

CASE STUDIES

COMMUNITY ENGAGEMENT



Community Engagement Drives Care Delivery, Payor Change

PROBLEM: A nonprofit health care system and the state's largest provider, this organization engaged Revive to position the health system as the state's leader in population health management, wellness, and care delivery. The goal: obtain competitive rates from the state's dominant insurance provider, who controlled almost 80% of the commercial market.

The payor was not your typical health insurance company: it was small, local, and operated on relatively low profit margins. Overall, the payor was viewed positively and cleverly protects its position. And in recent years, the payor had weathered significant pressure on its own margins. Not many health plans have the "advantage" of poor financial performance, and that, coupled with the payor's favorable reputation, needed to be carefully considered as we planned our approach.

STRATEGY: We introduced a branded campaign focused on educating community leaders, business leaders, patients, physicians, and internal audiences about the importance of fair payor contracts as a key component of a high-quality, stable health care system. The campaign reinforced the client's commitment to be a leading provider of health care in the state. The program included a negotiation messaging phase, and a comprehensive grassroots campaign that included letters, calls, media, a website, and social media. The letter phases were orchestrated to put pressure on the payor, and were nuanced for each audience and each location. The health system demonstrated leadership in social media relations and direct communication with all audiences.

RESULTS: Our efforts were successful in securing a groundbreaking multi-year contract for all of our client's hospitals, an agreement that highlighted the joint efforts by both the client and the payor to be leaders of change. The agreement ensured financial stability for the system, its hospitals and physicians, and provided continued access for all payor members. In addition, the communication effort positioned the health system for a new medical home program and a broader population health management effort that was on the brink of being launched.



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Small Hospital, Big Leverage with Blue Cross

PROBLEM: Blue Cross of Florida may be a powerful plan, but one stand-alone community hospital showed that local employer relationships and patient preference can help secure fair rates. After years of below-market increases, one hospital decided to draw a line in the sand and fight for a fair contract. Rather than fighting a public battle and making it politically difficult for Blue Cross to accept a compromise, Revive worked behind the scenes to generate employer pressure on the payor.

STRATEGY: Our approach leveraged the hospital's role in the community as the primary provider of acute care services. We identified the audiences and local trends that would be of particular concern to Blue Cross. For instance, the hospital was strongly preferred by local patients, especially expectant mothers. The Blue Cross contract for the biggest school district in the region was up for renewal, and our effort focused on that leverage point as well as other key local employers who could influence Blue Cross to behave more cooperatively.

RESULTS: After months of negotiations, Blue Cross finally conceded just in time to keep our letters from hitting patient mailboxes – at rates and terms favorable to the hospital. The double digit rate increase met the hospital's needs, and the hospital nearly doubled its margin on the 23% of patients covered by Blue Cross. Best of all, the hospital was able to avoid a public dispute and keep its powder dry for future contract issues.

