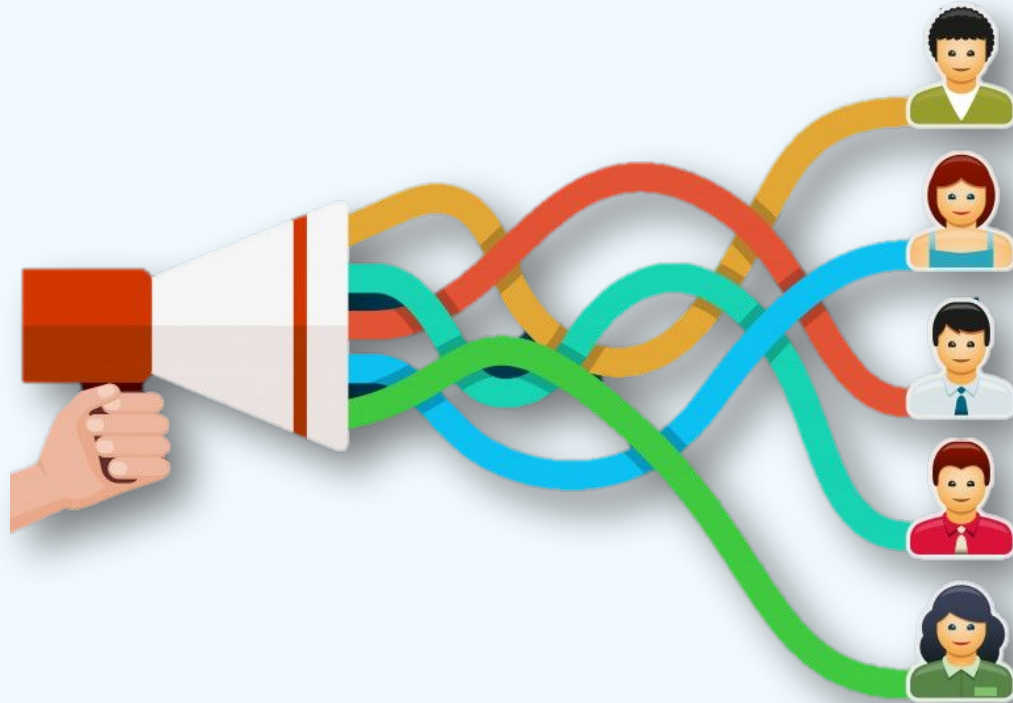


- Types of New Locations
- Know Your Audience
- Pre-Opening
- Recruitment Strategy
- Opening Day
- Continued Initiatives

Types of Locations



Know Your Audience



Current
Team
Members

Current
Patients

NEW
Patients

Referring
Providers &
Offices

Future Team
Members

Academic
Institutions

Sports Med
Outreach

Community
& Business
Leaders

Pre-Opening



Pre-Opening 1st Steps

- Create a Calendar/Punch-List
 - Smartsheet or GANTT Chart
- Set Team Meeting Cadences
- Set a Budget
- Define clear geographic boundaries for marketing specified location
- “Coming Soon” Banner
- Press Release
 - Content is Important!



Pre-Opening

Content, Content, Content

- Message should **never be about YOU** or your new office - it needs to be about what is in it for **THEM**.
- ~~“Tombstone Ads”~~ ➡ The star of the show needs to be direct patient benefits, not the office itself.
- Cohesive (or new!) look to other prior medical office internal marketing (signage too)
- Pictures
 - Renderings, Progress, & Launch
- Video (short and long)
 - Engage Your Physicians!
 - Behind the Scenes
 - Construction Updates
 - Tours



Pre-Opening

Direct-to-Patient Outreach & Digital Marketing Initiatives

- Website:
 - Location Page & Updates
 - SEO Optimization & Keywords
- Create & Optimize Google Profiles – Location & *Providers*
 - Must be clear to patients!
 - Update all information, i.e., call-tracking numbers, descriptions, specialties, hours, photos, posts, etc.
- Create & Optimize Bing Places – Location & *Providers*
 - Bing will sync with Google Profiles, once approved
- Create & Optimize Apple Maps – Location & *Providers*
 - ... and thus Yelp
- Create & Optimize Waze Maps – Location & *Providers*
 - Waze Map Editor

Pre-Opening

Direct-to-Patient Outreach & Digital Marketing Initiatives

- Direct-to-patient mailer & email newsletter
 - Determine geography
 - Promote how patients will benefit from the new location
- Social Media Marketing – On-Going Posts & Boosts
- Digital & Geofencing Ads
 - Update existing, if needed
 - New region = New keywords, i.e., “best orthopedic doctor in...”

Pre-Opening

Referring Provider & Referring Medical Office Marketing

Start Early!

Referral relationships typically take time to develop.

Start wooing referral sources & local community before you move.

The fact that you are new to the area gives you a built-in excuse to introduce yourself.

Ask to leave collateral in waiting room/lobbies.

Host an exclusive tour/engagement with providers.

Recruitment Strategy

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Recruitment Strategy

- **GOAL:** Drive passionate, qualified candidates to apply for open roles at the new medical office location using messaging that will resonate with the aspirations and pain points of healthcare professionals in the area.
- **STRATEGY:** Launch a new campaign across all **recruitment collateral** and **host a hiring event** to raise awareness for the new medical office location and candidate engagement.
- **OBJECTIVES:**
 1. Establish an efficient and seamless recruitment process for the duration of the project.
 2. Develop campaign messaging that resonates with candidates by addressing key occupational pain points and impactful differentiators of the medical practice.
 3. Target active candidates within the medical practice's talent pool with refreshed content to increase application/interview rates among individuals with whom the practice is currently engaging.
 4. Engage active and/or passive candidates outside of the medical practice's talent pool through **social media content**, **academic engagement**, and a **hiring event** to increase applicant flow among net-new candidates.

Recruitment Strategy:

Establish an efficient and seamless recruitment process

- **TACTICS:**
 - Coordinate with **recruitment/marketing team** to curate vital recruitment information for the project.
 - **Outline recruitment process** with regular check points and estimated timeframes for each step.
 - Implement **weekly meetings** with key team members to focus on project updates and **streamlined communication**.
- **ACTION ITEMS:**
 - Create candidate screening information and details of existing processes and benefits summary
 - Including screening questions, what to expect in the interview process, detailed benefits information, etc.
 - Create recruitment process workflow and **shared document for tracking KPIs**
 - **Schedule weekly meetings**
 - Weekly meeting updates and agendas/action items
 - Provide project stakeholders with updates on efforts and areas of which may need attention

Recruitment Strategy:

Develop campaign messaging that resonates with candidates

- **TACTICS:**
 - **Leverage industry research**, existing candidate profile information, and team member input to refresh current EVP (Employer Value Proposition) and employer brand messaging.
 - Marketing Team to discuss new location brand marketing efforts and opportunities for recruitment promotion.
- **ACTION ITEMS:**
 - Create list of medical office location's new technologies, procedures, etc.
 - Pull data/benefits of **competitor medical practices**
 - Create photos/videos of new surgery center, employee photos/videos, and employee testimonials.
 - Pull market data for all open positions.
 - Review current EVP and **develop employer brand messaging**.

Recruitment Strategy:

Target current talent pool candidates with campaign content

- **TACTICS:**
 - Equip recruiters with new outreach messaging to engage candidates on sourcing platforms.
 - Launch **12-week** candidate nurturing campaigns with new content. These campaigns should leverage any relevant engaging content created for social media (employee testimonials, spotlights, etc.)
- **ACTION ITEMS:**
 - Create recruiter outreach messaging.
 - Create and launch 12-week candidate nurture campaign.
 - **Create social media content, outreach messaging, and email campaign.**
 - Mine current talent pool with refreshed outreach messaging.
 - Utilize open/click reports from email campaigns as warm lead list.

Recruitment Strategy:

Engage active and/or passive candidates with high-quality content

- **TACTICS:**
 - Update job description templates to include **refreshed messaging**, position-specific keywords, and SEO best practices.
 - Create **high-quality, unique, and relevant social media content** to engage candidates.
 - Target programs at **academic institutions** through job promotion and recruitment collateral.
 - Periodically incorporate external database candidates into already established 12-week nurturing email campaign.
- **ACTION ITEMS:**
 - Update current external job postings using SEO-compliant job description templates
 - Create **refreshed external job postings**
 - Continue to create social media content
 - Launch job advertising strategy across multiple platforms.

Opening Day



Only One Chance For A First Impression



Opening Day

- Press Release – Content is Important!
 - Coordination with Construction Folks
- Chamber of Commerce & Community Leader Engagement
- Open House & Ribbon Cutting
 - Make it special and fun! Invite VIPs.
 - Consider extending the event over a week+
- Devise something special into your opening that would make it newsworthy & allow free press coverage. *Think creatively!*
 - A new location on Route 20? Create and promote a contest where 20 lucky winners receive a free prize
 - Restore a historical building? Lovingly preserving the unique architecture could make a big splash with local citizens and local media.

Continued Initiatives

Cultural
Integration

Highlight
Patient Reviews
& Patient
Experiences

On-going
Content, i.e.,
Video, Pictures,
Employee
Engagement
Events

Anniversary
Event

Be Creative!

Hear From The Source...

Example of a creative approach?

Go Slow to Go Fast ➡ Anyone opened multiple locations in a single year?

Example of misses, miscues, or “in-hindsight”?

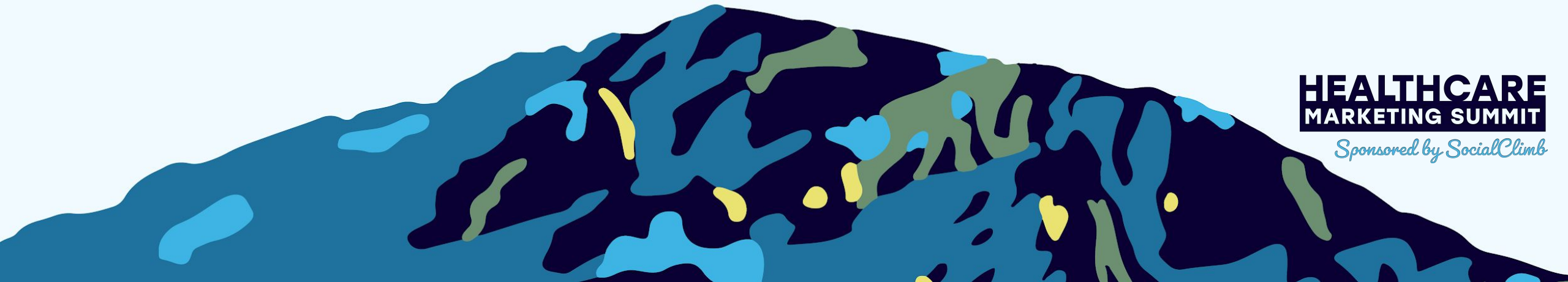
Has anyone partnered with a firm to assist? Benefits?

Questions?

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THANK YOU!

