

MEDICAL PRACTICE MARKETING, ADVERTISING, SALES AND COMPETITIVE ANALYSIS

Professional Skills for the New Era



www.shutterstock.com · 171337670



www.shutterstock.com · 189761459

Edited by

David E. Marcinko; MBBS DPM MBA MEd CMP™
Professor Hope Rachel Hetico; RN MHA CMP™

Foreword by
Leading Expert MD

CRC Press

**MEDICAL PRACTICE MARKETING, ADVERTISING, SALES,
COMMUNICATION AND SOCIAL MEDIA SKILLS**

[New-Wave Success Strategies for Savvy Doctors]

By Dr. David Edward Marcinko; MBA, CMP™
[Editor-in-Chief]

By Professor Hope Rachel Hetico; RN, MHA, PMP, CMP™
[Managing Editor]

PREFACE

MEDICAL PRACTICE MARKETING, ADVERTISING, SALES, COMMUNICATION AND SOCIAL MEDIA SKILLS [New-Wave Success Strategies for Savvy Doctors] offers a comprehensive overview of how best to approach the marketing of a clinical medical practice or healthcare entity.

The book includes topics ranging from business creation and market planning, defining a marketing strategy that meets individual needs and budgets, and creating a corporate identity with branding and differentiation strategies to launch a successful and cost-efficient advertising and sales campaign. It discusses the advantages/disadvantages cost of public relations, change and crisis management, as well as describing how to use modern website, internet, blog, wiki, SEO and social media marketing platforms.

The text is a practical and accessible overview on how best to approach the marketing of a medical office, practice, or clinic. It is a conventional and digital hybrid, concise in style and comprehensive in scope. The book draws on the experience and marketing skills of a wide range of traditional business school marketing educators, to advertising insiders from the field, with “crowd-sourced tips, pearls and secrets” by physicians and practices illustrating their advertising success and failures. This unique feature demonstrates how to attract new patients, and with more existing patients, with enhanced synergistic provider referrals. Additionally, **MEDICAL PRACTICE MARKETING, ADVERTISING, SALES, COMMUNICATION AND SOCIAL MEDIA SKILLS [New-Wave Success Strategies for Savvy Doctors]** helps identify your practice's strengths, weaknesses, opportunities and threats; and to strategize that best showcase areas of expertise by providing examples and analyzing the skills of other practicing physicians, and successful allied healthcare providers.

MEDICAL PRACTICE MARKETING, ADVERTISING, SALES, COMMUNICATION AND SOCIAL MEDIA SKILLS [New-Wave Success Strategies for Savvy Doctors] is a clear, hands-on approach that can help you give your practice the edge in today's hyper competitive healthcare and digital medical marketing environment, following implementation of the PP-ACA It will shape the medical office, clinic, and hospital risk management landscape for the next-generation of healthcare professionals by following these eight principles.

How We Are Different?

First, we have assembled a world-class editorial advisory board and independent team of contributors and reviewers and asked them to draw on their experiences in contemporaneous healthcare risk management. Like many of their physician and institutional clients, each struggles mightily with the same concerns. Yet, their practical experience and physician focused education, knowledge and vision is a source of objective information, informed opinion and crucial information to all consultants working with doctors and healthcare entities in the modern medical marketing and sales management field.

Second, our writing style allows us to condense a great deal of information into one volume. We integrate bullet points and tables; pithy language, prose and specialty perspectives with real world examples and case models. The result is an oeuvre of integrated principles vital to all modern medical professionals and healthcare organizations.

Third, this is a peer-reviewed book as we seek to follow traditional medical research and journal publishing guidelines for best practices. We present differing viewpoints, divergent and opposing stake-holder perspectives, and informed personal and professional opinions. Each chapter has been reviewed by one to three outside independent reviewers and critical thinkers. We include references and citations, and although we cannot rule out all biases, we do strive to make them transparent to the extent possible.

Fourth, our perspective is decidedly from the physician side of the equation. More specifically, as consultants to medical professionals and the healthcare industry we champion the medical practitioner and healthcare entity, over non-medically specific marketing consultants and sales advisors. And, to the extent that both sides ethically succeed; we hope all concerned “do well - by doing good”. This is unique in the industry. Much like the emerging patient-centered care initiative in medicine, we call it physician-centered advice.

Fifth, it is important to note that deep specificity and niche knowledge is needed when advising physicians, hospitals and healthcare organizations. And so, we present information directly from that space, and not by indirect example from other industries, as is the unfortunate norm. Blinded case models, health industry checklists, tools, templates and real-life examples, and anecdotal insights are also included. Finally, medical marketing, advertising, sales and public relations information for hospitals and physicians is our core and only focus.

Seventh, we include a glossary-of-terms specific to the text, and a list of comprehensive consulting sources.

Finally, as editors, we prefer engaged readers who demand compelling content. According to conventional wisdom, printed texts like this one should be a relic of the past; from an era before instant messaging and high-speed connectivity. Our experience shows just the opposite. Applied literature, from informed sources, is woefully sparse; just as a plethora of generalized information makes that material less valuable to doctor and corporate clients.

And so, rest assured that will **MEDICAL PRACTICE MARKETING, ADVERTISING, SALES, COMMUNICATION AND SOCIAL MEDIA SKILLS [New-Wave Success Strategies for Savvy Doctors]** become a seminal book in this niche ecosystem. In the years ahead, and as the PP-ACA or related national healthcare initiatives mature, we trust these principles will enhance utility and add value to your copy. Most importantly, we hope to increase your return on investment by some small increment.

If you have any comments or would like to contribute material or suggest topics for future editions please contact us.

Professor Hope Rachel Heticó

[Managing Editor]

Target Market and Ideal Readers

MEDICAL PRACTICE MARKETING, ADVERTISING, SALES, COMMUNICATION AND SOCIAL MEDIA SKILLS [New-Wave Success Strategies for Savvy Doctors] should be in the hands of all:

* Allopathic, [MD], osteopathic [DO] and podiatric physicians [DPMs]; dentists [DDS and DMD]; nurses [RNs-LPNs], Advanced Nurse Practitioners [ANPs] and Physician Assistants [PAs]; physical therapists [PTs], Doctors of Chiropractic [DCs]; CRNAs and DVMs; occupational therapists [OTs], physical and speech therapists and related assistants and allied healthcare providers.

* Hospitals, healthcare organizations, medical and surgical clinics, private practices, outpatient facilities and ambulatory care centers.

* Medical, health law, graduate and nursing school students, interns, resident and fellows; as well as new, mid-life and mature healthcare practitioners of all types.

* There are over 20 million health care professionals in the USA; worldwide, there are at least 100 million. If you add other medically-interested industry people; you are our target audience.

Dedication

It is an incredible privilege to edit **MEDICAL PRACTICE MARKETING, ADVERTISING, SALES, COMMUNICATION AND SOCIAL MEDIA SKILLS [New-Wave Success Strategies for Savvy Doctors]**. One of the most rewarding aspects of my career has been the professional growth acquired from interacting with medical colleagues, risk management; legal and insurance services professionals of all stripes. The mutual sharing and exchange of ideas stimulates the mind and fosters advancement at many levels.

Of course, creating this text was a significant effort that involved all members of our firm. Over the past year we interfaced with numerous outside private and public companies - as well as the internet blogosphere - to discuss its contents. And, although impossible to list every person or company that played a role in its production, there are several other people we wish to thank for their support and encouragement: Kristine Mednansky - Senior Editor Business Improvement [Healthcare Management], Karen Sober - Editorial Assistant, Kari Budyk - Senior Project Coordinator and Richard O'Hanley - CRC Press [A Taylor & Francis Group].

Finally, we acknowledge this text would not have been possible without the support of our families whose daily advocacy encouraged all of us to completion. It is also dedicated to our clients, and the contributing authors and peer-reviewers who crashed the development life cycle in order to produce time-sensitive material in an expedient manner. The satisfaction we enjoyed from working with them is immeasurable.

Any accolades are because of them All defects are my own.

Dr. David Edward Marcinko
Norcross, Georgia, USA

EDITOR-IN-CHIEF



David Edward Marcinko

Dr. David Edward Marcinko is a next generation apostle of Nobel Laureate Kenneth Joseph Arrow PhD as a healthcare economist, insurance advisor, risk manager and board certified surgeon from Temple University in Philadelphia. In the past, he edited eight practice-management books, three medical textbooks and manuals in four languages, five financial planning year-books, dozens of interactive CD-ROMs, and three comprehensive healthcare administration dictionaries. Internationally recognized for his clinical work, he is a distinguished visiting professor of surgery from the Marien Hospital - Aachen Germany with an honorary MBBS [*Medicinae Baccalaureus, Baccalaureus Chirurgiae*], who provides litigation support and expert witness testimony in State and Federal Court, with medical publications archived in the Library of Congress and the Library of Medicine at the National Institute of Health [NIH]. His thought leadership essays have been cited in journals like: *Managed Care Executives, Healthcare Informatics, Medical Interface, Plastic Surgery Products, Teaching and Learning in Medicine, Orthodontics Today, Chiropractic Products, Journal of the American Medical Association, Podiatry Today, Investment Advisor Magazine, Registered Representative, Financial Advisor Magazine, CFPT™ Biz (Journal of Financial Planning), Journal of the American Medical Association (JAMA.ama-assn.org), The Business Journal for Physicians, and Physician's Money Digest*; by companies and professional organizations like the Medical Group Management Association (MGMA), American College of Medical Practice Executives (ACMPE), American College of Physician Executives (ACPE), American College of Emergency Room Physicians (ACEP), Health Care Management Associates (HMA), and PhysiciansPractice.com; and by academic institutions like the UCLA School of Medicine, Northern University College of Business, Creighton University, Medical College of Wisconsin, University of North Texas Health Science Center, Washington University School of Medicine, Emory University School of Medicine, and the Goizueta School of Business at Emory University, University of Pennsylvania Medical and Dental Libraries, Southern Illinois College of Medicine, University at Buffalo Health Sciences Library, University of Michigan Dental Library, and the University of Medicine and Dentistry of New Jersey, among many others. Dr. Marcinko also has numerous primary and secondary editorial and reviewing roles to his credit.

Dr. Marcinko received his undergraduate degree from Loyola University Maryland, and completed his internship and residency at the Atlanta Hospital and Medical Center. He is a Fellow of the American College of Foot and Ankle Surgeons who earned his business degree from the Keller Graduate School of Management (Chicago), and his financial planning diploma from Oglethorpe University (Atlanta). He was a licensee of the CERTIFIED FINANCIAL PLANNER® Board of Standards for a decade, and holds the Certified Medical Planner™ designation (CMP™). He earned Series #7 (general securities), Series #63 (uniform securities state law), and Series #65 (investment advisory) licenses from the National Association of Securities Dealers (NASD) and Financial Industry Regulatory Authority (FINRA), and was a life, health, disability, variable annuity, and property-casualty license from the State of Georgia. Dr. Marcinko was also co-founder of an ambulatory surgery center that was sold to a public company, and has been a Certified Physician in Healthcare Quality (CPHQ); a certified American Board of Quality Assurance and Utilization Review Physician (ABQAURP); a medical-staff vice president of a general acute care hospital; an assistant residency director; a founder of a computer-based testing firm for doctors; and president of a regional physician practice-management corporation in the Midwest. He was a member of the American Health Information Management Association (AHIMA) and the Healthcare Information and Management Systems Society (HIMSS); a member of the Microsoft Professional Accountant's Network (MPAN); website engineer and beta tester for Microsoft Office Live Essentials program, and Microsoft Health User's Group (MS-HUG) member; and a registered member of the US Microsoft Partners Program (MPP). And, as president of a privately held physician practice management corporation in 1999, he consolidated 95 solo medical practices with \$150 million in revenues for a pre-IPO listing. In 2011, he joined the Physician Nexus Medical Advisory Board.

Currently, Dr. Marcinko is Chief Executive Officer for the Institute of Medical Business Advisors, Inc. The firm is headquartered in Atlanta and works with a diverse list of individual and corporate clients. It sponsors the professional Certified Medical Planner™ charter designation program and counsels maverick physicians transitioning into alternate careers. As a nationally recognized educational resource center and referral alliance, iMBA and its network of independent professionals provide solutions and managerial peace-of-mind to physicians, healthcare organizations and their consulting business advisors. He also helped developed medical, business, graduate and undergraduate school curriculum content for the American College of Physician Executives [ACPE], Medical Group Management Association [MGMA] and the American College of Healthcare Executives [ACHE]. A favorite on the lecture circuit, Dr. Marcinko is often quoted in the media, and frequently speaks on related topics throughout this country and Europe in an entertaining and witty fashion. He is a popular authority on transformational business strategies across a pantheon of related industries. He is also a social media pioneer and publisher of the *Medical Executive Post*, an influential syndicated Health 2.0 interactive blog forum.

As an award-winning journalist, media broadcaster, speaker, public health ambassador, financial planning and economics consultant, Dr. Marcinko is available to colleagues, clients and the press at his corporate office in Atlanta. GA.

MANAGING EDITOR



Hope Rachel Hetico

Hope Rachel Hetico received her bachelor's degree in nursing (BSN) from Valpariso University, and her Master of Science in Healthcare Administration (MHA) from the University of St. Francis, in Joliet, Illinois. She is author's editor of a dozen major textbooks and is a nationally known expert in managed medical care, medical reimbursement, case management, health insurance, utilization review, National Association of Healthcare Quality (NAHQ), Health Education Data Information Set (HEDIS), and The Joint Commission (TJC) Clinical Quality Measures [CQMs] and regulations.

Prior to joining the Institute of Medical Business Advisors as Chief Operating Officer, Ms. Hetico was a hospital executive, financial advisor, licensed insurance agent, Certified Professional in Healthcare Quality (CPHQ), and distinguished visiting assistant professor of healthcare administration for the University of Phoenix, Graduate School of Business and Management in Atlanta. She was also national corporate Director for Medical Quality Improvement at Abbey, and then Apria Healthcare, a public company in Costa Mesa, California.

A devotee of health information technology and heutagogy, Ms. Hetico is responsible for leading the website: www.CertifiedMedicalPlanner.org to the top of the exploding adult educational marketplace, expanding the online and on-ground CMP™ charter designation program, and nurturing the company's rapidly growing list of medical colleagues and financial services industry clients.

Professor Hetico recently completed successful consulting engagements as ACO clinical integration coordinator for Resurrection Health Care Preferred in Chicago; and performance improvement manager for Emory University and Saint Joseph's Hospital in Atlanta. She is currently on assignment for Presence Health Partners, the largest Catholic health system in Illinois.

PROJECT MANAGER

Mackenzie Hope Marcinko

Mackenzie H. Marcinko is a linguistics and business management intern from the

University of Pittsburgh. Founded in 1787, the university is a healthcare informatics and technology pioneer, and one of the nation's most distinguished members of the Association of American Universities. It perennially ranks as one of the top public universities in total sponsored research funding and is among the top ten recipients of funding from the National Institutes of Health [NIH].

EXECUTIVE-DIRECTOR

Ann Marie Miller; RN, MHA

For the Institute of Medical Business Advisors Inc., and the Certified Medical Planner™ online professional education and certification designation program, Norcross, GA.

ACADEMIC DEAN

Eugene Schmuckler; PhD, M.Ed, MBA, CTS

For the Institute of Medical Business Advisors, Inc and the Certified Medical Planner™ online professional education and certification designation program, Norcross, GA.

NORTH AMERICAN AMBASSADOR

Rachel Pentin-Maki; RN, MHA

Former Intensive Care Unit [ICU] and Telemetry Unit [TU] manager, nursing school instructor, and Finnish Rest Home BOD member, Lantana, FLA

ABOUT THE BOOK COVER

A colorful collage of medical and clinical healthcare images for those doctors and healthcare entities seeking modern marketing, advertising and sales management advice from informed consultants!

FOREWORD

About the Institute of Medical Business Advisors, Inc

iMBA Inc is a leading healthcare marketing and advertising; physician executive, medical practice, hospital and institutional educator; risk management and insurance advisor; economics and medical valuation consulting firm, and focused provider of textbooks, CD-ROMs, handbooks, templates, tools, dictionaries and on-site and distance learning for the health care space. iMBA Inc leverages opportunity, seeks change and helps clients maximize revenue, increase profits, reduce risks and protect assets. Projects are completed under Non-Disclosure or Non-Circumvention Agreements. We protect the confidentiality of clients, their projects, our recommendations and their future ongoing plans.

Recently, iMBA Inc released four major organizational textbooks under the CRC Press [Productivity Press] imprimatur:

- *“Hospitals and Healthcare Organizations”* [Management Strategies, Operational Techniques, Tools, Templates and Case Studies]

- *“Financial Management Strategies for Hospitals and Healthcare Organizations”* [Tools, Techniques, Checklists and Case Studies]
- *“Comprehensive Financial Planning Strategies for Doctors and Advisors”* [Best Practices from Leading Consultants and Certified Medical Planners™]
- *“Risk Management, Liability Insurance and Asset Protection Strategies for Doctors and Advisors”* [Best Practices from Leading Consultants and Certified Medical Planners™]

What We Know

Medical practice success today is not achieved through the selection of a currently “hot” medical specialty or sub-specialty, best practice business model, highest fee-structure, most fancy website, connected medical record or bleeding-edge health information technology. We see doctors and medical professionals of all stripes succeed, with and without these accouterments - But how?

Enter the **MEDICAL PRACTICE MARKETING, ADVERTISING, SALES, COMMUNICATION AND SOCIAL MEDIA SKILLS** [New-Wave Success Strategies for Savvy Doctors].

What we have found common among successful physicians is the continual exploration, testing and refinement of ways to strengthen their practice or clinic and serve their patients more effectively and cost efficiently. But, beyond such curiosities, these efforts must fit with personal provider medical skills, engrained beliefs, and emotional styles. When this match takes place, conviction is established and progress is made. That's when medical practice becomes empowering, fun and self actualizing, gain. And, that's when medical practices grow and become strong. Most vitally, it is when doctors can best make a difference to their patients, their self, family and the community in which they live and serve.

What We've Done

We provide the constant flow of medical wisdom, marketing insight, sales templates and advertising tools that are working in the healthcare marketplace after the PP-ACA. You select sections of **MEDICAL PRACTICE MARKETING, ADVERTISING, SALES, COMMUNICATION AND SOCIAL MEDIA SKILLS** [New-Wave Success Strategies for Savvy Doctors] that work for you. Then each book chapter supports you along the way.

We have aggregated raw ideas, best practices, and primary research from across the healthcare industry, including thousands of individual medical providers, healthcare executives and coaches. Then, we filtered and refined the most useful information through the lens of modernity, experience and “best practices”. We condensed the best material and molded it into the most practical and ready-to-use print format possible. We also provide ongoing motivation, and real-time support to keep you positive, focused, and always moving forward with the www.MedicalExecutivePost.com

So, this text represents the next iMBA initiative into the medical marketing, advertising and sales arena for all healthcare professionals. The firm serves as a national resource center and referral alliance providing managerial peace-of-mind to struggling physician clients. As competition increases, iMBA Inc is positioned to meet the collaborative needs of medical colleagues and clients; today and well into the perilous participatory ecosystem of the future.

Disclaimer Notice:

The information presented in **MEDICAL PRACTICE MARKETING, ADVERTISING, SALES, COMMUNICATION AND SOCIAL MEDIA SKILLS [New-Wave Success Strategies for Savvy Doctors]** is presented for general information and education use only. Prior to engaging in the type of activities described, you should receive independent counsel from a qualified relevant professional. Care has been taken to confirm the accuracy of the information presented, but we offer no warranties, expressed or implied, regarding its currency and are not responsible for errors or omissions or for any consequences from the application of this information. Examples are generally descriptive and do not purport to be accurate in every regard. They are blinded and not all-inclusive. The healthcare industry is evolving rapidly, and all information should be considered time-sensitive.

Although sponsored by the Institute of Medical Business Advisors, Inc., we maintain an arm's-length relationship with the independent authors and firms who carried out research and prepared the book. The goal of iMBA Inc. is to be unbiased to the extent possible, and to promote protean professional perspectives and opinions.

Hold-Harmless Notice:

This publication is designed to provide information in regard to the subject matter covered. It is not intended to constitute technology, legal, practice management, marketing, advertising, sales, business, or any other advice. It is sold with the understanding that the editors, authors, reviewers and publishers are held-harmless in these matters. Examples, are generally descriptive and do not purport to be accurate in every regard. The healthcare marketing and sales management space is evolving rapidly and all information should be considered-time sensitive. If advice or other assistance is required, the services of a competent professional should be sought.

Modified from a *Declaration of Principles* jointly adopted by:

- Committee of the American Bar Association
- Committee of Publishers and Associations

Fair Use Notice:

MEDICAL PRACTICE MARKETING, ADVERTISING, SALES, COMMUNICATION AND SOCIAL MEDIA SKILLS [New-Wave Success Strategies for Savvy Doctors] contains URLs, blog snippets, links and brief excerpts of material obtained from the internet or public domain, the use of which has not always been specifically authorized by the copyright owner. We are also making such material from our own other books available to advance the understanding of related issues, and for the general purpose of reporting and educating. Moreover, we use modern crowd-sourcing methods as well as contributions from our blog forum: www.MedicalExecutivePost.com. We believe this constitutes a 'fair use' of any copyrighted material as provided by section 107 of US Copyright Law. In accordance with Title 17 U.S.C. Section 107, the material is distributed to those who have expressed an interest in text purchase. Moreover, all register®, trade™, service (SM) and copyright© marks are the intangible intellectual property of their respective owners. Mention of any specific product, service, website domain or company does not constitute endorsement. No compensation was obtained for including same.

About Internet Citations:

MEDICAL PRACTICE MARKETING, ADVERTISING, SALES, COMMUNICATION AND SOCIAL MEDIA SKILLS [New-Wave Success Strategies for Savvy Doctors] uses Uniform Resource Locators [URLs] to direct readers to useful internet sites with additional references. However, host entities frequently reorganize and update sites, so URLs can change rapidly. Citations for this text are therefore “live” when published, but we cannot guarantee how long they will remain so, despite our best efforts to keep them current

Acknowledgements

Creating this interpretive text was a significant effort that involved all members of our firm. Over the past year we interfaced with various public resources such as state governments, the federal government, Federal Register (FR), the Centers for Medicare and Medicaid Services (CMS) and the U.S. Department of Health and Human Services (DHHS), as well as numerous private firms, professionals and our internet blog readers to discuss its contents.

MEDICAL PRACTICE MARKETING, ADVERTISING, SALES, COMMUNICATION AND SOCIAL MEDIA SKILLS [New-Wave Success Strategies for Savvy Doctors] and helping make it a success!

**David Edward Marcinko
Hope Rachel Hetico
Mackenzie Hope Marcinko
Ann Marie Miller**

**Institute of Medical Business
Advisors, Inc— Corporate
Headquarters
Peachtree Plantation – West
Suite # 5901 Wilbanks Drive**



Norcross, Georgia, USA 30092-1141
770.448.0769 (phone)
Email: MarcinkoAdvisors@msn.com
Email: AdviceForDoctors@Outlook.com
Internet: www.MedicalExecutivePost.com

INVITED CONTRIBUTING AUTHORS

By Ralf Gordon Jahns

rgj@research2guidance.com

Vicki Rakner MD

NEIL H. BAUM; MD

3525 Prytania St., Suite 614

New Orleans, LA, 70115

Tel: 504-891-8454

Fax: 504-891-8505

Dr. Neil Baum is Associate Clinical Professor of Urology at Tulane Medical School and Louisiana State University Medical School, both in New Orleans, LA. He is also on the medical staff at Touro Infirmary in New Orleans, and East Jefferson General Hospital in Metairie, LA. Dr. Baum received his medical degree from Ohio State University Medical School in Columbus. He completed an internship at the University of California at Los Angeles, a residency in surgery at Harbor General Hospital, Torrance, California, followed by a second residency in surgery and a residency in urology, both at Baylor College of Medicine in Texas. Dr. Baum is certified by the American Board of Urology.

Dr. Neil Baum is a nationally recognized urologist, speaker, and author. He has been in the private practice of urology in New Orleans, LA, since 1978. He offers state-of-the-art evaluation and treatment of many urologic conditions including urinary incontinence, erectile dysfunction (ED), kidney stones, male infertility, and prostate cancer. He regularly speaks to practices, hospitals, and pharmaceutical and medical manufacturing companies on improving communications between physicians and patients, practice management, guerilla marketing and practice promotion and motivation. Dr. Baum has authored five books, including *Impotence: It's Reversible*, and over one hundred and fifty articles addressing an array of healthcare administration, medical advertising and modern patient centric collaboration topics.

BERNING

ROBERT JAMES CIMASI; MHA, ASA, FRICS, MCBA, AVA, CM&AA, CMP™

President: Health Capital Consultants, LLC

1143 Olivette Executive Parkway

St. Louis, MO 63132-3205

Robert James Cimasi, is President of HEALTH CAPITAL CONSULTANTS (HCC), a nationally recognized healthcare financial and economic consulting firm. With over 25 years of experience in serving clients, in 49 states, his professional focus is on the financial and economic aspects of healthcare service sector entities including: valuation consulting; litigation support & expert testimony; business intermediary and capital formation services; certificate-of-need and other regulatory and policy planning consulting; and, healthcare industry transactions including joint ventures, sales, mergers, acquisitions, and divestitures.

Mr. Cimasi holds a Masters in Health Administration from the University of Maryland, the Accredited Senior Appraiser (ASA) designation in Business Valuation and a Fellow Royal Institution of Chartered Surveyors (FRICS), as well as, the Master Certified Business Appraiser (MCBA), Accredited Valuation Analyst (AVA), and the Certified Merger & Acquisition Advisor (CM&AA) designations. He is a nationally known speaker on healthcare industry topics, who has served as conference faculty or presenter for such organizations as the American Society of Appraisers (ASA), the Institute of Business Appraisers (IBA), the American Institute of Certified Public Accountants (AICPA), the National Association of Certified Valuation Analysts (NACVA), the American College of Healthcare Executives (ACHE), the National Society of Certified Healthcare Business Consultants(NSCHBC), Academy Health, Alliance of Merger & Acquisition Advisors (AM&AA), Healthcare Financial Management Association (HFMA), the American Association of Ambulatory Surgery Centers (AAASC), Physician Hospitals of America (PHA) f/k/a American Surgical Hospital Association (ASHA), National Litigation Support Services Association (NLSSA), as well as many other national and state healthcare industry associations and professional societies, trade groups, companies and organizations. He has been certified and has served as an expert witness on cases in numerous states, and has provided testimony before federal and state legislative committees. In 2006, Mr. Cimasi was honored with the prestigious Shannon Pratt Award in Business Valuation conferred by the Institute of Business Appraisers.

He has written published articles in peer review journals, frequently presented research papers and case studies before national conferences, and is often quoted by healthcare industry professional publications and the general media. Mr. Cimasi's latest book, "*The Adviser's Guide to Healthcare*," was published in 2010 by AICPA.

BiRuth Clotty PhD

DeeVee Devarakonda

JOHN DEUTSCH
President and CEO
Medical Web Experts
Tel: 619-819-8610
Fax: 619-923-2155
www.medicalwebexperts.com

John Deutsch has been a vital component in the exponential growth of numerous healthcare IT and Internet companies over the last ten years. He has benefitted immensely from a unique mix of professional experiences, boasting a strong background in both marketing and technology. John deems the emerging field of healthcare technology a significant opportunity to advance today's healthcare. He is dedicated to delivering solutions to physicians that translate into a greater overall efficiency and a higher level of care. John has worked in the development of four Electronic Medical Record/Patient Portal software solutions and was the co-founder of EMR Experts, an EMR software consulting firm which has helped hundreds of healthcare practices convert to an EMR solution. John is the current CEO of New Wave Enterprises LLC, an Internet marketing and web development firm based in San Diego, CA. He oversees the rapid growth of the company by directing upper management and by developing strategic partnerships with other vendors.

MICHAEL J. KRIVICH; FACHE PCM
the michael J group
Healthcare Marketing Strategy & Tactics
(M) 815-351-0671
(F) 815-886-1504
the michael j group.com
[Healthcare Marketing Matters Blog](#)

Michael J Krivich is an Entrepreneurial, Healthcare Marketing Executive and thought-leader, with extensive global experience in brand management, integration of acquired company brands into master brand, public and media relations, sales and marketing integration, crisis communications and budget management. During his over 20 years in healthcare, has worked in many different channels providing him with a total perspective of the industry. This experience includes developing marketing and sales plans, integrating sales and marketing functions, development of patient education materials, strategies for medical devices, Specialty Pharmacy, hospital strategic branding, marketing of hospital product lines and physicians, group purchasing, PBM, pharmacy mail services and healthcare information technology and analytics. As a visionary thinker, Mr. Krivich understands the big picture while focusing on the important details. With a proven ability to build and motivate high-performance marketing teams to improve quality, effectiveness, and efficiency, Mr. Krivich's techniques have successfully increased companies' ROI and helped speed products to market. He has actively managed and mentored departmental staff both nationally and internationally, as well as marketing budgets with international and national campaign execution from \$400,000 to \$7 million. Working in senior and high level senior marketing management positions in companies with annual revenue from \$220 million to \$65 billion at: Advocate South Suburban Hospital; Premier Inc.; Archdiocese of Chicago; Walgreens; Agfa Gaveart division Agfa Healthcare located in Mortsels, Belgium; Adventist Midwest Health; BioScrip; and most recently Truven Health Analytics, where he has consistently increased market share, media presence and demonstrated high rates of Return on Marketing Investment (ROMI).

As a recognized leader in his field, Mr. Krivich is a member of the Healthcare Educators Council with the Gerson Lehrman Group, TogetherMD, and Alpha Insights, leading think-tanks composed of noted executives, physicians, scientists, engineers, attorneys, and other professionals who deliver expertise and decision-making assistance to business, government and investment leaders globally, building bridges to the capital markets. Mr. Krivich is a trained sales professional and is a graduate of Huthwaite SPIN selling and an alumni of the Miller Heiman Strategic Selling program. He has successfully integrated sales and marketing operations in companies around the globe. Mr. Krivich is a Fellow, American College of Healthcare Executives and a Professional Certified Marketer, American Marketing Association. He is also a member of the Advisory Board for The Survey Cloud Inc., a real-time patient satisfaction data collection, reporting and analysis start-up company. He is co-author with Ralph Bell, Ph.D. of How to Use Patient Satisfaction Data to Improve Healthcare Quality, ASQ Press, January, 2000. Since 2007, Mr. Krivich is the author of Healthcare Marketing Matters, an internationally read blog in over 52 countries exceeding 5,000 page views monthly, which explores the value of healthcare strategic marketing, integration of multi-channel fully integrated brand messaging marketing tactics and visionary leadership in a effort to fundamentally change how marketing is viewed and executed in healthcare organizations.

GERALD K. LEDLOW; PhD MHA FACHE

Georgia Southern University
Department Chair and Professor
Department of Health Policy and Management
Jiann-Ping Hsu College of Public Health
1332 Southern Drive
Statesboro, Georgia 30458
Phone: (912) 478-4636

Dr. Ledlow is a board certified healthcare administrator with over 26 years of practical and academic experience in leadership and management positions. He is a Fellow in the American College of Healthcare Executives. He has successfully led multiple teams of diverse professionals, from as many as seventy-five people to smaller teams of seven people, in military, corporate, educational programs and academic programs for over twenty years. Dr. Ledlow has published 7 book volumes of text, numerous articles, book chapters, abstracts and proceedings, and has presented many times internationally and nationally; he has served as a regional editor for a peer-reviewed journal as well. Since 2000, Dr. Ledlow has earned over \$2,100,000 in grants and contracts in external funding for research projects, assessments and analytical model development initiatives. Currently Dr. Ledlow is working with the State of Georgia Department of Public Health Preparedness and Protection Division conducting annual PHEP assessments based on federal criteria, the State of Georgia Liaison for Health Protection (FEMA/GEMA, PHEP, HPP, PPHR), the State of Georgia Emergency Management Agency (GEMA) in the area of critical healthcare infrastructure and with the CDC's Division of Policy, Planning and Evaluation regarding the National Health Security Preparedness Index Initiative.

CAROL MERRIMAN

CAROL MILLER; BSN, MBA, PMP

President - Miller Consulting Group

7344 Hooking Road

McLean, VA 22101

703-407-4704 (m)

703-790-3257 (FAX)

millerconsultgroup@gmail.com

Carol S. Miller has an extensive healthcare background in operations, business development and capture in both the public and private sector. Over the last 10 years she has provided management support to projects in the Department of Health and Human Services, Veterans Affairs, and Department of Defense medical programs. In most recent years, Carol has served as Vice President and Senior Account Executive for NCI Information Systems, Inc., Assistant Vice President at SAIC, and Program Manager at MITRE. She has led the successful capture of large IDIQ/GWAC programs, managed the operations of multiple government contracts, interacted with many government key executives, and increased the new account portfolios for each firm she supported.

She earned her MBA from Marymount University; BS in Business from Saint Joseph's College, and BS in Nursing from the University of Pittsburgh. She is a Certified PMI Project Management Professional (PMP) (PMI PMP) and a Certified HIPAA Professional (CHP), with Top Secret Security clearance issued by the DoD in 2006. Ms. Miller is also a HIMSS Fellow.

DR. EUGENE SCHMUCKLER; PhD, M.Ed, MBA, CTS

Institute of Medical Business Advisors, Inc

Academic Dean and Consulting Psychologist

Certified Medical Planner™ Online Education Program

Suite # 5901 Wilbanks Drive

Norcross, Georgia 30092

Phone: (770) 448-0769

Web: www.CertifiedMedicalPlanner.org

Email: MarcinkoAdvisors@msn.com

Dr. Eugene Schmuckler was Coordinator of Behavioral Science at the Georgia Public Safety Training Center and a licensed psychologist. He is on the board of directors of the Association of Traumatic Stress Specialists and is a Certified Trauma Specialist. Dr. Schmuckler is an international speaker and author, with publications translated into Dutch and Russian. He is a consulting psychologist and Director of Behavioral Finance, for the Institute of Medical Business Advisors, Inc; and Academic Dean for the Certified Medical Planner™ online designation and professional certification program. He frequently writes for the Institute of Medical Business Advisors, Inc. Dr. Schmuckler received his MBA and PhD from the Louisiana State University.

SHAHID N. SHAH; MS
CEO Netspective Communications, LLC
Palmer Business Park
4550 Forbes Blvd, Suite #320
Lanham, MD 20706
202.572.8179
shahid@shah.org
info@netspective.com
AOL IM: ShahidNShah
MSN IM: shahid@shah.org

Shahid N. Shah is an internationally recognized healthcare thought-leader across the Internet. He is a consultant to various federal agencies on technology matters and winner of Federal Computer Week's coveted "Fed 100 Award, in 2009. Over a twenty year career, he built multiple clinical solutions and helped design-deploy an electronic health record solution for the American Red Cross and two web-based eMRs used by hundreds of physicians with many large groupware and collaboration sites. As ex-CTO for a billion dollar division of CardinalHealth, he helped design advanced clinical interfaces for medical devices and hospitals. Mr. Shah is senior technology strategy advisor to NIH's SBIR/STTR program helping small businesses commercialize healthcare applications. He runs four successful blogs: At <http://shahid.shah.org> he writes about architecture issues; at <http://www.healthcareguy.com> he provides valuable insights on applying technology in health care; at <http://www.federalarchitect.com> he advises senior federal technologists; and at <http://www.hitsphere.com> he gives a glimpse of HIT as an aggregator. Mr. Shah is a Microsoft MVP (Solutions Architect) Award Winner for 2007, and a Microsoft MVP (Solutions Architect) Award Winner for 2006. He also served as a HIMSS Enterprise IT Committee Member. Mr. Shah received a BS in computer science from the Pennsylvania State University and MS in Technology Management from the University of Maryland.

VERONIC SHAW
Vision Marketing and Consulting
Co-Founding Partner
veronica@visionmarketingaz.com
480.248.8443

Veronica Shaw is a medical professional, with experience in business operations, management, sales, marketing and healthcare services. With 23 years of experience, Veronica, specializes in solution-oriented operations and marketing and has assisted many healthcare businesses in reaching their goals. Ms. Shaw oversees VISION's general business operations while working closely on client services. Her professional experience includes working as an Area Manager for a corporate outpatient physical therapy company and as the Chief Operations Officer and partner in a privately held outpatient physical therapy company in Arizona. Ms. Shaw holds a bachelor's degree in Athletic Training Education and completed post-graduate work in Sports Medicine, with continuing education in management, leadership, marketing and business operations. She is a member of the National Association of Professional Women

JENNIFER TOMASIK; MS
Center for Applied Research [CFAR]
Four Penn Center
1600 John F. Kennedy Blvd.
Suite 600
Philadelphia, PA 19103
www.CFAR.com

Jennifer Tomasik is a Principal at CFAR, a boutique management consulting firm specializing in strategy, change and collaboration. Jennifer has worked in the health care sector for nearly 20 years, with expertise in strategic planning, large-scale organizational and cultural change, public health, and clinical quality measurement. She leads CFAR's Health Care practice. Jennifer has a Master's in Health Policy and Management from the Harvard School of Public Health. Her clients include some of the most prestigious hospitals, health systems and academic medical centers in the country.

TABLE OF CONTENTS

MEDICAL PRACTICE MARKETING, ADVERTISING, SALES, COMMUNICATION AND SOCIAL MEDIA SKILLS

[New-Wave Success Strategies for Savvy Doctors]

SECTION ONE

FUNDAMENTAL MARKETING SKILLS AND STRATEGIES

Chapter 1:
PSYCHOLOGY OF MARKETING, SALES AND SELLING BEHAVIOR

[]

Bradley Klontz

Ted Klontz

Chapter 2:
HEALTHCARE COMPETITION AND MARKETPLACE TENSIONS

[A Changing and Challenging Ecosystem]

Robert James Cmasi

Chapter 3:
EMERGING NEW MEDICAL PRACTICE BUSINESS MODELS

[New Trends and Management Objectives]

David Edward Marcinko

Hope Rachel Hetico

Chapter 4:
PHYSICIAN BRANDING AND EXECUTIVE LEADERSHIP SKILLS

Gerald K. Ledlow
Eugene Schmuckler

Chapter 5:
PRACTICE NAME, MISSION, CULTURE AND OPERATIONS

[Who Are You – Why Your Practice?]
David Edward Marcinko

Chapter 6:
TRADITIONAL MARKETING MANAGEMENT PRINCIPLES

[Establishing Strategic Competitive Advantage with Practice Synergy]

xxxxxxx

David Edward Marcinko
BiRuth Clotty PhD

Chapter 7:
EXTERNAL MEDICAL PRACTICE MARKETING

[The Most Common Form]

David Edward Marcinko
Gary L. Bode

CHAPTER 8:
INTERNAL MEDICAL PRACTICE MARKETING

[The Most Effective Form]

David Edward Marcinko
Gary L. Bode

Chapter 9:
ADVERTISING CHANNELS OF DISTRIBUTION

[Communications and Mass Media Programs]

xxxxxxx

David Edward Marcinko

Chapter 10:
UNDERSTANDING SALES ACTIVITIES AND GETTING TO “YES”

[Closing the Deal and Receiving Compensation]

xxxxxxx

David Edward Marcinko

Chapter 11:
PUBLIC RELATIONS DEFINED

[More Credible than Marketing or Advertising]

xxxxxxxxx

David Edward Marcinko

SECTION TWO
NEW-WAVE MARKETING AND MEDIA STRATEGIES

Chapter 12:
COMMUNICATION, BEDSIDE MANNER AND PATIENT COLLABORATION SKILLS

Jenifer Tomasik

Chapter 13:
PATIENT [CUSTOMER] RELATIONSHIP MANAGEMENT

DeeVee Devarakonda
David Edward Marcinko

Chapter 14:
MEDICAL PARTNER AND PEER RELATIONSHIPS

Jennifer Tomasik

Chapter 15:
INTERNET, ELECTRONIC AND SOCIAL MEDIA MARKETING TOOLS

Shahid Shah

Chapter 16:
PHYSICIAN RECRUITMENT AND RETENTION

David Edward Marcinko

Chapter 17:
HEALTHCARE NETWORK AND CONTRACT NEGOTIATION SKILLS

David Edward Marcinko
Jennifer Tomasik

Chapter 18:
MEDICAL OFFICE CHANGE AND CRISIS MANAGEMENT

xxxxxxx
David Edward Marcinko

Chapter 19:
“A” thru “M” COMPENDIUM OF CROWD-SOURCED “TIPS, PEARLS AND CASE MODELS” OF MODERN MEDICAL MARKETING STRATEGIES

David Edward Marcinko

Chapter 20:
“N” thru “Z” COMPENDIUM OF CROWD-SOURCED “TIPS, PEARLS AND CASE MODELS” OF MODERN MEDICAL MARKETING STRATEGIES

David Edward Marcinko

Chapter 21:
CRAFTING A MEDICAL PRACTICE MARKETING PLAN

XXXXXXXXXX

David Edward Marcinko

Chapter: 22:
HIRING A PROFESSIONAL MARKETING AND ADVERTISING FIRM

XXXXXX

APPENDIX:

Robert James Cimasi [second contribution]

APPENDICES

Appendix 1:
MARKETING, ADVERTISING, SALES, COMPETITION, COMMUNICATION AND
SOCIAL MEDIA TERMINOLOGY
[Glossary of Important Definitions]

Appendix 2:
SOURCES OF MEDICAL PRACTICE MARKETING, ADVERTISING, SALES,
COMPETITION, COMMUNICATION AND SOCIAL MEDIA CONSULTING
INFORMATION
[Glossary of Important References]

EPILOGUE

In his dictionary, Webster defines the word visionary as, “one who is able to see into the future”. Unlike some pundits, prescience is not a quality we claim to possess. To the purveyors of economic gloom and doom however, the future for physicians is a bleak *fait accompli*. If you were of this same philosophical ilk prior to reading this book, we hope that you now realize the bulk of medical practice marketing, advertising, sales and PR activity may take place at the physician-executive and practitioner level, as doctors take back their rightful place as leaders of their own fate.

For this self migration to occur, doctors and their consulting advisors will need to consider the example of our contributing authors to re-engineer their personal situations and medical practices with the tools of the new millennium. Hopefully, will prove useful in this regard; and serve as a valuable resource for all involved in the often chaotic modern ecosystem of the healthcare industrial.

Do not be complacent, for as onerous as it seems, we may not survive autonomously as a profession without utilizing this sort of information. A new level, or high-bar, for medical practice marketing and advertising been reached. Although, many will still need professional advice on an as needed basis, some believe that astute physicians and medical providers will look back on this book and recognize it as the turning point in the current medical marketing imbroglio as this growing sea-change becomes transparent to all concerned.

Therefore, please realize that our contributing authors face many of the same issues as you. And, although the multi-degreed experts of this book may have a particular expertise, all consultants should never lose sight of the fact that, *above all else*, marketing advice should be delivered in an informed manner; with physician-client interest, rather than self-interest, as a guiding standard.

Omnia pro medicus-clientis; or "all for the doctor-client"

Fraternally,

David Edward Marcinko
Hope Rachel Hetico
Mackenzie Hope Marcinko
Ann Marie Miller
Contributing Authors

THE END

Summary

MEDICAL PRACTICE MARKETING, ADVERTISING, SALES, COMMUNICATION AND SOCIAL MEDIA SKILLS [New-Wave Success Strategies for Savvy Doctors] offers a comprehensive overview of how best to approach the marketing of a clinical medical practice or healthcare entity.

The book includes topics ranging from business creation and market planning, defining a marketing strategy that meets individual needs and budgets, and creating a corporate identity with branding and differentiation strategies to launch a successful and cost-efficient advertising and sales campaign. It discusses the advantages/disadvantages cost of public relations, change and crisis management, as well as describing how to use modern website, internet, blog, wiki, SEO and social media marketing platforms.

The text is a practical and accessible overview on how best to approach the marketing of a medical office, practice, or clinic. It is a conventional and digital hybrid, concise in style and comprehensive in scope.

The book draws on the experience and marketing skills of a wide range of traditional business school marketing educators, to advertising insiders from the field, with “crowd-sourced tips, pearls and secrets” by physicians and practices illustrating their advertising success and failures. This unique feature demonstrates how to attract new patients, and with more existing patients, with enhanced synergistic provider referrals. Additionally, **MEDICAL PRACTICE MARKETING, ADVERTISING, SALES, COMMUNICATION AND SOCIAL MEDIA SKILLS [New-Wave Success Strategies for Savvy Doctors]** helps identify your practice's strengths, weaknesses, opportunities and threats; and to strategize that best showcase areas of expertise by providing examples and analyzing the skills of other practicing physicians, and successful allied healthcare providers.

MEDICAL PRACTICE MARKETING, ADVERTISING, SALES, COMMUNICATION AND SOCIAL MEDIA SKILLS [New-Wave Success Strategies for Savvy Doctors] is a clear, hands-on approach that can help you give your practice the edge in today’s hyper competitive healthcare and digital medical marketing environment, following implementation of the PP-ACA and/or AHA

THE END