

# Marketing Plan

**ManorCare Health Services – Lakewood, Colorado**

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## Plan Overview

As one of the largest providers of long-term care services in the country, HCR ManorCare has approximately 285 nursing centers within 29 states. At HCR ManorCare, we specialize in medical and rehabilitation facilities that are designed for patients who are transitioning from hospital to home following an injury, illness, or other medical event. We offer distinct, short-stay post-acute facilities that cater to patients that require a higher level of medical and rehabilitation care in order to meet their goal of returning to independent or semi-independent living without returning to the hospital or other acute care setting.

The new post-acute facility planned for Lakewood, Colorado is located where transitions of care needs are not fully met. This marketing plan reflects a post-acute model of care that is committed to building strong partnerships with area hospitals by assisting them with their post-acute care needs by shortening their length of stay, lowering the chances of re-hospitalization, improving referral and admissions flow, and, as a result, realizing cost savings and improved patient outcomes. HCR ManorCare's goal is to become the premier facility in market offering new post-acute model of care.

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## Plan Strategies

This plan will be managed by the leadership team of this new center and led by the marketing manager. The plan will have heavy support from our corporate support: clinical team, sales and marketing team, rehabilitation team, and medical team. This center will be supported by 16 hospitals which make up 4803 total acute beds. We anticipate 90% of our referrals will be from these hospitals. Our new post-acute model of care will meet necessary Colorado Transition of Care initiatives.

To achieve our goal, we will have a multi-level strategy:

- Hospital integration
- Managed care integration
- Community
- Physician outreach

- Discharge planner

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#### Hospital Integration:

We will align our facility with the needs of local hospitals by participating in hospitals' ACO or Transition of Care models, assisting these hospitals in meeting their outcomes for Length of Stay and Re-hospitalization, and assisting them in developing their protocols for focused clinical niches.

#### Health System:

- Adventist Health System
- Centura Health
- Exempla Healthcare
- HealthONE / HCA

#### Hospitals:

- St. Anthony Hospital
- St. Anthony Central Hospital
- Exempla Lutheran Medical Center
- Exempla St. Joseph Hospital
- Presbyterian / St. Luke's Medical Center
- Porter Adventist Hospital
- Swedish Medical Center

#### Strategies:

- Meet with hospital and health plan leadership team
- Determine hospitals' transition of care model
- Determine hospitals' post-acute needs
  - Re-hospitalization goal
  - Delays to discharge from acute setting
- Determine hospitals' niches
  - Create clinical niches based on needs
  - Meet with director for specialty programs

#### Events:

- Tours of facility
- Presentations
- Lunch and learn
- Exhibit
- VIP Open House

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#### Managed Care Integration:

HCR ManorCare staff actively participates in Regional Care Collaborative Organizations ("RCCO") initiatives, including efforts that focus on Medicaid Accountable Care Collaborative planning and strategy. HCR ManorCare's participation includes attending RCCO meetings and workshops related to achieving integrated care. MCHS-Lakewood will integrate with these RCCO initiatives and

respond directly to RCCO key initiatives by ensuring that Medicaid and dual eligible patients have access to the same level of care as patients with Medicare and private insurance.

HCR ManorCare will meet the needs of the hospital and community by contracting with managed care organizations. HCR ManorCare has the most managed care contracts as a SNF organization.

**Managed Care Organizations in Colorado:**

- Aetna
- America's Choice Provider Network
- Anci-Care PPO
- Arcadian
- BCBS
- BeechStreet
- Cigna
- Colorado Access Advantage
- Devon Health Services
- Health Smart
- Humana
- IMS PPO
- Kaiser
- Midlands Choice
- MultiPlan
- National Health Quest
- NFL Foundation
- NPPN
- Prime Health Services
- Priority Care Solutions
- Rocky Mountain Health Plan
- TechHealth
- Three Rivers Provider Network
- Tricare
- United Healthcare
- United Mine Workers Assoc.
- Windsor Health Plan

**Strategies:**

- National contracts: Meet with each health plan to add new facility to national contract
- Present managed care account summary on national outcomes
- Local / State contract: Meet with each health plan and negotiate contract for new center

**Events:**

- Joint committee meetings
- Webinars
- Presentations
- Facility tours
- VIP Open House

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### Community Outreach:

HCR ManoCare will educate our local community of the post-acute options available. We will partner with other post-acute organizations to provide a continuum of care. This reach also includes advertising: TV, radio, print, online, and Billboard.

#### Public Agencies

- Colorado Department of Health—Long Term Care Advisory Committee
- Colorado Department of Health Care Policy and Financing—Community Living Advisory Group
- Center for Improving Value in Health Care (Healthy Transitions Project)

#### Private Agencies:

- Assisted living locations
- Home health agencies
- Local business networking groups
- Elder law attorneys
- Senior centers
- Jewish Family Services

#### LTC Trade Organizations

- Colorado Health Care Association
- Leading Age
- Colorado Assisted Living Association
- Colorado Medical Director's Association

#### Media Plan:

- Direct to consumer mailers
- Social media
- Advertisement
  - Local publications
  - TV and radio advertisement
- Develop virtual tours
- Develop testimonials

#### Strategies:

- Determine team of facility based attendings
- Meet with medical groups to adopt niche protocols
- Determine physicians' transition of care model
- Create specialty programs with physician guidance

#### Events:

- QA meetings
- CE events
- Tours of facility
- Presentations
- Lunch and learn
- Exhibits

- VIP Open House
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### Physician Outreach:

#### Recruit

#### Physician Groups:

- Area LTC Medical Directors
- Hospitalist
- Primary care physicians
- Specialists
  - Geriatricians
  - Cardiologists
  - Orthopedic surgeons
  - Psychiatrists
  - Pulmonologists
  - Neurologists

#### Affiliations:

- St. Anthony Hospital
- St. Anthony Central Hospital
- Exempla Lutheran Medical Center
- Exempla St. Joseph Hospital
- Presbyterian / St. Luke's Medical Center
- Porter Adventist Hospital
- Swedish Medical Center

#### Strategies:

- Determine team of facility based attending physicians
- Meet with medical groups to adopt niche protocols
- Determine physicians' transition of care model
- Create specialty programs with physician guidance

#### Events:

- QA meetings
  - CE events
  - Tours of facility
  - Presentations
  - Lunch and learn
  - Exhibits
  - VIP Open House
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### Discharge Planners:

We will assist local hospitals' discharge planners with discharge options, provide quick responses to referrals, and provide education on our niche and outcomes.

#### Health Systems:

- Adventist Health System
- Centura Health
- Exempla Healthcare
- HealthONE / HCA

**Hospitals:**

- St. Anthony Hospital
- St. Anthony Central Hospital
- Exempla Lutheran Medical Center
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**Strategies:**

- Identify needs of each discharge planner
  - Hospital unit / floor
  - Case load
  - Referring list
  - Challenging placements
- Identify hospital system for discharge
  - Medical records system
  - Placement/referring agencies
- Identify hospitals challenges
  - Response time
  - Clinical niches

**Events:**

- Hospital rounds
- Tours of facility
- Presentations
- Lunch and learn
- CE events
- VIP Open House

Phase Timeline:

HCR ManorCare will implement strategies and events based opening of the facility, which will be broken down to 3 parts: Ground Breaking, VIP Open House, and Facility operations.

**Ground Breaking / Construction:**

- Staff recruitment
- Physician recruitment
- Advertising to start in community 3 months prior to VIP Open House
- Meet with hospital leadership to discuss needs of the hospital
- Education lunch and learns with local discharge planners
- Provide multiple "hard hat" tours of facility
- Obtain competitive analysis
- Invite local community to tour
- Participation by Local VIPs (Mayor of Lakewood etc.)

**Grand Opening / Open House:**

- Advertising to continue adding TV and radio
  - Include testimonials of previous patients
  - Include company's outcomes
- Community outreach to continue with invitation to local senior groups
- Direct to consumer campaign
- Prepare for grand opening event
  - Identify date
  - Identify invitation list, including local hospitals, managed care organizations, physician groups, assisted living, home health, senior centers and advocacy groups.
  - Identify VIP speakers (Department Representatives, Members of the General Assembly and Lakewood City Administration and Council Members)
- Plan for event involving local media

**On Going--Facility Operations:**

- Implement all strategies
- Continue advertising for radio, TV, and print
- Increase activity with discharge planner by providing on-site education
- Provide clinical outcomes on discharges patients to physicians and discharge planners
- Host Quality Assurance meetings with physicians
- Schedule Joint Committee meetings with managed care organizations
  - Add facility to national contracts
  - Negotiate local contracts
- Create center specific sales plan
- Continue recruitment with increased census