

CASE STUDIES

MANAGED CARE: CHILDREN'S



Unique Assets, a Deft Touch

PROBLEM: Children's hospitals play a vital role in the national health care system – they provide high-level care to children with complex conditions, and are a key component of the health care safety net when it comes to pediatric primary, specialty, and subspecialty care. They strive to provide excellent care while contending with numerous financial and resource constraints.

To meet these diverse financial needs, children's hospitals need to make the most of their payor contracts to offset the impact of the rising number of Medicaid and uninsured patients. At the negotiation table and in their external relations, children's hospitals must maintain a deft touch when promoting their patient work, or run the risk of being viewed as exploiting the goodwill of patients, families, and the general public. The right mix of messages, strategy, and execution, must come together to ensure that these institutions achieve their goals.

STRATEGY: Revive has developed deep expertise in the special needs of children's hospitals by working with the nation's leading institutions, helping hospital leaders secure private payor contracts that help offset the financial pressures created by children insured by Medicaid. Children's hospitals are near and dear to our heart, and Revive is here when the opportunity is too big to ignore or too tough to take on alone. The Revive team is experienced at crafting effective communication programs to achieve important strategic goals. We've helped children's hospitals step through challenging issues like layoffs, closing clinics, cutting costs, major capital campaigns, and protecting or increasing state funding sources.

RESULTS: Revive has used its expertise to benefit 14 children's hospitals around the country. We've navigated the unique issues faced by stand-alone children's hospitals that operate as part of health systems, and children's hospitals within hospitals. Children's hospitals have unparalleled, unique reputations, and Revive has proven its ability to use a deft touch on behalf of these special clients. Union issues, mergers and acquisitions activities, physician relations, expansion plans, you name it – Revive has done it. From internal communications to physician relations, community relations to grassroots efforts in support of payor contracting issues, Revive typically achieves an ROI of 11-to-1 on behalf of children's hospital clients.



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Children's Hospital Keeps Reputation Intact and Improves Financial Position

PROBLEM: Many children's hospitals must provide leading medical care to patients who are oftentimes covered by Medicaid or other plans that pay below cost. One children's hospital located in a Western state had to improve its contracted rates with United in order to remain financially stable. United refused to discuss anything higher than a single-digit increase, so hospital executives engaged Revive to chart a course as the hospital faced a potential contract termination with its largest commercial payor.

STRATEGY: Revive developed a novel strategy to attain higher reimbursement for the hospital. With negotiations at a standstill, Revive crafted a plan to educate the public on the contract termination and how to receive care as an out-of-network patient. This would also ensure that the hospital's volume would not drop after contract termination. A complete effort was designed and implemented to communicate with local media – to protect the hospital's reputation – and educate patients' families and their employers. Since our client was located in a market with a relatively savvy, well-connected patient population, our campaign leveraged social media as a crucial platform to reach and organize patients on behalf of the hospital.

RESULTS: Revive played an instrumental role in the hospital's success: maintaining a stable volume of patients before and after the contract termination, resulting in commercial revenue growth of 24% and higher profitability out-of-network than in-network. The hospital remained out-of-network for more than a year, and ultimately came back into the United network at higher rates than it had originally proposed during negotiations.

