HOW TO REBUILD YOUR PRACTICE NOW AND AFTER COVID-19

Stewart Gandolf, MBA,CEO Healthcare Success





Housekeeping

- All participating are muted
- To ask a question to be answered by speaker:
 - Use the "Q&A" box found on your screen
 - We will address questions after the presentation
- For help with technical difficulties and non-speaker questions:
 - Use the "chat" box and we will respond as soon as possible
- Slides and a recording of the presentation will be available on the AOA website
- To obtain CME credit you take the post evaluation following the webinar visit https://aoaonlinelearning.osteopathic.org/course/index.php?categoryid=40



Disclaimer

- The information presented here is based on the experience, training, and interpretation of the author. Although the information has been carefully researched and checked for accuracy and completeness, the instructor does not accept any responsibility or liability with regard to errors, omissions, misuse, or misinterpretation. This handout is intended as an educational guide and should not be considered a legal/consulting opinion.
- This information is current as of the date the lecture was written —

How to Rebuild Your Practice: Now and After COVID-19





Before we begin

- We are living through a historic pandemic
- Thank you to the caregivers on the front lines
- Work hard to protect yourself and your loved ones
- This is not over, so continue to encourage social distancing
- How we act today will be remembered tomorrow
- Let's get the word out together!

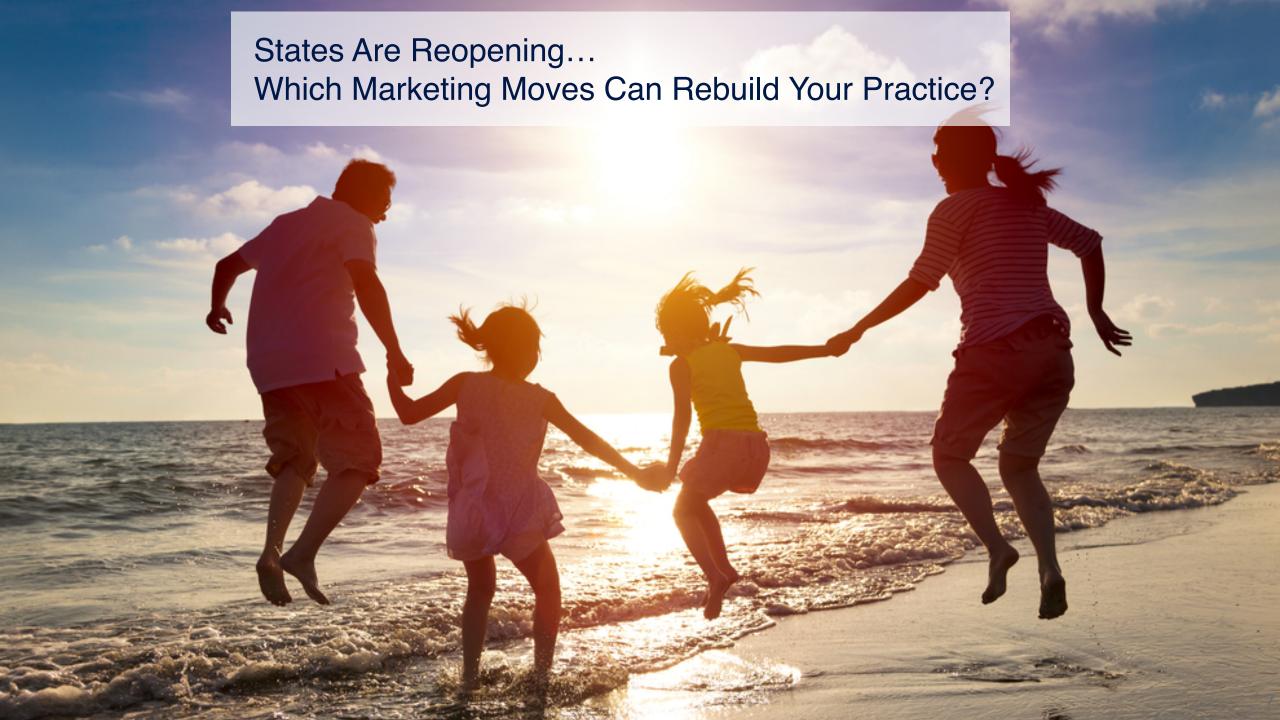


Source: ABC News



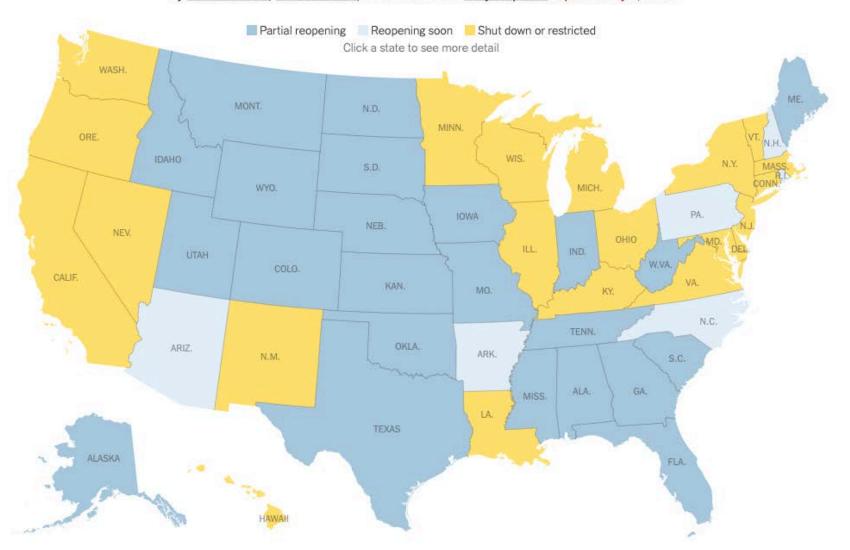


- Chief Executive Officer of Healthcare Success
- Our team has marketed dozens of vein practices over the years
- National speaker to thousands of healthcare clients across North America
- 20 years healthcare marketing experience
- Author of many healthcare marketing articles
- Personally consulted for over 1,000 healthcare clients
- Fortune 500 clients
- BS, Marketing, Ohio State University
- MBA, Marketing, San Diego State University



Which States Are Reopening Which Are Still Shut Down

By Sarah Mervosh, Jasmine C. Lee, Lazaro Gamio and Nadja Popovich Updated May 5, 2020



Recent Headlines Reflect Our Unsettling Times

- Outpatient Elective Surgeries to Restart Under 1st Phase of Trump's Plan (Beckers ASC News, April 17)
- Roadmap from AHA, Others for Safely Resuming Elective Surgery as COVID-19 Curve Flattens, (American Hospital Association, April 17)
- How Doctors Are Keeping Patients Safe as Elective Surgery Resumes, (ABC News, May 2)
- US Hospitals Promise New Safety Measures to Ease Patient Fears After Coronavirus Crush, (New York Times, May 2)
- Trump Says It's Safe to Reopen States as Governors Grapple With Restrictions, (Washington Post, May 3)
- Millions of layoffs set to push unemployment rate to highest level since Great Depression, (Marketwatch, May 4)
- US Officials Warn of New Virus Surge as States Reopen, (Wall Street Journal, May 5)
- Models Project Sharp Rise in Deaths as States Reopen, (New York Times, May 5)
- Medical Practices Reel Financially From COVID-19 Losses, (Medical Economics, May 4)
- As visits plummet because of the coronavirus, small physician practices are struggling to survive, (New York Times, May 5)



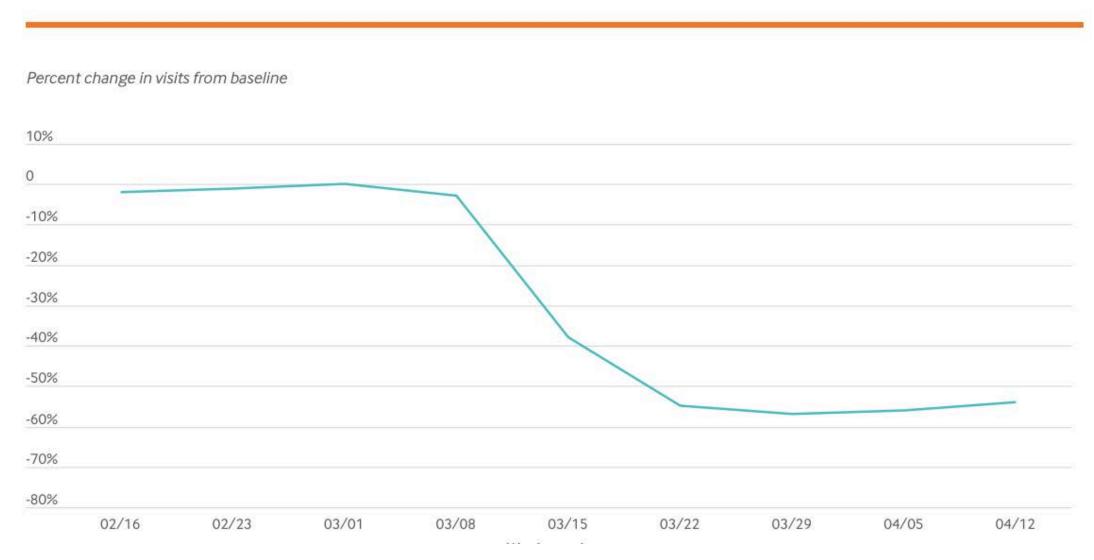


COVID-19's Impact on Doctors and Practices

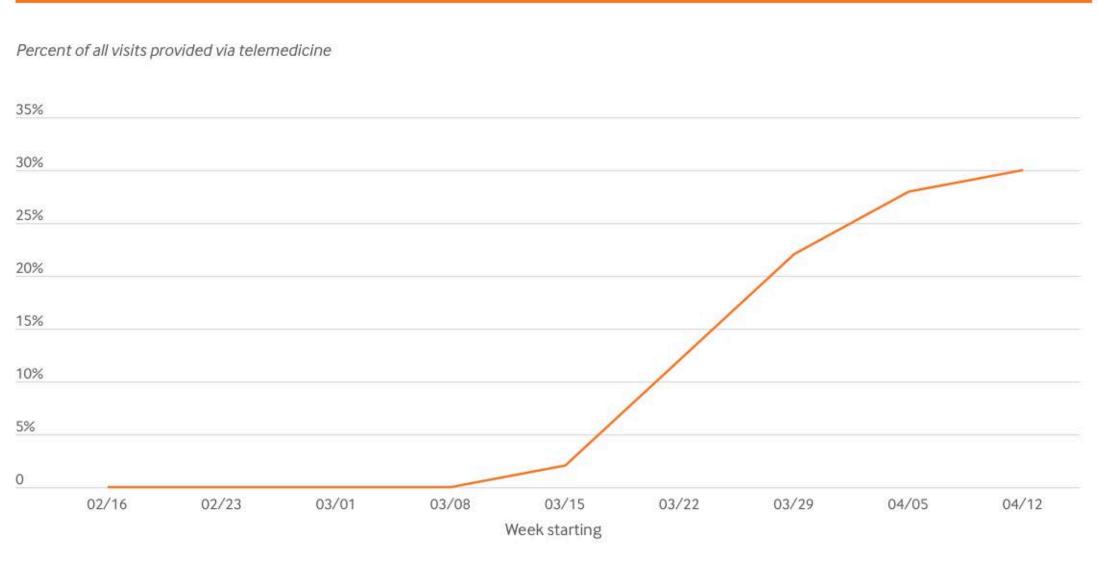
Physician Practice Patterns Changing As A Result Of COVID-19

- About half are using telemedicine (48%)
- 38% of physicians are seeing COVID-19 patients (of those, 30% of them feel great stress, but will continue to see patients)
- 60% of physicians who are not seeing COVID-19 patients are willing to do so
- 14% plan to change practice settings as a result of COVID-19
- 18% plan to retire, temporarily close their practices, or opt out of patient care

The number of visits to ambulatory practices declined nearly 60 percent in mid-March and has remained low through mid-April.



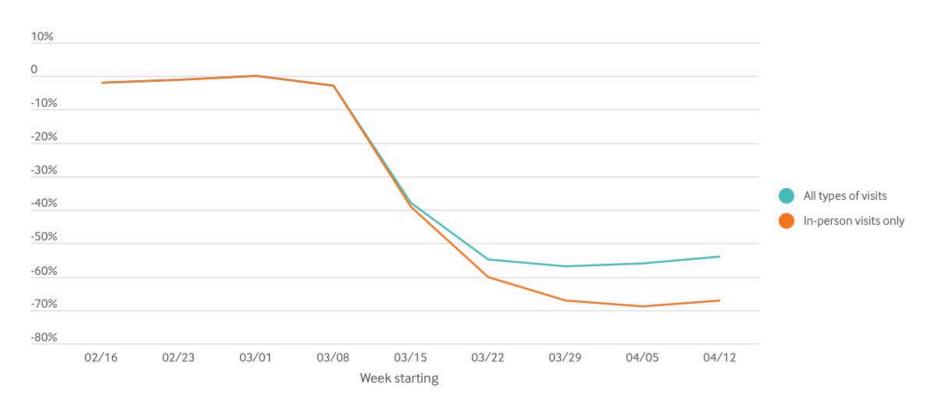
Nearly 30 percent of all visits at these ambulatory practices are now provided via telemedicine.



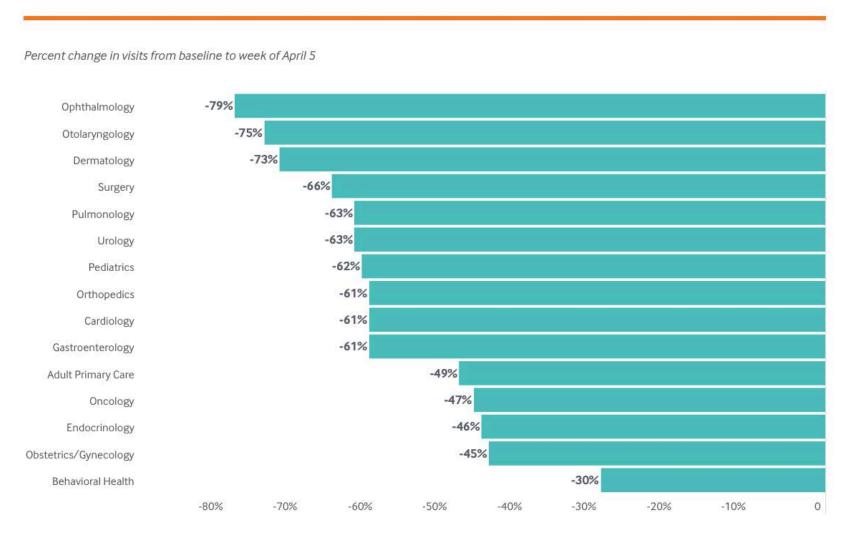
As the number of in-person visits dropped, telehealth visits increased. But the increase in telehealth visits only partially offset the drop in in-person visits.

The decline among in-person visits is steeper than the decline among visits of any type (telemedicine and inperson).





The decline in visits was generally larger among surgical and procedural specialties and smaller in other specialties such as adult primary care, obstetrics/gynecology, oncology, and behavioral health.

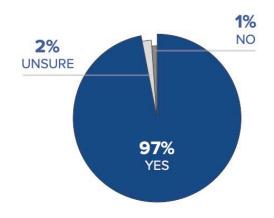






COVID-19 FINANCIAL IMPACT ON MEDICAL PRACTICES

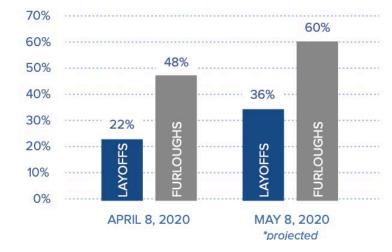
97% OF PRACTICES HAVE EXPERIENCED A NEGATIVE FINANCIAL IMPACT DIRECTLY OR INDIRECTLY RELATED TO COVID-19.



ON AVERAGE, PRACTICES REPORT A 55% DECREASE IN REVENUE AND 60% DECREASE IN PATIENT VOLUME SINCE THE BEGINNING OF THE COVID-19 CRISIS.



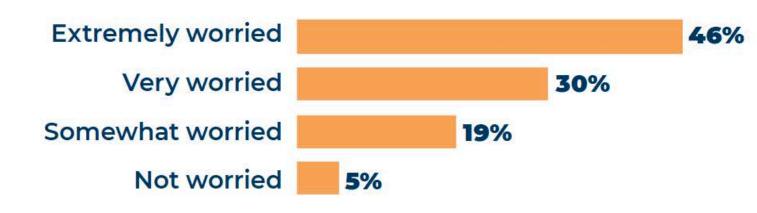
HEALTHCARE WORKFORCE SHORTAGE







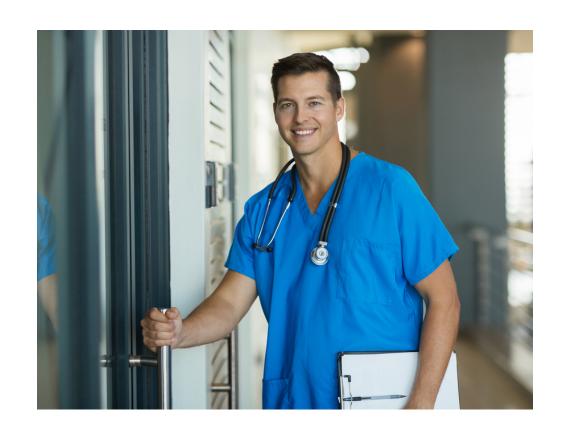
of practices are worried about financial health.



- "As it looks now, it is likely I will have to close the practice."
- "No elective surgeries or procedures and no preventive healthy visits make it nearly impossible to make my rent."
- "I can see my practice failing before my eyes."
- "As a private primary care practice, we were already struggling with high rent, employee costs, and declining reimbursement. With the loss of the revenue stream from decreased patient visits we are through. I anticipate closing our practice in the next several months."
- "I can survive only for few weeks, after that closing the practice and early retirement are inevitable."
- "We have furloughed entire staff. It's not clear when we can re-open. I am concerned my private practice will close permanently."
- "Doing 98% telehealth. I can't offer any elective surgeries and I'll see a drastic decrease in payments in the next 2-3 months. It's moral agony to know I have cancer patients but have to delay their care."
- "Dooms day! Scariest days and nights. For all staff, MDs as well as patients. My family is at edge due to potential COVID-19 exposure, financial strains and mental cloudiness."

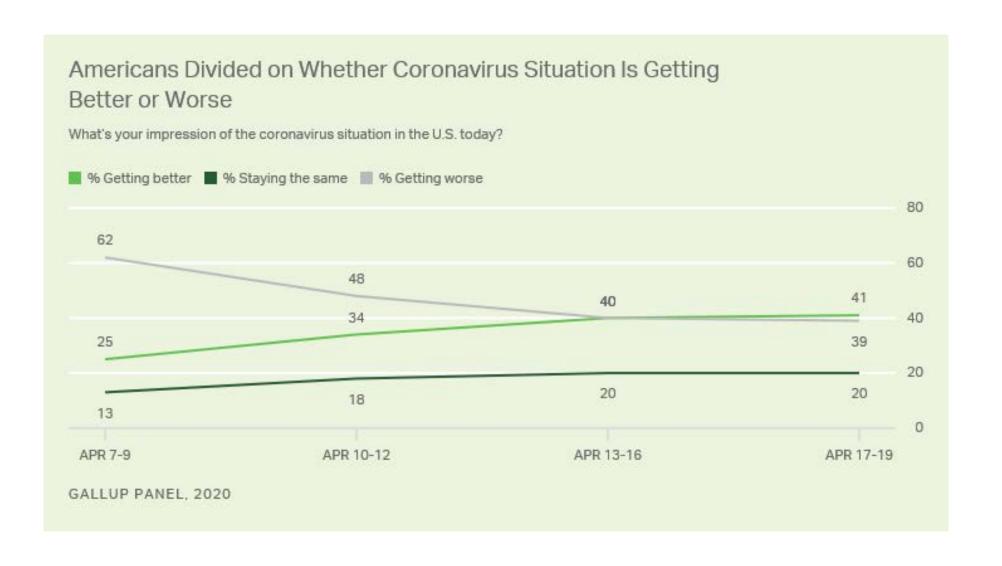
The Decision to Resume Procedures Will Vary By Practice

- Applicable state orders and restrictions
- Association guidelines (e.g., AOA, ACOS)
- Local COVID-19 infection rate
- Practice preparedness
- Economics related to the type of practice (e.g., primary care or surgical)
- Doctor/ Practice owner's comfort level
- Consumer demand



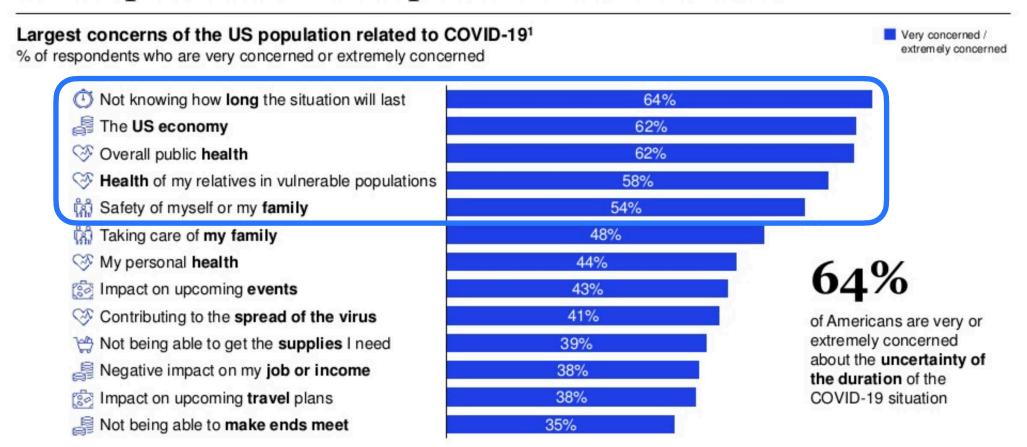








Uncertainty about the duration of the situation, the economy, and overall public health are top concerns for Americans



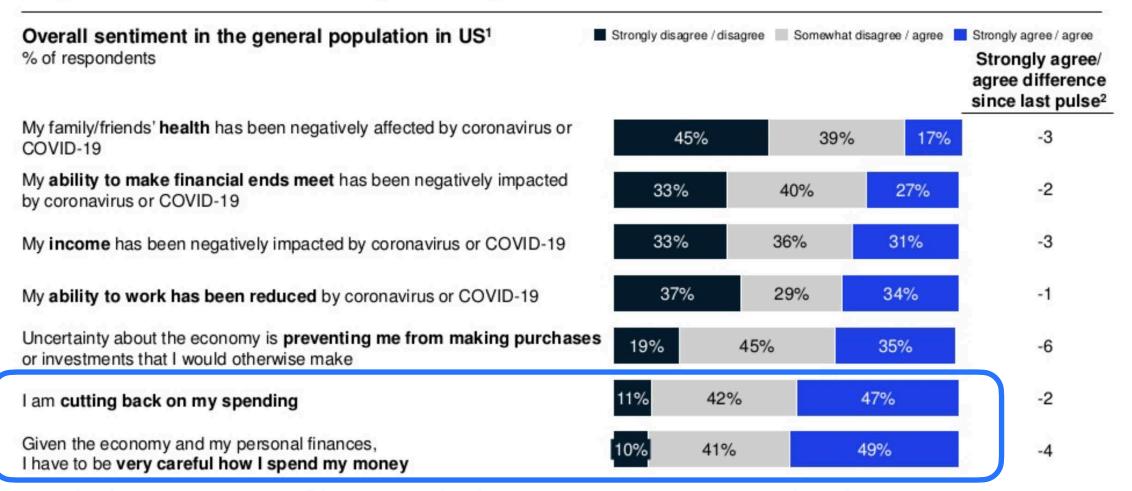
^{1.} Q: What concerns you most about the COVID-19 situation? Possible answers: "not a concern"; "minimally concerned"; "somewhat concerned"; "very concerned"; "extremely concerned."

7

McKinsey & Company



Consumers continue to feel the financial impact of COVID-19 and expect to cut back on spending

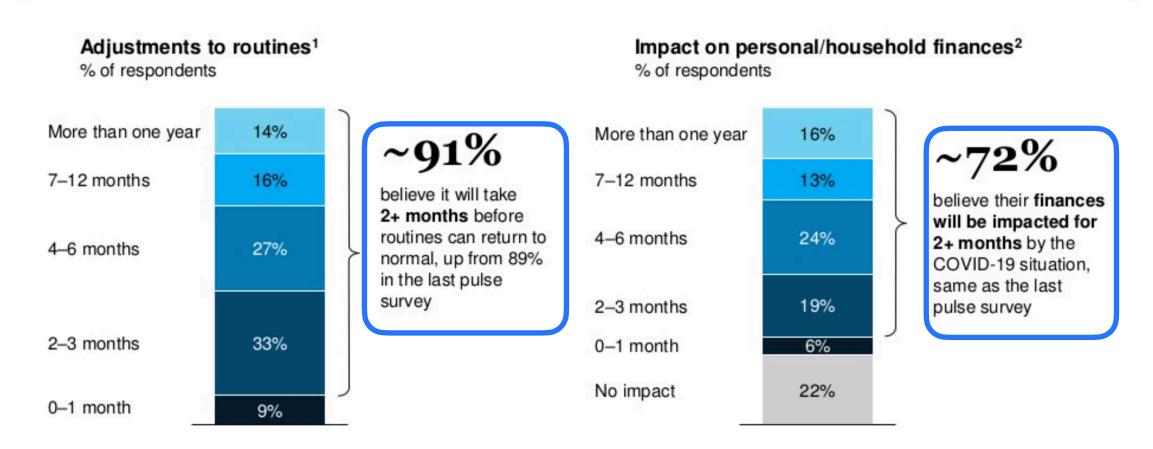


¹ Q: Please indicate how strongly you agree or disagree with each of the following statements. Please select only one response for each statement; figures may not sum to 100% because of rounding.

² Measures difference in "strongly agree / agree" between current and last pulse survey.



Americans believe that the personal and financial impact of COVID-19 will last well beyond two months



¹ Q: How long do you believe you need to adjust your routines, given the current COVID-19 situation, before things return back to normal in the US (e.g., government lifts restrictions on events/travel)? Figures may not sum to 100% because of rounding.

² Q: How long do you believe your personal/household finances will be impacted by the COVID-19 situation? Figures may not sum to 100% because of rounding.

Media Consumption in the Age of COVID-19

Up to 70% are delaying major purchases until outbreak decreases or ends – BUT:

- 95% of global consumers say they are spending more time on in-home media consumption/ activities
- 67% are watching more news coverage
- 53% are spending more time socializing as a family
- 51% are watching more streaming shows like Netflix
- 48% are watching more broadcast TV, while 48% reported watching more streaming TV
- 45% are spending more time on social media
- 35% are listening to more streaming services



Source: globalwebindex.com/coronavirus

THE SHIPS HE

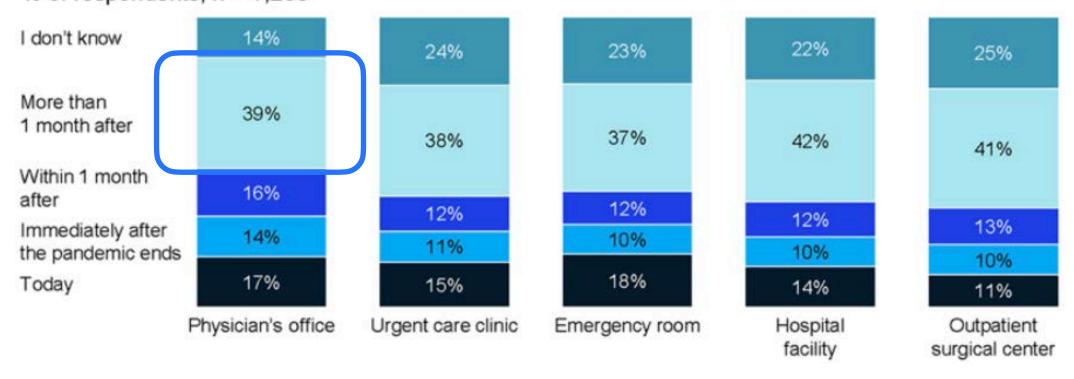
© Usage intent after COVID-19 is higher for wellness activities and telemedicine and lower for pandemic shutdown workarounds

	High (>40%)	Works for now	User growth	Intent to continue	Accelerated shifts	User growth	Intent to continue			
COVID-192		Remote learning: my children	131%	37%	Telemedicine: physical	180%	48%			
		Restaurant curbside pickup	77%	26%	Telemedicine: mental	125%	55%			
		Videoconferencing: professional	73%	43%	Remote learning: self	58%	58% 51%			
18	宝	Store curbside pickup	73%	38%	TikTok	41%	60%			
growth since		Grocery delivery	57%	45%						
		Video chats: personal	50%	42%						
		Restaurant delivery	25%	38%	Potentially here to stay	User	Intent to continue		User growth	Intent to continue
g	(%0				Online fitness	40%	55%	Self-checkout in-store	9%	74%
User	4				Meal-kit delivery	38%	51%	Watching e-sports	7%	62%
l S	\sim				Buy online for in-store pickup	34%	59%	Quick-service restaurant drive-thru	7%	50%
	Low				Digital exercise machine	30%	71%	Online streaming	6%	61%
					Wellness app	25%	81%	Spent time outdoors	4%	90%
					Playing online games	10%	56%			
		Low (<45%)			Medium-high (>45%)					
		Intent to use after COVID-19 ¹ Percent of new or increased users who intend to keep doing activity after COVID-19								

¹ Q: Compared to now, will you do or use the following more, less, or not at all, once the coronavirus (COVID-19) situation has subsided? Possible answers: "will stop this"; "will reduce this"; "will keep doing what I am doing now"; "will increase this."

2 User growth is calculated as % of respondents who replied that they are new users over % of respondents who replied that they were using the product/service pre-COVID (using more, using the same or using less).

Time respondents would feel comfortable returning to various sites of care 14 % of respondents, n = 1,265



Looking ahead

Many respondents indicated a willingness to reschedule care earlier with prompting from providers, with provider availability the main consideration for when respondents intend to reschedule care

Considerations for when

to reschedule healthcare appointments18

% of medical appointments to be rescheduled, n = 784



Provider availability



Safety of care site / risk of exposure



26%

Symptoms could wait to be treated

Reasons respondents might reschedule earlier¹⁹

% of respondents who reported waiting until COVID-19 pandemic subsides to reschedule appointments, n = 446



Doctor actively contacting to reschedule



Worsening symptoms



State and federal governments relaxing public health restrictions

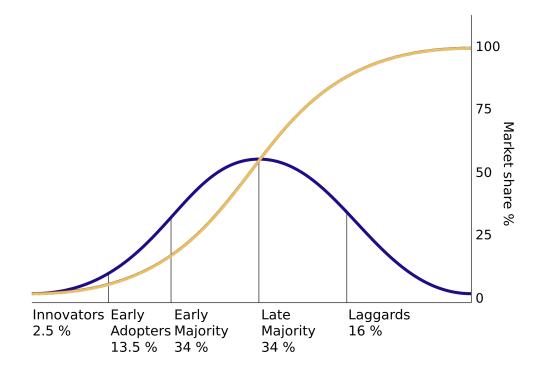


15%

Site of care not seeing COVID-19 patients

Takeaways From the Consumer Research

- Some patients will likely be open to seeing you now, others will take more time
- Many patients are understandably worried about contracting COVID-19, both in general and when receiving treatment
- Most patients are wary of spending money
- Active efforts on your part can help get patients to reschedule procedures!





Creative Direction for All Your Messaging

- Acknowledge the current situation wherever possible, directly or subtly
- Be transparent
- Scenes of large crowds, handshakes or parties look strangely, "out of touch," right now
- Be highly careful of looking exploitative even if that is not your intention!
- Make sure you don't have any unintended messages (words like dying, virus)
- Have empathy people are grieving!



Should you hold off on your marketing until you are fully operational and things are back to "normal?"



No! But depending on your situation, it might make sense to pause advertising.



6 MARKETING CATEGORIES



Even if You Are Presently Closed, Take This Opportunity to Invest in the Long-Term

- Many of your competitors are frozen and doing nothing
- Your job at the very least is to plan and prepare for the future
- Even if you are partially or fully closed now, you can invest in the long-term while staying relevant in the short term
 - Create up-to-date COVID-19 notices
 - Marketing planning
 - Creative work including branding
 - Long-term digital marketing projects
 - Strengthen your employee and provider communications (larger organizations)
 - Update your social media and email patients

To Our Patients

In response to the COVID-19 outbreak and Guilford County's issuance of a stay-at-home order - effective Friday, March 27, 2020, our office will temporarily close. We will remain closed until re-opening on Monday, May 11th, or longer based on Governor Cooper's recommendations in the coming days.

If you have an emergency, please call our after-hours number of 336-601-8346 and the on-call doctor will return your call to speak with you about your concerns. If you have an appointment scheduled in our office prior to April 13th, we will call you to reschedule.

We hope you and your family stay healthy and safe!

Sincerely,

Dr. Mark Featherston, Dr. Brent Greenberg & the staff at Carolina Vein Specialists



Use organic social media to grow your reputation - and save lives

Use Facebook and Instagram to inform patients and the public:

- Promote social distancing and safety
- Help people who think they may have the virus
- Provide wellness tips
- Assure the public you are taking proper safety precautions
- Answer frequently asked questions

Remember blogs and patient emails!







Q7. Which of these content marketing channels have been MOST effective so far? Choose the top 3.

Most Effective Marketing Channels (Pick 3)	Percent
Social media posts	84.62%
Email marketing	34.07%
Blog posts	29.67%
written content such as e-ivewsietters, prochures, magazines, direct	
mail, etc.	25.27%
Sharing interactive content (e.g., assessment tools, symptom	
checkers, quizzes, chatbots, etc.)	21.98%
Digital advertising – mobile	9.89%
Offering webinars or online events	8.79%
Digital advertising – traditional	5.49%
PPC	3.30%
Influencer Marketing	2.20%
Building voice search capabilities and accompany voice content	1.10%
Other (please specify)	7.69%



Internal Marketing Strategies

- Ensure to update the COVID-19 safety notice(s) on your website
- Create a video to emphasize your COVID-19 safety procedures
- Call / text patients who postponed visits or procedures to reschedule them
- Use email to get the word out en masse (link to your safety page/ video)
- Ask satisfied patients for referrals





Critical Phone Handling Solutions



- Assure patients your COVID-19
 precautions help ensure their safety
- 2. Set your team up to succeed
- 3. Hire right pay right
- 4. Script and train them
- 5. Track inquiries and results
- 6. New patient inquiries are high priority and especially difficult
- 7. Get the call off the front desk
- 8. Objective is a first visit
- 9. Nominate your best phone people
- 10. Get patients in quickly

5 CRITICAL COMPONENTS OF ANY EFFECTIVE PHONE CONVERSATION

- 1. Establish rapport with a perfect greeting
- 2. Discover the need
- 3. Establish value
- 4. Dual alternative close
- 5. Answer objections, including COVID-19



Rebuild Primary Care Referrals

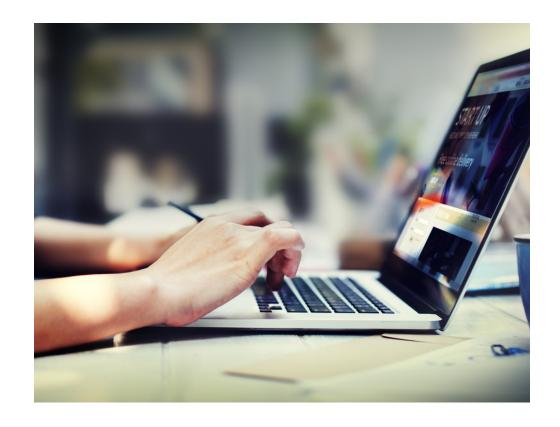
- Review and prioritize past referral sources
- Reach out to them to update them, and see how THEY are doing (phone, text, email or fax)
- Have your physician liaison visit when possible
- Consider digital B2B strategies if physical access not yet appropriate or possible





Digital Marketing

- Update your website (or create a new one)
- Search engine optimization
- Create a system to improve your online reviews
- Organic social media posts





Does Digital or Traditional **Advertising** Make Sense for You Now?

Yes, when you...

- Are open and want to attract patients now, OR
- Want to build market share while others flee the market (we are seeing this)
- Can position yourself as a community thought leader, and want to help educate the public during the COVID-19 crisis
- Want to build your brand for the long-term and capitalize on your competitors' absence from the marketplace
- Enjoy a reasonable marketing budget

Probably not if you are currently closed, and

- Can only invest in direct response advertising, where every dollar must bring an immediate, trackable ROI
- Are struggling financially, or only have access to a very limited marketing budget





doctor near me X Q

Q All Maps Shopping News

News 💷 Im

Images : More

Settings Tools

About 5,480,000,000 results (0.60 seconds)

△ COVID-19 alert

If you think you have been exposed to COVID-19 and develop a fever and symptoms, such as cough or difficulty breathing, call your healthcare provider for medical advice.

Source: Centers for Disease Control and Prevention

For informational purposes only. Consult your local medical authority for advice. Learn more

Ad · www.doctorreferrals.com/ *

Doctor Near Me | Local and Convenient | doctorreferrals.com

Gain Access To An Extensive Health Care Network. Most Insurances Welcome. Excellent hospital affiliations. Call to get a referral in as little as 24 hours. Get Help Changing **Doctors**. Serving the OC. Multilingual Staff.

Ad · www.hoagmedicalgroup.com/family-medicine •

Tustin Doctors Near You | Find Top Local Family Doctor

Our Family Practitioners Provide Care For Patients through All Stages Of Life. Some Of The Services Provided Include Well Checks, Immunizations, And Much More! Locations Throughout OC. Personalized Visits. Find A Primary **Doctor**. Most Insurance Accepted.

Accepted Insurance Plans · View Benefits · Schedule Your Appointment

₱ 15000 Kensington Park Dr Ste 250, Tustin, CA - (714) 477-8320 - Hours & services may vary

Ad · www.goforward.com/ *

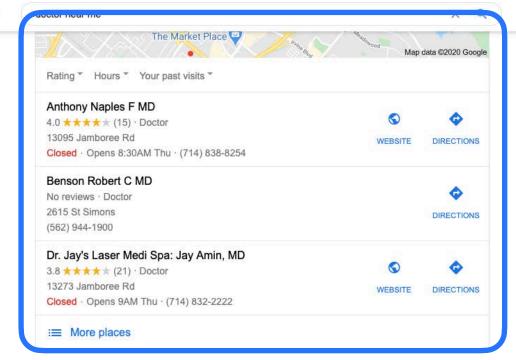
Top Doctors Near You | Real Doctors. Real Technology.

Get Unlimited Access to World Class **Doctors** & Technology at One Flat Fee. Learn More.
Unlimited Visits. All-Inclusive Care. No Copays. Unlimited Visits. Use Your HSA/Flex Account.

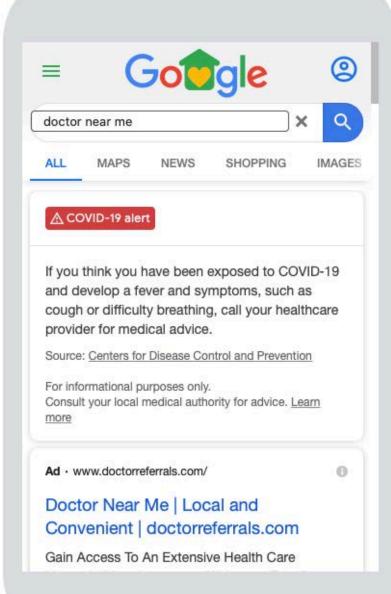
• 879 Newport Center Dr, Newport Beach, CA - (833) 334-6393 - Hours & services may vary

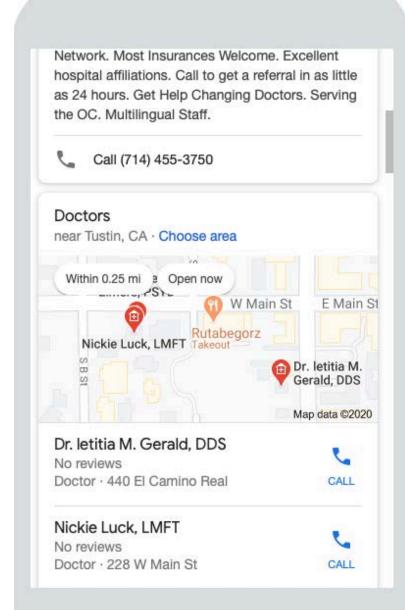


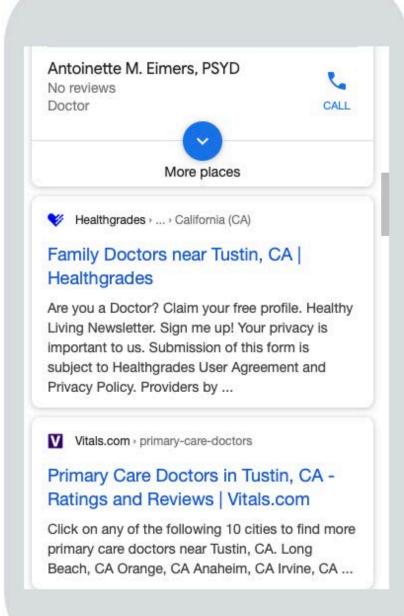




www.healthgrades.com > > California (CA) 🔻	
Family Doctors near Tustin, CA Healthgrades	
Find and research local Family Medicine Specialists in Tustin, CA. Read reviews and appointment on Healthgrades.	I make an
www.vitals.com > primary-care-doctors > tustin ▼	
Primary Care Doctors in Tustin, CA - Ratings and Reviews	
Primary Care Doctors, also known as Primary Care Physicians (PCPs), are usually	the first
Primary Care Doctors in Tustin, CA: Dr. Hasan Badday MD Click on any of the fol	llowing 10
cities to find more primary care doctors near Tustin, CA.	
www.zocdoc.com > Doctors > Orange County, CA 💌	
Best Doctors in Tustin, CA Book Online Today Last Upda	ted
Dr Saam efficiently and carefully examined me to understand my back pain. She was able to pinpoint the issue and recommend treatment. She was very	as quickly
How can I make a same-day appointment with a Primary Care Doctor in Tustin?	~
How can I find a Tustin Primary Care Doctor who takes my insurance?	~







Google Ads

Paid Search is usually the fastest and most cost effective advertising method to get new patients

Closely monitoring our clients' accounts throughout the COVID19 crisis, our digital team has observed:

- Many elective-based inquiries (not necessarily clicks) are down
- Some specialties are seeing increased CTR and lead conversions, e.g., urgent care, addiction, primary care
- Other essential medical categories are "holding strong," like cancer related searches
- The types of search phrases we see are evolving, like "preventative care," and "boost immune system"
- We predict some more decreases in costs per click, especially as competitors continue to leave the marketplace

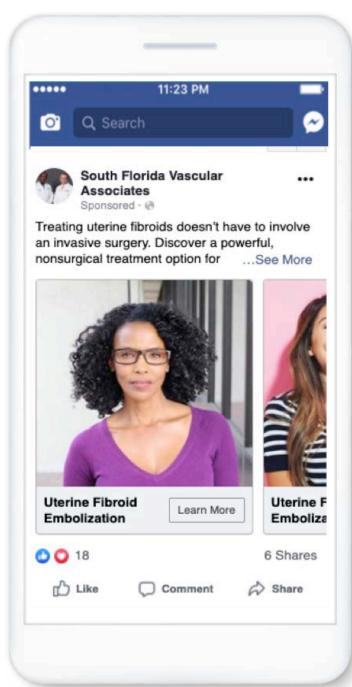


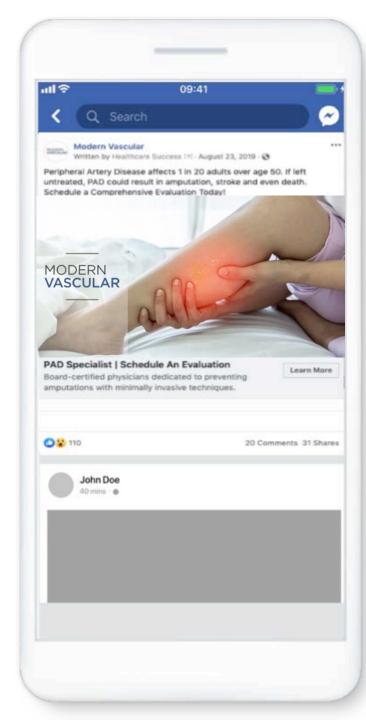


Recommendations:

- Focus your keywords on the most action-based, specific terms
- Make sure your ads read appropriately for our new reality
- Closely monitor keyword searches and campaign results as consumer behavior continues to change
- Be prepare to pivot!
- Make adjustments to keywords and landing pages as appropriate
- Google prohibits capitalizing on COVID-19; avoid direct references
- Consider opportunities like, telemedicine, "televisitation," and free transportation
- Consider spending more on display advertising, native advertising and YouTube as patients spend more time online, not necessarily actively searching
- Note: Google will provide up to \$340 million in credits to SMBs in 2020 (must have been advertising since Jan 2019)







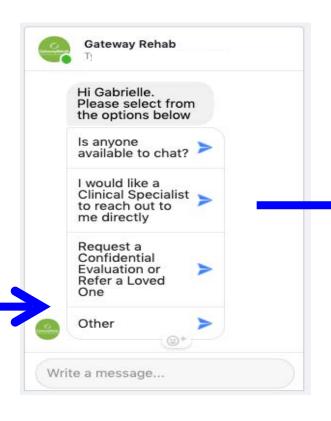


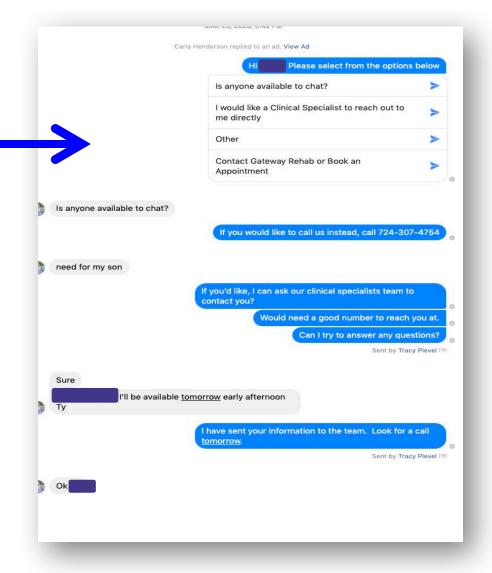
Paid Facebook and Instagram Advertising

- Make sure your ads are relevant and appropriately emotional
- Consider Facebook Live or other virtual events
- Consider telehealth option
- At the appropriate time, you can promote some of your community actions, or highlight your "everyday heroes"
- Facebook will be offering a \$100 million <u>Small Business Grants</u> program
- Messenger Ads are an exciting new opportunity

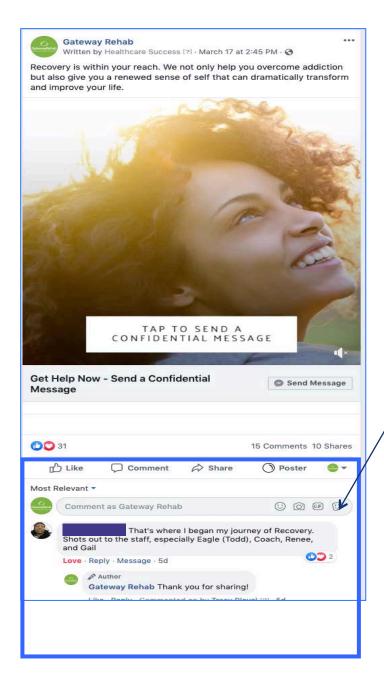












Social Endorsement of their services and extend your reach with social engagement and sharing





NEW BLOG POST

OTT Streaming on Connected TVs and Boxes/Sticks Increases during Coronavirus Pandemic

BLOG

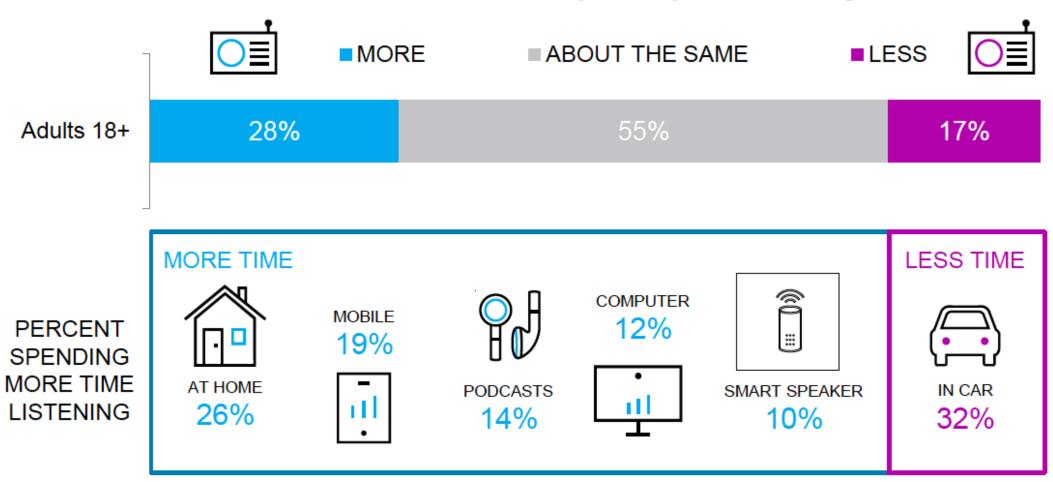
OTT Streaming on Connected TVs and Boxes/Sticks Increases during Coronavirus...





VIRUS OUTBREAK LEADS TO INCREASED LISTENING

Because of the COVID-19 (Coronavirus) outbreak, do you find yourself listening to audio...



Source: Custom Nielsen study conducted March 20-22 via an online survey, based on a weighted sample of 1000 adults 18+



Advertising

- Streaming radio and television are our favorite opportunities. (Billboards and print, "not so much.")
- Viewership and listenership are up, while advertisers are fleeing the marketplace due to the COVID-19 crisis, cancelled Olympics, and fewer political ads.
- Create ads that convey positive messaging to the community and encourage media outlets to partner with clients.
- Have your agency leverage media relationships to negotiate media support for clients during this "challenging" marketplace. Don't be afraid to "ask" the media for more. They are willing to help now.
- For example, in Chicago our media buyer was able to negotiate 80 free community-oriented radio spots, while also changing the mix to include more streaming
- In Texas, when our multi-location client asked us to move budget to TV, our radio rep provided us 180 free spots across three stations as a measure of long-term goodwill.



Final Words

- There is pent up demand, but some patient "personas" will act sooner than others
- Campaigns continue to get interest, but conversion rates (inquiries) may lag behind historical norms
- Monitor results continuously and stay prepared to pivot
- The recovery will take time try to be patient
- Things will likely never be the same again but that can also bring about new opportunities



Questions?



Stewart Gandolf

stewartg@healthcaresuccess.com

linkedin.com/in/stewartgandolf/

@StewartGandolf

(800) 656-0907



Thank You

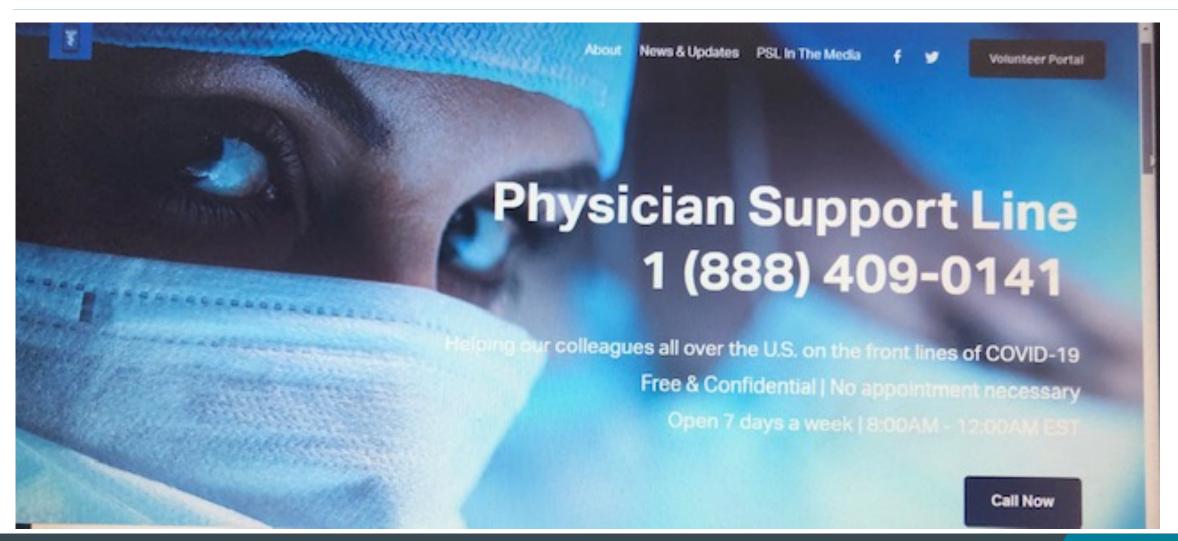


RESOURCES





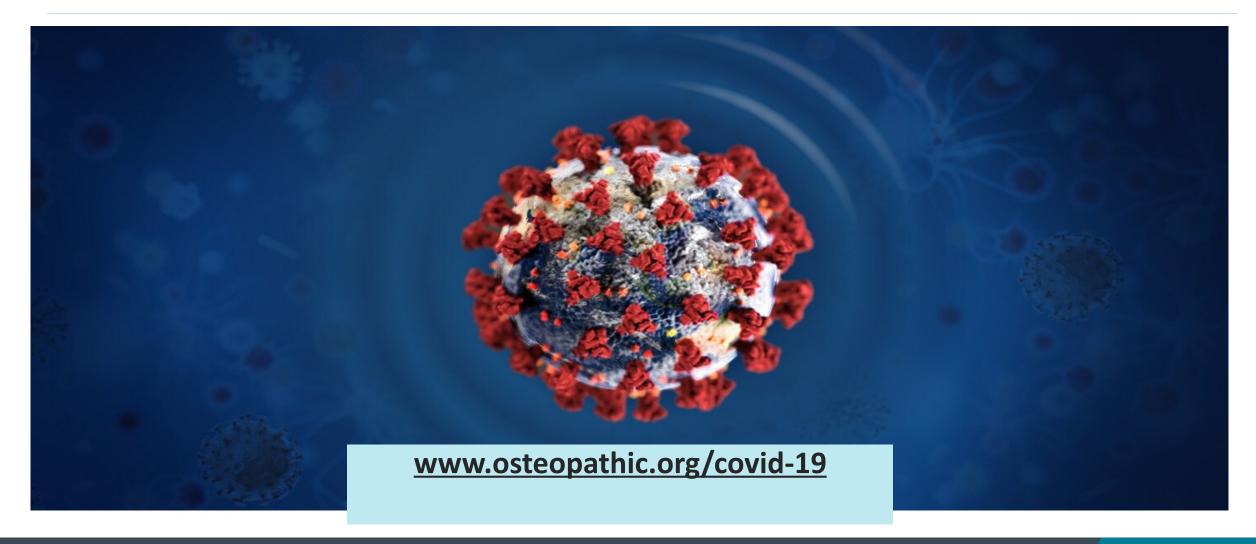
https://www.physiciansupportline.com/







AOA Resources





On-demand Covid -19 Webinars

- The CARES Act and the Paycheck Protection Program (PPP): Key
 Considerations for Physicians and Their Practices
- Federal Financial Relief for Physicians During the COVID-19 Emergency
- Telemedicine Successfully practicing medicine from a distance Navigating HIPAA and Telemedicine during COVID19
- Get Paid for Telehealth; New Rules for Documentation and Technology
- Billing and Coding Under New Telehealth Rules

https://aoaonlinelearning.osteopathic.org





Upcoming Webinars

How to Rebuild Your Practice Now and After COVID-19

May 7 7:00 PM CT \sim

Managing Your Online Presence

May 13 7:00 PM CT

Updated Telemedicine Coding & Billing

TBD

COVID-19 Impact on Employed Physicians

TBD

Reopening your Medical Practice

TBD

https://aoaonlinelearning.osteopathic.org



To obtain CME Credit

https://aoaonlinelearning.osteopathic.org

Welcome to the AOA!

This login is for **All** osteopathic physicians (current and former members), osteopathic students, and AOA staff. Please use your osteopathic.org credentials to login. Otherwise, please use the Sign Up link below.



AOA Online Learning

The American Osteopathic Organization's Online CME platform

Username

For example 099999 or FIRSTLAST

Password

Password



Login





Questions & Answers

Physician Services Department 1-312-202-8194

physicianservices@osteopathic.org



THANK YOU



