Move That Bus!
Extreme Marketing Makeover
(It’s Easier Than You Think)

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Agenda

1. Basic tactics for driving growth, including the application of the basics

2. Barriers to success and how to remove those barriers

3. How to effectively drive growth utilizing existing resources
Basic Tactics for Driving Growth

• Keep it simple
  → Focus on what you can control
  → Focus on key strategies. More does not = better.
  → Measure, measure, measure

• Understanding the basics
  → Formula for success

Formula For Success

Territory Mgmt. + Call Volume + Technique = Growth
The Formula For Success
Territory Management

• The right number of accounts?
  → Rural vs metro
  → Account ranking

• 90 day focus
  → Top 5 accounts
  → Top prospects

• Qualifying opportunities

The Formula For Success
Call Volume

• Call frequency
• Minimum expectations
• Call documentation
  → Account vs contact
• Define your standards
The Formula For Success

**Technique**

- Needs Based Selling
  - Ask smart questions
  - Present benefits
  - Start with the solution in mind
- Become a trusted resource for your customer(s)

**Application**

**CHECKLIST**
- Defined account lists
- Top accounts and prospects
- Call standards (vol + doc)
- Needs based selling
- Measure everything

Where Are You Today?
Barriers to Success

• What’s preventing you from implementing the formula?
• Take an objective look
• Are you distracted from the basics?
• Use the formula to identify the barriers

Barriers to Success
Removing the Barriers

• Imprecise strategy
  → Are you focused on too many things?
  → What are you focusing on that will directly contribute to growth?
  → Are you distracted?
Barriers to Success
Removing the Barriers

• Lack of critical data
  → What type of market intelligence do you currently have?
  → How are you tracking historical referral and admission activity?
  → Is there a data integrity issue?

Barriers to Success
Removing the Barriers

• Lack of role definition
  → Are reps required to do consents?
  → Is there a requirement to spend time in the office?
  → What else gets in the way of making calls?
Barriers to Success
Identifying the Barriers

• Undefined Value Proposition
  → What are you good at?
  → Have you defined, by customer type, the value you provide?

Barriers to Success
Removing the Barriers

• Lack of focus on needs based selling
  → Are your reps focused on “educating” or solving problems?
  → Are they trying to get referrals, or building relationships?
  → Are your reps still dropping off donuts and trinkets?
  → Are they dependent on marketing collateral?
Barriers to Success
Removing the Barriers

• Too little emphasis on coaching
  → How much time do your sales managers spend in the field coaching? Less than 50% of their time?

CHECKLIST
- Imprecise strategy
- Lack of critical data
- Lack of role definition
- Undefined value proposition
- Lack of focus on needs based selling
- Too little emphasis on coaching

Is This You?

Territory Mgmt. + Call Volume + Technique = Growth
## Barriers to Success
### Removing the Barriers

<table>
<thead>
<tr>
<th>Barriers to Success</th>
<th>Removing the Barriers</th>
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</table>
| **Imprecise Strategy** | • Focus on the formula  
• Pick 3-5 things you can focus on over the next _____ days |
| **Lack of Critical Data** | • Start with historical referral data. Look at the process for capturing referral source.  
• Evaluate options for obtaining additional market data. |

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| **Lack of Role Definition** | • Define rep involvement in consent signing process  
• Limit office time |
| **Undefined Value Prop** | • Define your strengths (features/solutions)  
• Define the benefits by customer segment |
### Barriers to Success

**Removing the Barriers**

<table>
<thead>
<tr>
<th>Lack of Focus on Needs Based Selling</th>
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<tbody>
<tr>
<td>• Train your teams to ask smart questions, identify needs and present benefits</td>
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<td>• Issue the “collateral challenge”</td>
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<th>Too Little Emphasis on Coaching</th>
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<tbody>
<tr>
<td>• Alleviate administrative tasks to allow sales managers more time in the field</td>
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<td>• 50-75% of time should be coaching</td>
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<td>• Implement effective coaching tools</td>
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### Driving Growth Utilizing Existing Resources

- **Define Key Performance Indicators**
  - Call volume
  - Account rankings (A/B/C/Prospect)

- **Define your strengths**
  - Value Proposition
  - SWOT Analysis

- **Support your sales team**
  - Goals
  - Field support
  - Training – Needs Based Selling
Needs Based Selling

- Start with the solution in mind (Value Proposition)
- Ask Smart questions
- Perfect the solution presentation
- Use marketing collateral effectively

Needs Based Selling

*Asking Smart Questions*

- Three main types of smart questions are used by top sales professionals:
  - Qualifying
  - Discovery
  - Closing
Needs Based Selling

*Asking Smart Questions*

- All questions fall into two categories
  - Open-ended
  - Closed-ended

- When crafting Smart questions, make sure you have an **efficient and effective approach**.

- When you ask Smart question, **KNOW** the possible answers.

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<th>Smart Questions</th>
<th>Examples</th>
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<tbody>
<tr>
<td><em>Don’t ask:</em> “Do you refer to home care or hospice?”</td>
<td></td>
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<tr>
<td><em>Do ask this Smart question:</em> “Who calls in the referrals to home care and hospice?”</td>
<td></td>
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</table>
**Smart Questions Examples**

*Don’t ask:* “Do you have any referrals for me today?”

*Do ask this Smart question:* “Based on our conversation today, which of your heart failure patients can we bring into our specialized care programs to cut down on the phone calls to your office?”

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**Smart Questions Examples**

*Don’t ask:* “Which agency do you currently refer to (or like)?”

*Do ask this Smart question:* “What is most important to you when selecting a home care or hospice?”

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Smart Questions

Examples

Don’t ask: “Why don’t you refer to hospice?”

Do ask this Smart question: “Tell me about challenges you have with those patients for whom you have run out of treatment options?”

Asking Smart Questions

Qualifying

• Three main types of smart questions are used by top sales professionals:
  → Qualifying
  → Needs discovery
  → Closing
Asking Smart Questions

Qualifying

Step #1: Find out who calls in the referrals

“Who in your office calls in the referrals for home care and hospice?”

Step #2: Find out what is important to them when making referrals to home care or hospice

“What is most important to you when selecting a home care (or hospice) agency?”

“How have you used home care (or hospice) in the past?”

“How do you currently incorporate home care (or hospice) into your practice?”
Asking Smart Questions
Qualifying

Step #3: Find out about their process

“Walk me through your process when you refer a patient to home care or hospice.”
“What is your process to match a specific patient with the right agency for them?”
“Who makes the decision about which agency to use?”

Asking Smart Questions
Qualifying

Step #4: Find out more about them

“What types of patients do you serve?”
“What percentage of your practice are Medicare patients?”
“When is your busiest time?” (So that you can avoid this time)
“At which hospital (or nursing homes) does the physician see patients?”
Asking Smart Questions

**Discovery**

- Three main types of smart questions are used by top sales professionals:
  - Qualifying
  - Discovery
  - Closing

**Definition:**

Discovery is the single **most effective** home care and hospice sales technique. It is at the core of all great sales training. The sales professional first identifies the referral partner's needs and then offers a solution that establishes their company as the logical choice for their referrals.
Asking Smart Questions

** Discovery **

** Technique:**

**Find out what’s important.** Understand each Referral Partner’s needs, problems, challenges and frustrations individually. Interview them carefully to see what you can do to earn their business.

- **Start with the value proposition.** Then craft questions to uncover needs, positioning you to present your solution.
- **Ask about challenges and problems.**
- **Start out broad and then narrow your questions down.**
- **Anticipate the answers to your questions.**
- **Have a backup plan.**
Asking Smart Questions

**Discovery**

- Use Smart follow-up questions
  - To get more information – get to their pain/emotions.
  - To demonstrate empathy – show that you care!
  - To achieve a more direct answer

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Asking Smart Questions

**Discovery**

**Follow-up Questions**

- *I can see how that would make your job tough. How else does this impact you?*
- *What else happens?*
- *Who else in the practice does this impact?*
- *How does the doctor feel about this?*
- *Can you help me to understand that a little better?*
Asking Smart Questions

Discovery

- Feature
  - Care for heart failure patients (chronic or terminal)
- Possible Benefits to Physician Practice
  - reduced phone calls, reduced re-hospitalizations, less calls from answering service in middle of the night

Which Patients are your most common frequent flyers in the ER?

What Challenges do they pose for your practice?

How does that impact you?
Asking Smart Questions

Closing

• Three main types of smart questions are used by top sales professionals:
  → Qualifying
  → Discovery
  → Closing

• One of the most successful skills each sales professional must develop is asking for the business!

• Sales people must ask for the business in their own words and develop their own style.
Asking Smart Questions

Closing

• From:

“Do you have a referral for me today?”

To:

“Based upon our discussion today, which patients can you identify which will benefit from the services we discussed?”

“Based on the solution we discussed for your heart failure patients, which ten patients call your office the most? Let’s start with them so you can see the difference for yourself.”

“Who are the top three patients that continually call your office? Let’s get started with them.”
Needs Based Selling
Solution Presentation

• Focus on benefits
• Match the solution (Value Prop) to the need
• Solve a problem for the customer
• Do not use marketing materials as a crutch
  → Reinforce your message
  → Enhance credibility

Formula For Success

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✓ Needs based selling
✓ Measure everything!

Where Are You Today?

Barriers to Success

Removing the Barriers

CHECKLIST

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✓ Lack of critical data
✓ Lack of role definition
✓ Undefined value proposition
✓ Lack of focus on needs based selling
✓ Too little emphasis on coaching

Is This You?
Simione Healthcare Consultants provides solutions for your core home care and hospice challenges – organizational, financial, sales & marketing, technology, and mergers & acquisitions. Over 1000 organizations use our practical insight and tools to reduce costs, mitigate risk and improve efficiencies to steward the way they conduct business.

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