This is a sample of the instructor resources for *Healthcare Marketing: A Case Study Approach*. The complete instructor resources consist of the following:

- Answers to end-of-chapter questions and exercises
- PowerPoint slides for each chapter
- Teaching notes for the four feature cases
- Test bank

This sample contains the PowerPoint slides and the answers to the end-of-chapter discussion questions and exercises for Chapter 14.

If you adopt this text, you will be given access to the complete materials. To obtain access, e-mail your request to hapbooks@ache.org and include the following information in your message:

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Answers for Chapter 14 Questions

1. Other than the television commercials, identify another way NEHCC could have met its goal to increase community awareness. How could NEHCC have reached its target market of single mothers with young children other than via television?

Students’ answers will vary, but some students will refer back to Exhibit 14.1 and select one of the actions identified in the NEHCC strategic marketing plan, such as radio and billboards. Still others will suggest a health fair at local churches or the handing out of brochures sent to the emergency departments of local hospitals. The idea of this question is to get students to think about ways to communicate to target markets.

2. Explain how your answer to question 1 fits with the mission of NEHCC. How would your idea have helped achieve NEHCC’s vision? Is it consistent with NEHCC’s values? Does it communicate what NEHCC wanted to communicate to physicians, patients, and the public?

The answer will vary according to the method chosen, but each action should align with the mission, vision, and values. For instance, the brochures at emergency departments may help women realize they have other options for healthcare delivery that are affordable, more convenient, and quicker than the emergency department.

3. How would you measure the success of your idea?
The most common answers have been patient surveys (how did you hear about the clinic?) and a review of revenue over a set time period.

**Answers for Chapter 14 Exercises**

1. *Assessing strategic marketing efforts*

In this case, I have found that the students become more involved in the discussion once they learn that Sandy really did implement the plan. Some of the students would have liked to change the dialogue, but most are in agreement that the action did indeed fit with the mission; help the organization achieve its vision; was consistent with the values; addressed the target market identified; and said what it wanted to say to physicians, patients, and the public (although many students are quick to point out that they doubted if physicians watched Saturday cartoons).

Also, most students agree it was a success because it achieved 144 new patient visits and generated $15,984 on a $650 investment. However, a few students will point out that a projected number of new patient visits was not identified with the initiative and that we do not know if the dollar amount was an acceptable amount identified by the organization’s administrators, board members, and clinic directors. Without this information, they hesitate to declare it a success. After this exercise is discussed, I inform the students that this example is from one of the interviews conducted. With the site and people disguised to preserve confidentiality, I give the epilogue. The person I interviewed about this initiative did define it
as a success because the goal was more to increase awareness as best as they could with the limited funds that they have for outreach.

2. *Preparing your own personal SWOT analysis*

Students’ answer will vary, as this is a self-reflective exercise. It also encourages students to prepare a subjective SWOT and then consider how to match their strengths with their opportunities to achieve their goals while remaining mindful of their self-identified weaknesses. I do not discuss their personal SWOTs in class; it is more for self-assessment while they get practice conducting a SWOT analysis.
Chapter 14

Strategic Marketing
Case Study: Northeastern State Health Community Centers and Outreach

• Illustrates the importance of strategic planning for healthcare marketing efforts
• Offers an example of a marketing effort conducted at a patient-centered medical home (PCMH)
• Shows the process that the director of outreach and development followed as she designed the plan to achieve agreed-upon goals
Patient-centered medical home

- Healthcare setting that facilitates partnerships between individual patients and their personal physicians and, when appropriate, the patient’s family. Care is facilitated by registries, information technology, health information exchange, and other means to ensure that patients get the indicated care when and where they need and want it in a culturally and linguistically appropriate manner.
NEHCC and its plan

• Guided by its values
  – Everybody deserves good healthcare

• Focused on its goals
  – Increasing community awareness
  – Increasing services used

• Target market
  – Persons with low incomes who had Medicaid or were uninsured or underinsured
Fits with the mission

• Who? What was the mission of NEHCC?
Empowering our patients and communities by proactively providing high-quality, affordable, patient-centered healthcare
Mindful points

• Strategic planning retreats or strategic planning in-house meetings
• Organization’s administrators, board members, and clinical managers strategize how to meet agreed-upon goals
• Make certain it fits with aforementioned mission, vision, values, and goals
• Research
  – Whether in-house or outsourced, important to have conducted research when a plan is considered
  – It helps to clarify goals, identify target markets, and direct branding efforts
The SWOT

- **SWOT analysis**
  - (strengths, weaknesses, opportunities, and threats) is one tool that may be used to identify an organization’s internal strengths and weaknesses as well as its external opportunities and threats. SWOT analyses are subjective, a result of stakeholders’ opinions.
  - Often used at retreats to identify and compare subjective opinions from participants.
  - See Exhibit 14.2 for an example of a SWOT analysis.
Questions to answer when considering a marketing effort

• Does this marketing effort fit with the organization’s mission?
• Will it help the organization achieve its vision?
• Is it consistent with the organization’s values?
• Does it address the target market identified?
• Does it say what the marketing team wants it to say to physicians, patients, and the public?
• How would the marketing team measure its success?