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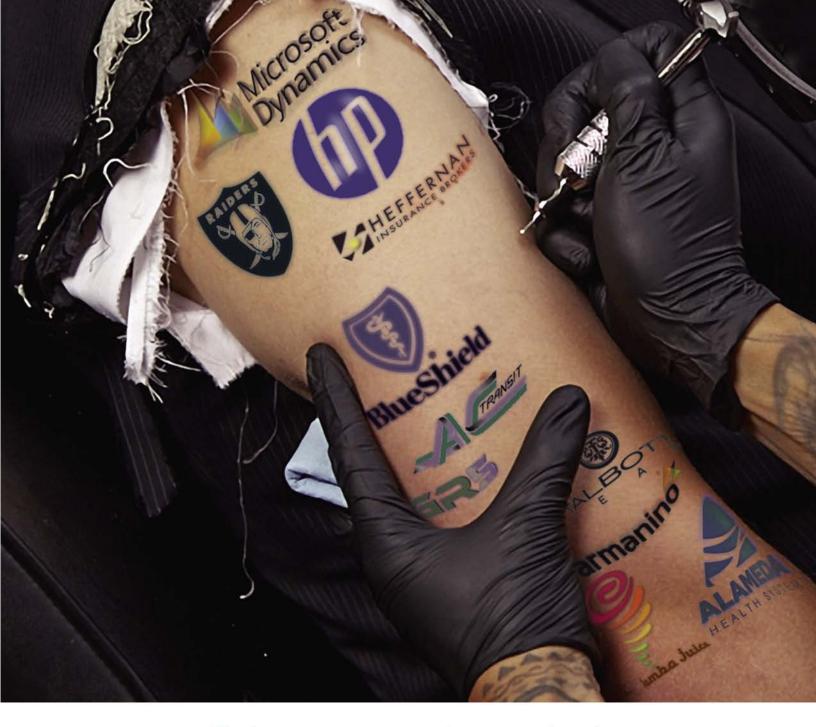


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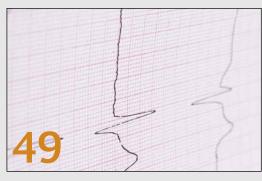
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Public Relations & Marketing Communications

ObamaCare goes into effect. Now get over it already.

n October 1, the Affordable Care Act became official. States have opened enrollment on exchanges for private insurance, with coverage slated to effectively begin January 1. It's done, it's real, it's happening. Now, can we stop whining about it?

In case you forgot: the Affordable Care Act was passed by the House and Senate, was signed into law, was challenged by the Supreme Court, then upheld by the Supreme Court. You may not like ObamaCare, but you'd be disingenuous to call it "unconstitutional" when, for the better part of three years the bill has passed through every check, every balance, virtually every cog in our democratic process. Decrying the pitfalls of our system of government only when it produces things you don't like is a fool's errand. It also makes you sound like a baby.

Of course, there were Republicans who nonetheless worked to repeal ObamaCare up until the last minute, going as far as to use our economy as a bargaining chip in an attempt to defund the bill as Congress wheeled out its budget and honed its carpentry skills on our ongoing debt ceiling. September was marked by impotent bluster, desperate delay tactics and every petulant act imaginable short of kicking and screaming as politicians backed by Tea Party extremists suggested delaying the bill for a year, or removing ObamaCare's tax on medical devices, or allowing employers the ability to opt out of contraception coverage if said service clashed with business owners' "beliefs." A surreal, 21-hour pseudo-filibuster by Ted Cruz (R-TX) aptly exemplified the sort of Kabuki Theater that unfolded throughout this embarrassing process, as we soon discovered that not only were Republicans willing to tank the economy and bring the government to shutdown simply to get their way, they were willing to mar their already-decimated reputations to nigh irreparable lengths, even as a Congressional elections loom next year.

It needs to be said: the Affordable Care Act is far from perfect; some of the criticisms surrounding it are spot-on. Poll after poll shows many Americans don't like the individual mandate portion of the bill. Many of the exchanges deceptively appear to offer more than what people will surely receive. A spat of preliminary polls predict a disappointing number of people will sign up for the exchanges at all. But perhaps the most legitimate quip: many business owners will undoubtedly cut hours and increase layoffs to skimp on paying for employee insurance. Non-insured Americans who work fewer than 30 hours a week would be burdened with the responsibility of purchasing healthcare or face a tax penalty. In other words, ObamaCare could potentially hurt some of the same people it purports to help.

The Affordable Care Act is essentially designed for people who don't have insurance (and to a smaller degree, those who already buy insurance on their own). About 85% of us currently insured will not have our plans altered as a result of its passage. However, when considering who will benefit most from the bill, the notion that ObamaCare will provide coverage for millions who currently have no insurance makes it a win. Then there's the fact that people can stay on their parents' plans until they're 26, that many will qualify for financial assistance if they have to buy insurance on their own, and that after these subsidies it's expected most will not be affected by premium increases and will pay less through the exchanges than what they'd pay for insurance currently. Finally, there's the feature that has received the most fanfare: ObamaCare prohibits providers from turning people down for a preexisting condition, or for their gender. For some, the plan will even provide mental health, maternity leave, or prescription drugs. This should have happened a long time ago.

In a strange turn of events, Cruz, Boehner and other GOP members of Congress are now being blasted within their own ranks for making the fight over ObamaCare "too easy" for Democrats. Passing a bill and signing it into law, debating its constitutionality in the highest court in the land, no longer guarantees life after budget debates. As we've seen during the last two years however, holding the economy hostage to appease fringe elements within your party is now standard procedure. This practice really needs to be addressed — because it's insane.

We've been grappling with major healthcare reform for 50 years now. We need to move on, but unfortunately it doesn't look like this will happen anytime soon. Some states have refused to implement the Act's Medicaid expansion, and at least one Tea Party group is now running a series of ads suggesting people break the law and forego buying insurance. It petitions the obvious at this point to say this is a giant waste of time. If the Affordable Care Act is truly as unsustainable as some Republicans purport it to be, they should let it run its course and implode, let it fail, where it would then be repealed and replaced with whatever private-sector utopias Republicans love to envision. In the meantime, this is what we have, this is what we get, this is what we're dealing with. Get over it.

— Jon Gingerich



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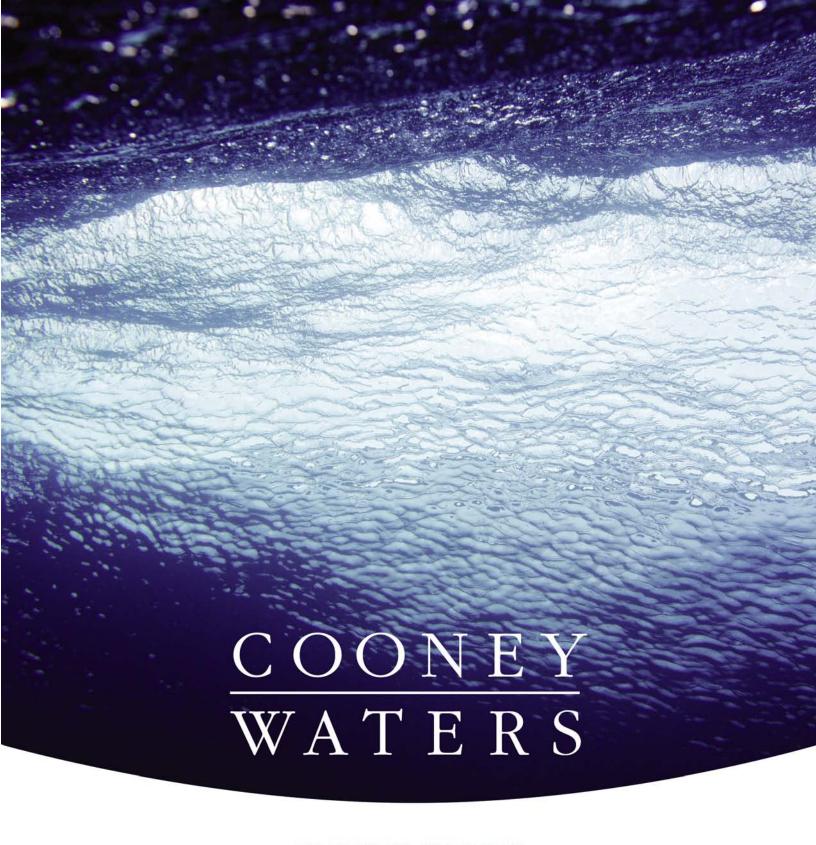
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AMN ceases publication after 55 years

The American Medical Association has ceased publication of its 215,000-circulation American Medical News tabloid newspaper, citing a drop in ad revenues and failure of an online version to bring in sufficient revenues.

By Jack O'Dywer

he original frequency of 48 issues a year was cut to 24 in 2009. Last issue is dated Sept. 9. Page count, which was as high as 100, dropped to 24 in recent years.

Twenty full-time staffers are losing their jobs in Chicago, Washington, D.C., and New Jersey.

The web archive of AMN articles will remain at amednews.com through Dec. 31.

AMA publishing revenues fell 14.4% to \$55.8 million in 2012. There was a \$10 million drop in ad sales.

Pharmaceutical spending in all professional journal advertising dropped 31%

to \$322 million in 2011, according to IMS Health, market-analysis firm. Blamed are a shortage of new "block-buster drugs" to replace a number of top-selling drugs that went off patent.

Editors prided themselves on not operating "a house organ" for the AMA. They noted that other staffers often asked them, "Whose side are you people on, anyway?"

"We go out as one of the five top primary care print publications," said a final statement by staffers. •









American Medical News

PRSA magazines go digital

PR Society of America has told new members that they will only be sent e-mail versions of the monthly *PR Tactics* tabloid and the quarterly magazine *PR Strategist*.

By Jack O'Dywer

urrent members are being asked to voluntarily convert to e-mail delivery in order to lessen the

environmental impact of printing and mailing and to cut costs.

The Society lost \$500,688 on its publications in 2012. Publication expenses were \$1,041,509 and income, \$540,821. Advertising revenues were \$503,396 and subscription income, \$37,425. Costs included \$770,418 for salaries and fringes of publication staffers.

It had an \$18,719 operating loss for the first half of 2012 on revenues of \$5.4 million despite a dues increase of \$30 in 2011

Publication costs used to include administrative expenses which were \$457,838 in 2003. A bookkeeping change in 2004 removed such expenses from publications and 12 other categories of spending including awards (\$113,045) and sections (\$194,223).

The expenses were combined under "administration," totaling \$2,002,580. Unallocated administrative expenses were \$2,462,077 in 2012.

Since PRSA takes in 5,000-5,500 new members each year (renewal rate is 70-75%), it would take at least a half dozen years for it to substantially reduce printing/mailing costs unless numerous members opt to get T&S via e-mail.

The current membership total of "21,000" is close to what it was in 2000 (20,266).

Circulation of Tactics is 27,500 to members and 3,500 to "additional subscribers," according to the Society's website. Strategist circulation is 21,000 plus 3,500 to others.

The International Assn. of Business Communicators, which also faced high publication costs for its 50-year-old *Communication World* bi-monthly, went entirely digital with its May issue. •



Tribe targets Redskins in season-long campaign

New York's Oneida Indian Nation. flush with cash from its casino and gas station operations, has launched an ad and PR blitz against the NFL's Washington Redskins. pressuring the franchise to change its name.

By Greg Hazley

he Oneidas, who work with Albanybased PR and lobbying firm The Roffee Group, have unleashed the "Change the Mascot" campaign to include a radio advertising component on sports radio that follows the Redskins' around the country during the season, which started with the team's opening game September 7 against the Philadelphia Eagles in its Landover, MD, home.

The push is the latest in a growing chorus of criticism of the Redskins' moniker that has included at least 10 members of Congress.

The radio spot points to NFL commissioner Roger Goodell's recent criticism of an Eagles player, Riley Cooper, who spouted a racial epithet that was caught on video, asking if Goodell will "do the right thing and join the campaign to stop the Washington team from continuing to use a racial slur as its mascot and team name."

Republican polling and consulting firm Luntz Global has since waded into the Washington Redskins name con-

troversy and is currently planning a focus group on the NFL and the franchise. Luntz circulated an email survey on NFL fan opinions that included questions to gauge fan attitudes surrounding the name and whether it should be changed.

One of the Luntz questions asks respondents to give their opinions on the Redskins name, followed by answer choices of "I find the name offensive and they should change it," or "I don't find the name offensive and they should keep it as is."

Redskins owner Dan Snyder told *USA* Today in May that he will "never" change the team's name.

"It's that simple. NEVER — you can use

caps," Snyder concluded.

The NFL has defended the Redskins name in the past, and said the name "has always intended to be positive and has always been used by the team in a highly respective manner."

The Oneida tribe, which owns the Verona, NY-based Turning Stone Casino &

Resort and a chain of gas stations and

convenience stores, among other business interests, said it hopes the ads will cause more fans to speak out and urge the NFL to force a name change on the franchise.

A website, changethemascot.org, asks fans to contact the NFL.

"We believe that with the help of our fellow professional football fans, we can get the NFL to realize the error of its ways and make a very simple change," said tribe rep Ray Halbritter.

Joel Barkin, Communications Director at The Roffee Group, serves as the tribe's VP of Communications. His firm, along with Four Directions Production (based in Vernona, NY), are handling the campaign. •



Online healthcare habits reveal missteps, opportunities

As digital-age communicators, we're charged with ensuring the right information reaches the right people at the right time — often, by way of multiple channels and filtered through multiple audiences. Understanding where, how, and from whom key stakeholders seek that information is a critical to our process. However, that knowledge is useless in advancing people's needs if we think only in terms of one-dimensional solutions.

By Gil Bashe

perfect example of this tempting communications misstep is in the healthcare sector, where companies, eager to connect with patients via digital and social media, don't consider whether their approach will mobilize an audience. A recent survey revealed important trends in consumer health behavior that savvy companies can use to help guide their outreach strategy.

third The Makovsky annual Health/Kelton survey of more than 1,000 American adults shows that in an average year, U.S. consumers see their doctors three times, but spend nearly 52 hours looking for health information on the Internet — and they are pointing their cursors at specific sites. WebMD was cited as the most trusted site (49%), dwarfing the next-most-frequented site, Wikipedia (14%), while websites run by third-party advocacy organizations like the American Heart Association and American Diabetes Association were cited by 13%. And, when it comes to Facebook pages sponsored by pharmaceutical companies, 48% of consumers reported they do not trust the content "at all."

In other words, it is not just the channel but the source of online information — a trusted, authoritative voice — that remains central to patient behavior.

The Mak/Kelton survey also showed that Americans are most likely to visit a pharma-sponsored website after receiving a diagnosis from their physician (51%), or, before filling a prescription from their physician (23%). Other data report that 89% of physicians surveyed would recommend a mobile health app to their patients. Just as online health research may be helping to inform patients' conversations with their doctors, healthcare professionals are guiding patients to specific online information sources.

What does all this mean for healthcare companies seeking to reach patients? While access to new, digital resources continues to have significant momentum, communication channels cannot be a strategy unto themselves. Companies must

ensure that their online presence is accessible and embraced as trustworthy.

The recent trend in Pharma's approach to advocacy, for example, seems to be sponsored (but non-branded) disease-state websites — user-friendly information like Breakaway from Cancer, Lung Cancer Profiles and Patient Access to Cancer Care Excellence (PACE). They are excellent examples of pharma seeking to share its deep knowledge and expertise with patients via a patient friendly online resource. However, Quantcast data reveal fewer than 1,300 unique visits per month for these sites — numbers that are dwarfed by the monthly unique visits for third-party advocacy sites like American Cancer Society (1,094,285), CancerCare (24,685), and Stand Up 2 Cancer (41,850). Once again, we see the sponsor and source of the information — the trusted voice of authority — driving patient trust and online behavior. What is needed to make company-connected online platforms more patient-important? Savvy communications pros might consider a multifaceted alliance with WebMD or a patient-advocacy third party, rather than a new company driven website, to help drive patient engagement more effectively.

While being a stand-alone information source isn't always advisable, in some cases, companies are the only stakeholders with the scientific knowledge and resources to share critical information. In the area of rare diseases, for example, company communication across digital channels is critical to patients, physicians and policymakers.

A rare disease affects fewer than 200,000 patients at any given time. The challenges of a micro patient community are unique and many: from identifying patients with a "needle in a haystack" condition in order to conduct clinical research, to finding other patients who can empathize and support each other on their journey. About 50% of rare diseases are so small that they do not have a dedicated organization to provide patient support, conduct research, or advocate for

increased research funding — which means that company communication efforts, whether a pipeline update, clinical data report, or information related to a patient assistance program, may be one of the few pieces of information a patient community receives in a year. Leadership

communications from companies transmit more than information — they enable entire populations to connect.

Companies can also play a critical role in educating and informing policymakers — whether through direct conversations, or through



Gil Bashe

Beltway staffers accessing online content. Interestingly, Beltway audiences often choose the easiest route to gain insight and Wikipedia remains the quick go-to source. Accuracy on these crowd-sourcing sites can impact outcomes; it's important to check that the information posted there

reflects the science and innovation value.

Further, while it's true that companies have a product to sell, they are also subject matter experts. Companies can and should weigh in on policies that affect their patients, and should seek relationships with third-party advocacy organizations where goals for improved patient care and outcomes align.

In our digital world, communications materials "live forever" online, and organizations should expect that multiple audiences will be accessing — and, hopefully, benefiting from — the data and perspectives shared. Ensuring that accurate messages about symptoms, causes, research, treatment and support reach patients seeking answers is at the heart of the mission to improve patient health. Indeed, communication is part of the cure, but when it comes to online info, the adage "if you build it they will come" doesn't always ring true.

Gil Bashe is EVP and Health Practice Director at Makovsky. •

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When science transforms people's lives

Innovation, including scientific research, is the process of applying new ideas to existing problems. Without scientific research, knowledge-based healthcare discovery could not exist. Scientific research provides essential information and guides decision-makers in multiple industries on a wide range of critical global-scale issues. It also enables predictions regarding the impact a product will have on the major global challenges.

By Laura Schoen

hile everyone recognizes the impact of scientific innovation, not enough attention is focused on the role that communications and information-sharing plays in making sure that these new ideas are readily available and can quickly impact society. Across a broad specof stakeholders, including researchers, the speed in which significant scientific findings is disseminated ultimately impacts broad populations, patient care and the economy. Breakthrough ideas are relevant not only in healthcare, but in other industries as well, such as environmental science, technology and food safety.

To help expedite awareness and adoption of scientific information, Weber-Shandwick launched the Element Scientific Communications division. The division recognizes the increasing significance of science in driving innovation and reputation for a variety of organizations. Led by a unique group of specialists dedicated to inciting change through science, this new division is partnering with the agency's diverse healthcare clients to forge important pathways that foster medical advancements which will ultimately defeat disease.

"Critical here is a global team of experts in the United States, Europe and Asia, dedicated to inciting change through science," said Frank Orrico, EVP and Global Director of Element Scientific Communications. "More to the point, these are scientists with a passion for communications who know they have to get the science right to get the story right — who know that people must understand how scientific breakthroughs will make their personal lives better."

Inciting change through sciencedriven communications

Over the past two decades, the skyrocketing cost of healthcare — as well as food shortages and environmental disasters — have dominated public discourse and some of the most innovative companies have been accused of charging too much for drugs and not doing much to curb pollution or increase production of essential food supplies. In the worst case, the bio-pharmaceutical industry's critics have suggested that many drug manufacturers have lost the will to innovate because profits always come before patients.

Clearly, it is important to change the narrative. Just as every major advance in medicine has started with a scientific insight, so, too, should the story of every pharmaceutical and bio-pharmaceutical company begin with a breakthrough in the lab or clinic and end with how that breakthrough will actually help people.

The healthcare industry is aware that a better understanding of how they contribute to innovation and improving health outcomes is critical. Based on the aging of the population of Europe and the United States, we can predict that the need for healthcare communications will continue to expand. Agencies will continue to employ a larger number of specialists to leverage every innovation and breakthrough, supporting faster access and better understanding of scientific innovation.

Using science to engage, educate

Companies that understand the importance of authentic storytelling now recognize the impact of science and innovation and its influence on corporate brand reputation and credibility. Fostering a greater understanding of a company's scientific investments — as well as the real value those investments bring to people and society at large — can help disease-modifying drugs get the price and access they deserve in today's cost-conscious environment

Critical, of course, is to apply a scientific method that engages the tools to inform, influence, involve and incite. These tools might include thought-leadership and executive visibility, stake-

holder mapping, spokesperson training, market conditioning, creative data and product support, scientific reputation management and scientific "storytelling."

Putting passion in pragmatism

As scientists with a passion for com-

munications, we are critically aware of how important it is to get the science right to make sure the story accurately communicates those personal needs. In other words, we are being asked to show the value of scientific



Laura Schoen

communications beyond press clips, demonstrating direct correlations to specific business needs, stock price and corporate reputation, in addition to the global health impact.

Think of some of the most pressing problems we face as a society, as well as individuals: global epidemics of diabetes, cancer, Alzheimer's, CVD, vaccines and the looming threat of pandemics — along with reliance on fossil fuels, global warming, unsafe water supplies in the developing world, unsustainable food growing practices, etc. Scientific innovation is at the center.

Clearly, inciting change in healthcare through science, in our point of view, is the common thread in our work as healthcare communications professionals and we look for ways to tie it to a broader mission, such as improving lives through awareness and education. There is no doubt that the promise and impact of scientific innovation will continue to change the odds for people living with many life-threatening disorders.

Laura Schoen is President of the Weber Shandwick global healthcare practice. •

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Doctors evolve from clinical to social arbiters

A lot of attention has been paid to physicians' changing role in the American health care system — and rightly so. For healthcare communicators, physicians aren't just prescribers, purchasers or key opinion leaders anymore. They're no longer simply a target audience. Understanding these changing roles and how doctors now share information with each other and the public is vital for outreach to the 21st century physician.

By Greg Matthews

uch of our recent attention on the role of the physician can been attributed to current environmental factors associated with the U.S. medical system. A few of these include:

Acute vs. chronic: The medical profession (and its educational system) was created largely to deal with acute care and healing: a patient is injured or sick, we patch them up as best we can and send them on their way. The need for acute care, while still present and important, has been dwarfed by the need for chronic care associated with Americans' well-documented poor lifestyle choices.

Health insurance becomes health maintenance: Disconnecting both patients and physicians from a rational system of payment for services has had unintended consequences, including (but not limited to): patients seeking care they don't necessarily need; physicians providing care that patients don't necessarily need; and patients losing access to care altogether as the cost of care skyrockets.

A nation ensnared in litigation: Outrageously unregulated malpractice litigation winds up costing doctors millions, which causes them to practice defensive medicine (ordering tests and procedures that aren't really needed), with nobody benefitting except the lawyers.

Health data: The amount of health data — and patients' access to it — has exploded, and physicians' role as "ultimate arbiter of all health knowledge" has heightened with it. But much less has been made of another evolution of the physician's role — one that's much closer to the hearts of healthcare marketers and communicators. Here's the gist of it:

The rise of the social physician

Once upon a time, healthcare communicators could effectively treat the physician in the same way that consumer companies treat their customers. We'd try to reach them through advertising, through sponsoring the conferences at which they spoke, and through placing stories in the media outlets they like to read, written by

the journalists who worked for those out-

This is where the "hidden" change in the role of the physician has occurred: Physicians aren't just our target audience anymore. Now, they are also the subject of the content we create and the research we do. And perhaps most importantly, in many cases it's also the media — the journalists — with whom we need to be sharing our stories.

For some reason, we're still surprised when we hear about doctors going online. When I started working in social media in a healthcare context back in 2007, the conventional wisdom said that physicians would never be active in social. They don't have time. They have too many privacy concerns. They're working for organizations that frown on any semblance of a public opinion being expressed by a doctor.

In the brief time since, doctors have appeared online in droves. Since 2007, when people like Dr. Vartabedian and family physician Mike Sevilla were among just a handful of "socially activated MDs," there are now tens of thousands of doctors who rely on the internet not just as a source of information, but as a source of connection — to patients, to each other, to the best-curated and latest information. In fact, a 2012 study published in the Journal of Medical Internet Research found that 61% of physicians scanned social media for medical information at least weekly, while 46% contributed information on at least a weekly basis.

With that level of mainstream adoption of social media channels, it's no surprise that there are now many, many doctors who have a significant-and-growing "word of mouth" network online. Additionally, it turns out that online physicians haven't come on as "lone islands." They are incredibly well-networked, and those networks often form across the specialty or geographic lines that we might expect to see. In a study that included more than 1,400 physicians on Twitter and more than 400,000 of their tweets, we found last year that 36% of

those physicians were followed by at least 20 other doctors in the study. And even more convincing, more than a third of the doctors studied had been mentioned at least once by one of their peers in the data set.

Communicate across multiple channels

To understand why this shift is so meaningful, we have to go back to the fundamental reasons we try to communicate to a physician audience in the first place. By and large, when we're communicating to any audience, it's



Greg Matthews

because we need them to know and/or do something that has meaning and value for our business. In the case of physicians, it's usually that we want them to be aware that our product exists, understand in what circumstances it would be beneficial to their patients (or practice, or advocacy group, etc.) and to be enabled to use that product effectively. And it's our hope that, if we've shared the right information with the doctor and our product performs as it's meant to do, they'll not only continue to use it but will also share their positive experience with their peers

That last bit is the most important: we hope they'll share their experience with their peers. We all know that physicians are even more likely than your average Joe to trust the recommendation of their peers over that of an advertisement or corporate message. But their peers are no longer just the folks they practice with, or their fellow members of a medical society. Their peers are on blogs, on Twitter, Youtube, and Google+, and they're also writing columns in the mainstream media and hosting regular TV and radio segments.

As a result, we're now getting an

Continued on next page

inkling that the best way for a healthcare marketer to reach his core (physician) audience is to approach them from multiple angles. The old ways are still fine lots of doctors read The New York Times, so getting a placement there is no bad thing. And doctors will still look to healthcare companies to provide medical education on the latest advancements in products, process and treatments. But we also need to be able to share those messages directly through the networks of physicians who care about them.

As we begin to think about physicians playing a different role in our health communications ecosystem, there are a few things to keep in mind:

Media, ves: reporters, no

While many physicians are playing the role we once relied on broadcast and print media to play, their motivations for doing so (with a few notable exceptions) are very different. Reporters — traditional journalists — are paid to tell stories; particularly stories that their audiences care enough about that they will spend time and/or money to read them. Nobody is paying (most) doctors to blog, tweet, create video, etc. They're doing it because they care about sharing legitimate health information with patients and peers. They care about growing their practice or business. So if you want them to share one of your messages, you need to frame it in a way that will help them to meet their own goals — because you can be sure that they don't care at all about yours. And unlike the journalists who do, to some degree, rely on you as a source of material for their stories, doctors do not. So they'll have no problem publicly embarrassing you if you try to put one over on them — or even waste their time by sending them "pitches" that clearly establish that you don't know or care about their audience or their motivations.

One outlet is not like the other

The doctors who build their own wordpress site and start blogging are likely to have different motivations, interests and audiences than those who leverage a 3rdparty outlet — or create their own outlet. It's important to remember that different motivations generally means, for us, different approaches to outreach and relationship building.

Many of the most important and influential physician bloggers are those who are creating content and building networks and communities online completely on their own. Their own time, their own platforms, their own content, their own opinions. Some good examples of this "type" would include Bryan Vartabedian, Howard Kent Natasha Luks, Bottles,

Burgert and Mike Sevilla (among many, many more).

Others have leveraged a platform owned and maintained by others in order to increase their overall potential to reach an audience and perhaps reduce their own administrative requirements. Some good examples might include people like Claire McCarthy, who writes both for the Boston Globe and the Huffington Post, and Wendy Sue Swanson, who writes on her hospital's blog (Seattle Children's) and has a regular feature slot on NBC TV's Seattle affiliate KING5.

And then there are some who have created their own outlet for corporate content creation, like Kevin Pho (KevinMD), Bertalan Mesko (ScienceRoll and Webicina), Jav W. Lee (FamilyMedicineRevolution), Lukas Zinnagl and Franz Wiesbauer (Medcrunch) and Chris Porter (OnSurg).

They're not your adversaries

We in the business of healthcare, if we've been there long enough, have undoubtedly had experiences when physicians have rejected us or our messages. And because we work in such a highly regulated environment, the risk of a public spat with a doctor is one we're trained to avoid at all costs — mitigating risk is perhaps the only thing more important than making money. And let's

be honest — doctors have plenty of reason to distrust us as a whole. But the simple truth is that doctors are like anybody else in that if we have something of value to offer them, they are almost always open to conversation. Even if they're wary at first, if we can continually show that we are engaging with them in a way that will benefit them or the causes they care about, they'll welcome us with open arms. A 2011 survey from EPG showed that more than 3/4 of doctors expected for pharmaceutical companies to engage online with them in places like user forums and communities. And tissue diagnostics firm Ventana has, for the last several years, operated a physician community (PathXChange) that boasts over 15,000 members around the world.

In a healthcare world that's changing faster than we can really imagine, healthcare communicators have both risks and opportunities that we've never had before. I believe that those of us who will win in this new world will do so in part because we're embracing the new aspects of the 21st century physician, not just the ones that happen in the exam room or the OR.

Greg Matthews is a Group Director at WCG, a W2O Group company. •



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Using social media in healthcare's regulated milieu

Healthcare communicators may have found themselves looking at social media campaigns for sodas, cars or other consumer products with a tinge of jealousy. After all, PR practitioners in those disciplines aren't held to the same legal constraints or regulatory worries as those found in healthcare. So, what headway can we make in social spaces, given our limitations in the industry we represent?

By Catherine Wolfe

ccording to a QuantiaMD study, titled "Doctors, Patients and Social Media," more than 65% of physicians surveyed use social media for professional purposes. Moreover, 28% of physicians use professional physician communities to learn from experts and peers. This translates to connected physicians that are hungry for content from the healthcare community.

When used effectively, social media is a powerful communication tool. It can increase brand engagement with physicians, patients or whoever your target audience may be. But for those of us in healthcare, the fear of breaking compliance regulations keeps many of us from truly engaging in social media. You have to be careful of what you say and how you say it. For example, if a product is not yet cleared by the Food and Drug Administration, should you post about it at all? If you do post about it, what language should you include so that the post is compliant? Are you responsible for what others say about the product?

Currently, the FDA has not issued guidelines to help healthcare organizations navigate the uncharted waters of social media. This will change with last year's passage of the FDA Safety and Innovation Act. The FDASIA requires the FDA to provide guidelines for promotion of medical products using emerging technologies, which includes social media, no later than July

While we wait for the official guidelines, we can still participate in social media without fear as long as we take some simple safety measures.

Involve your legal team early — and often

Two years ago, Toshiba America Medical Systems, Inc., which markets, sells, distributes and services diagnostic imaging systems throughout the U.S., launched its social media program. While the marketing team was excited, we knew that our legal team would have strong reservations. One of the first steps taken before launching the new program was to explain to the legal team the plans and how they would benefit the business.

When working with the legal team, we provided ways to address any potential

issues. This included familiarizing them with the platforms we intended to use and even setting up accounts for anyone that wanted one. Understanding how something works eliminates the mystery (and therefore, the fear) of using it. Moreover, by opening accounts for them, the legal team were given a measure of control to follow Toshiba and monitor posts and interactions at their leisure.

Our legal team reviews all posts we write and all the content we create. The result of our efforts is our legal team trusts us and has never obstructed our attempts to communicate via social media.

Find a social media policy that makes sense for your organization

Once the legal team was on board, we looked at our existing company policies to determine what changes needed to be made in order to adapt them for the social media universe. While many organizations do create dedicated social media policies, we found that our existing policies already addressed many topics.

For example, we decided that only approved members of the Corporate and Strategic Communications team would be permitted to post on the company's behalf and respond to followers. Our existing PR policy already designated which employees could speak on behalf of the company. When launching our social media program, we reiterated this existing policy through our internal communications outlets.

Create thorough processes now, avoid pitfalls later

Next, we implemented processes that would guarantee compliance. As there are no official FDA social media guidelines, at this time, our policy is to subject our posts and content to the same strict scrutiny of all other marketing materials we produce. This means our procedures include an extensive approval process for all posts. This allows our legal and regulatory teams to help us stay compliant and alert us to any potential issues. To keep the approval process from hampering our communication efforts. detailed editorial calendars are created and posts written for an entire month at a time. This process gives us plenty of time to get approvals, and we are always prepared when a response or outgoing statement is

required.

Beyond just approvals, solid processes make sure we stay on top of important tasks, including: enforcing social media policies, monitoring employee engagement with the brand, following developments from the FDA on future social media guidelines, and listening to what is being said on various social media channels about the company as well as industry trends.

Plan for every potential issue

Finally, when we launched the program we tried to prepare for as many likely scenarios as possible. Having a social media

program in a regulated industry means you cannot respond as quickly as companies that are not regulated. One solution we have found that enables us to deal with this challenge is pre-approved responses.



Catherine Wolfe

We brainstormed all possible scenarios

— positive and nega-

tive — that would require a speedy response from Toshiba. Response strategies were developed for each situation and put through our internal approval process. This preparation has given us the ability to keep up with the social media demand of near immediate responsiveness without running the risk of unintentionally violating regulations.

Because of our careful planning, we have been able to take part in the social media universe. We started small, tweeting about news items and posting videos to YouTube. Today, our program has expanded to enable us to live tweet during events and engage with our audience.

Although healthcare PR practitioners will never be able to post with the same compliance-free abandon that our counterparts in non-regulated industries do, with a little planning, all of us can and should have an engaging social media presence.

Catherine Wolfe is Senior Director of Corporate and Strategic Communications for Toshiba America Medical Systems. Rose Mary Moegling, Social Media Manager at Toshiba America Medical Systems, also contributed to this article. •

Influence = Results

[in-floo-uhns] noun, the action or process of producing effects on actions, behavior, opinions

[ri-zuhlt] noun, a desirable or beneficial consequence, outcome, or effect

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As leaders in health communications, JPA helps our clients reach the right influencers, including: media, advocates, policy makers and key opinion leaders. Our campaigns cut through the clutter and place your message in front of the right people at the right time.



Medical musical chairs: mergers, acquisitions and PR

There's a healthcare epidemic in America. It's an epidemic of mergers and acquisitions and it's presently affecting every area of the healthcare industry. It's not an understatement to say that healthcare is going through the biggest upheaval in a generation — and all this change and uncertainty offers enormous challenges for the PR industry.

By Michal Regunberg

ccording to a HealthLeaders Media "Intelligence Report," 80% of healthcare executives either have contemplated or were contemplating a merger, affiliation or acquisition. Because of all the changes coming — driven largely by implementation of the Affordable Care Act — organizations understand they need to have the capacity for more services, to be able to accept more risk and to better care for the patient. Size *does* matter, and when it's all done, there may be very few independent community hospitals or physicians groups left. It's a game of medical musical chairs.

The promise is that when these systems work as envisioned, they can provide coordinated care, including electronic medical records that follow a patient wherever they go, and ultimately lead to better quality of care at lower cost. This change and uncertainty brings with it enormous challenges to organizations that try to ensure its mission can continue. This is where communications becomes vital.

In times of stress, change and uncertainty, the natural reflex of the C-Suite might be to keep the lid on what is happening until everything is signed, sealed and delivered. But time after time, organizations have learned the hard way that being as open and transparent as possible pays off.

The very first step is to develop a detailed timeline with as many of the key dates of approvals and regulatory reviews included, followed by a strategic communications plan that anticipates and is ready for every eventuality — and ideally allows an organization to stay one step ahead of any potential opposition. This becomes the key operating roadmap. Think of it like running a mini-campaign — developing the message, controlling the message and communicating the message over and over again. This may seem obvious to communications professionals, but getting two or more disparate organizations, each with its own hierarchy and culture to agree to the common message (singing from the same hymnal) may be a real hurdle.

Early on, the "communications team" should be chosen to work together on all aspects of the effort. When it is finally

time to "go public," there should be a detailed plan of who is telling whom, when and how.

The internal staff, including physicians and nurses, is critical in the process and needs to be kept as informed as possible. They can usually read between the lines anyway. Why risk building resentment when a CEO can gain allies within his/her organization by explaining what is happening and why? Start with "why" such a move is being contemplated and what it would be designed to accomplish. It's the "vision" for the organization and it should be built around the patient and improving care for the patient.

It's absolutely true that a CEO may not be able to tell the internal audience every detail about discussions, but there is a distinct advantage in bringing the internal audience along with the plan. Giving people a sense that they are invested in the process will only help in the long run. It will be close to impossible to have a successful outcome without the buy-in of your internal brand champions, particularly physicians. A picture of harmony can be sabotaged by unhappy employees who feel left out and ignored.

Every organization has its own channels to communicate to employees. They should all be used as would be the case with any important news. While some of this can be communicated via e-mail or other publications, nothing substitutes for the personal — whether it's in groups or one on ones. Managers and directors need to have special training so they can speak to their staff. There should be a cascading effect that happens, from the top down, so people at every level are touched, kept in the loop and have an outlet to express their feelings and concerns. This goes beyond staff, obviously to physicians, providers and board members.

These "deals" or "arrangements" are not usually one-time affairs. They take months or years to develop and go through lengthy approval processes by various state and federal agencies (depending on the exact arrangement) before it is official. The leaders of the institutions have to decide the timing of the announcement — is it when the affiliation or merger is contem-

plated? Is it when a Letter of Intent is signed? And at each step along the way, there will need to be a new set of materials that explains the journey.

In many cases, a hospital is the largest employer in a community. When rumors about affiliations or mergers are in the wind, it raises concerns — real and imagined — about what the potential economic impact could be. Ideally, a hospital has already developed a good relationship with

its key elected officials. While an institution's leadership may be trying hard to control the message and the timing, there has to be a decision about when is the right time to have the conversation with state representatives and senators, the



Michal Regunberg

mayor and other elected officials. When those conversations happen, the word is out. Timing is key.

When it comes to the media, will this be an exclusive? Who will be speaking for the institutions? Have they been media trained? Are they ready for "prime time"? What is the plan for social media — both proactive and reactive? In the 24/7 world of Twitter, Facebook, YouTube and Linkedin, these channels are absolutely essential to a successful communications effort and can be the undoing of the best plan if not well executed and well-monitored.

When all the pieces have been considered, the rollout timeline will be critical. It may be necessary or advisable to set up "war rooms" for the day of the announcement, so that media interviews can happen while employees are being told and policy makers are being called.

With forward thinking, precision planning and maintaining the key channels of communication, you can expect an easier transition with fewer bumps along the way. Hopefully, when the music stops, all the strategic partners will have a seat to call their own.

Michal Regunberg is a Senior Vice President at Solomon McCown & Co., and leads the firm's healthcare practice. •









Putting patients before profits

There's good reason for healthcare companies with a patientcentric focus to begin giving consumers more than lip service.

By Wendy Lund

hree years ago, McKinsey & Company published a report based on a survey of 1,000 healthcare CEOs and COOs. The report revealed that more than 90% of respondents ranked patient experience management as either their first or second priority for the next five years. Today, there's scarcely any company involved in healthcare that does not profess a commitment to "putting patients first."

With access to a wealth of information from a wide range of sources, patients are now becoming more empowered, to the point where patients and patient advocates have been able to change markets because of what they say about specific products and companies. With the Affordable Care Act likely to impact access to some drugs — such as through increased costs in some states for specialty drugs — patients and patient groups are likely to become even more active.

This empowerment of patients and the need for companies to "walk the walk" on "putting patients first" has strong implications. I would argue that we need to seriously consider shifting our traditional approach of brand or disease-state focus to one of a focus on patient engagement. At the very least, as communicators we have responsibility to ensure that our companies are following a path centered on the patient.

Regardless of the discipline, disease category or brand, putting patients first means we should be asking five questions of ourselves.

Are we listening, or just talking? Companies and organizations have a tendency to believe very strongly in the value and benefits of their products and services above all else — and that if they only speak about those values and benefits, then patients will eventually come to appreciate them. But engaging with patients (and their caregivers) is a much more emotional endeavor than offering features and benefits. Patients must feel they are being listened to. Engaging with patients must be a two-way conversation that includes active listening on the part of a company, and communicating back with a demonstration that you have heard and understood what the patient has said and are factoring that into communicating about your services and products.

Are we being transparent? One reason why trust in companies is relatively low particularly in the healthcare sector — is because people believe these companies speak only when there's good news, and aren't as forthcoming when the news is bad. For patients, knowing the full story is virtually always better than half the story.

Are we behaving like a partner? Being a partner with patient groups and advocacy organizations does not mean that you completely remove your own interests, but it does mean approaching such relationships with an attitude that allows for the interests of all sides to be accommodat-

Are we talking with patients in terms they connect with? Healthcare and treatments are rooted in science with an overlay of scientific jargon (fraught with buzzwords and acronyms) that's lost on many patients. At the same time, the emotional nature of disease puts patients in a state where they can easily "tune out" when confronted with language they don't readily grasp. Putting patients first means making a connection by speaking with language that they will understand; it means engaging in a real, human conversation.

Are we committed to what we say? A patient-centric approach must be more than words on paper. If a company says they "put patients first," then their actions must support their words.

If you commit to active listening and engagement with patients, then that must be demonstrated every day by how you interact with patients.



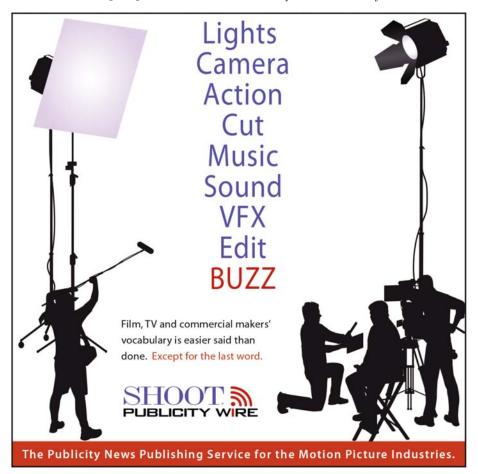
Wendy Lund

always remember that for the patient and their caregivers,

It's important to

the disease or condition is now a huge part of their life. Products and services may very well be of great benefit, but they will be of even greater value if the patient understands that this engagement with them will improve the quality of their lives.

Wendy Lund is CEO of GCI Health. ●



Why companies are now investing in health

Call it a sign of the times. When Google on September 18 announced Calico — a new health and well-being company focused on using technology to address aging and its associated diseases — the tech giant marked the pinnacle to a trend some two years in the making. Health is one of the enterprise engines of our time, a universal concern driving conversation, debate, politics and profit.

By Bruce Hayes

he fact that Google has invested in a consumer health platform isn't surprising; recall the failed Google Health EHR platform as proof of the company's interest in health. But Calico is different, a sure signal of a trend we're seeing in our own business: companies in and outside the business of health need to talk about health like never before. The public is now demanding that all companies take an active interest in protecting, maintaining and promoting health for customers, employees and the world. Companies adept at communicating about health are taking the competitive advantage, leveraging the conversation to build their reputations and gain market share.

For companies in the health space, the game is changing. Like their counterparts outside the industry, health companies need to talk about health, but they must do so in a way that goes beyond their products and services. Today's focus on health has placed these companies under increased scrutiny, one where fundamental corporate practices must demonstrate a commitment to health that transcends product benefits. Companies within the health industry need to embrace corporate communications, building corporate reputation as a means of advancing brand, business and bottom line.

No matter the industry, the benefits of corporate reputation are well-established. Positive corporate reputation can ease market entry, build bridges to new partners and opportunities, and enhance stakeholder trust. From its impact on valuation to its ability to attract and retain top talent, the financial advantages of corporate reputation are also easily seen. The Edelman Trust Barometer has documented, year-by-year, the increasing need for companies to talk about more than operational attributes — the "table stakes" of quality products and services and financial performance. Companies must now demonstrate how they are advancing societal goals and impacting

communities, employees, and the planet.

Health companies already serve a societal goal — advancing health — yet must be seen doing more than selling products. While non-health organizations can build reputational capital with financial success, health companies must demonstrate true impact on "health" — broadlyaudience-subjective, omnipresent. The pressures of health reform, the rising costs of healthcare, a heavily regulated industry, a messy, patient-driven dialogue, and the struggle between transparency and privacy only add to the challenge. Companies outside of health can invest their resources to advance a variety of causes. Health companies don't enjoy this luxury; they must make smart investments in areas parallel to their core business, where they have experience and expertise.

Historically, health companies have spent the lion's share of communications efforts — and budgets — promoting brands and products. The result: the corporate brands of health companies are under attack, subject to the dynamic conversation about health rather than leading it.

In the last nine months, we've seen a double-digit increase in the percentage of opportunities squarely in a space Edelman calls Corporate Health, a growing demand for counsel on creating a corporate reputation advantage within the health landscape. We help clients to navigate these choppy waters, providing opportunities to speak with authority about who they are, what they stand for and why they matter. No matter the company, building corporate reputation in the health industry begins with the same essential elements:

Tell a simple, unique story. Health companies are adept at telling complex scientific and medical stories, yet they often fall flat in clearly and concisely communicating who they are and what makes them unique. Crafting a simple corporate narrative that is differentiating is critical, particularly in the "sea of sameness" that exists today in the way many health companies describe themselves.

Assess and address an organization's and brand's health assets and liabilities. Understand where stakeholders see you advancing health and where you're falling short — and address those areas first. Be authentic and open about your shortcomings as you fix them.

Get engaged. Companies don't own corporate reputation — stakeholders do. Corporate reputation is their summary

knowledge of what a company stands for and what they believe about it. Making a corporate story relevant to specific stakeholders will build trust and mitigate confusion, but only if it's part of an ongoing dialogue on topics of shared interest.



Bruce Hayes

That's authentic engagement. Get employees involved too; they are likely already speaking to stakeholders and can serve as powerful ambassadors of corporate brands.

Be brand-agnostic. Corporate and brand reputations are now inextricably intertwined; ask any company that's survived a recall. Elevate communications to talk about the enterprise in its entirety — the power behind a suite of services of products, not just the blockbusters. When brands come under attack, this "big picture" will help stakeholders remember the underlying corporate value, beyond a single success or failure.

Go holistic. For health companies, corporate reputation is built through a comprehensive effort that leverages employee engagement, executive visibility, media relations and CSR to demonstrate a commitment to human health throughout an organization. Build corporate reputation strategies that encompass the "mind, body and soul" of your client to define and demonstrate the corporate brand, both internally and externally.

Bruce Hayes is Managing Director of Edelman's New York health practice.



Health is much more than medicine.

Health is ubiquitous. And today's broadly defined health environment demands a breadth and depth in health communications that only we can offer.

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Gap between rich and poor grows in PR, journalism

A divide between rich and poor has grown not only in New York, but is also evident in the city's advertising, PR and journalism industries. In the 1960s and 70s, Madison Avenue was a milk-and-honey promised land for workaday PR people and the press. Now, as media have consolidated and conglomerates have bought up every sizable ad agency and many PR firms, the perks have been limited to the few, and money flows only one way: to the top.

By Jack O'Dwyer

ore than half of U.S. total income in 2012 went to the top 10%, according to economists Emmanuel Saez and Thomas Piketty as reported in the September 11 *New York Times*.

Income of the top 1% is now at the same level as before the Great Depression and the recent Great Recession. "The economy remains depressed for most wage-earning families," according to the article.

Other recent *New York Times* pieces on the subject include "Poverty Rate up in City and Income Gap is Wide," "America's Sinking Middle Class," and "Rich Man's Recovery," by Paul Krugman.

Median pay of the top 200 executives was \$15.1 million last year, said a September 19 piece on SEC moves to force greater disclosure of pay.

New York mayoral candidate Bill De Blasio, playing up the income disparity angle, has soared to a 65-22% lead over Republican rival Joe Lhota.

A rich/poor divide is also evident ad/PR/journalism in New York. In the 1960s and 70s, Madison Ave. was a street of milk and honey for workaday PR people and press who enjoyed many of the perks now limited to the few at the top. We wore a suit and tie to work every day because there were so many lunches and other events to go to.

Lunch was at restaurants such as Lutece, 21 Club, La Grenouille, Four Seasons, La Cote Basque, etc., and often in the private dining rooms of the big ad agencies and PR firms. PR people entertained reporters at night by taking them to Broadway shows, symphonies and ballets. They had tickets to baseball, tennis, basketball and other sporting events. Golf outings hosted by companies, PR firms and trade groups dotted the calendar.

PRSA/NY lunched at Waldorf

A highlight was the monthly lunch for nearly 300 at the Waldorf-Astoria staged by PRSA/New York. Top speakers were featured. The Society's national president addressed the last lunch in

June. National Investor Relations Institute had a similar monthly lunch. Publicity Club of New York hosted a meeting every Thursday night.

Numerous others in PR, advertising and journalism led the same kind of life. The rich in advertising and business shared their lifestyles. Businesses picked up the checks for 24 New York PR groups that we listed in the *O'Dwyer's Newsletter* in 1975. Most of the groups welcomed press.

Almost all of them have vanished, including PR Society: New York which dissolved in April after more than 50 years.

Not only did business stop funding the PR groups, it also shut down expense accounts of individuals. A corporate PR friend had a \$5,000 monthly budget for entertaining, publications, etc. He often hosted half a dozen reporters at lunch. He told his bosses they were not to question what he was doing with the money. PR firms, ad agencies and most companies had full-time people dedicated to building contacts with reporters.

Top tier enjoy the good life

Contrary to popular belief, the gravy train has not stopped flowing for the top tier in PR and journalism. They attend more than a half dozen banquets during the year at which tickets range from \$350 to \$1,000.

Arthur W. Page Society's Spring dinner is \$395 per member, \$595 for a guest, and \$3,500 for a table; PR Foundation's Paladin dinner in April is \$450; Council of PR Firms dinner Oct. 23 is \$625 for members, \$1,000 for nonmember and \$4,950 for table; Committee to Protect Journalists dinner Nov. 20 is \$1,000 per seat; Institute for PR dinner Nov. 21 is \$500; the "Financial Follies" of the New York Financial Writers' Assn. Nov. 22 is \$400 (or \$3,500 a table).

CPJ is the richest group with \$15.4 million in assets at the end of 2011 including \$1,791,516 in cash/savings; \$3 million in pledges receivable; \$9,335,942 in stocks, and \$1,041,176 in

other investments. Permanently restricted is \$9.5 million and temporarily restricted is \$4.8 million. The restrictions are not spelled out. Unrestricted assets are \$627,577.

At our request CPJ gave us a ticket to its 2011 banquet at the Waldorf-Astoria and we showed up in black tie as required. But rather than finding a seat on the ballroom floor, we were sent to the balcony where dinner was sandwiches and potato chips.

PR Seminar, PRSA Also for Elite

Another top tier group is PR Seminar, the annual gathering of about 150 corporate and a few PR firm executives at the finest resorts in the U.S. Registration is \$3,500 and four nights of lodging and food as well as transportation can equal that. Weighty topics are discussed in between golf, tennis, side trips, banquets and other activities. Addressing the 2013 Seminar at the Ritz Carlton at Half Moon Bay was retired general Stanley McChrystal, who lost his job as head of U.S. troops in Afghanistan after a *Rolling Stone* article in 2010.

Present for the 2011 and 2012 Seminars and probably for the 2013 meeting was Richard Tofel, who has succeeded Paul Steiger as president of ProPublica. Steiger, who has also chaired CPJ, had total pay of \$584,914 in 2012 while Tofel was paid \$363,600 as treasurer, secretary and general manager. Both were at the *Wall Street Journal* for many years. Six other ProPublica staffers made more than \$200,000 in 2012 making them among the highest, if not the highest, paid journalists.

ProPublica rebuffs our efforts to interest any of its 40 reporters in the press policies of the PR Society. It also does not report the existence of PR Seminar.

The Society's annual conference, set for Oct. 26-29 this year, is also for those with hefty expense accounts since registration is a minimum of \$995 in advance (\$1,275 now and \$1,575 for non-members). Only about 4% of members go to

Continued on next page

the conference, leaders have said. An attendance list last year had about 1,500 names but this included non-members, exhibitors, Society staffers and press. The more than 20 ex-Society chairs get free conference registration for life as well as free national membership. Eight staffers make more than \$100,000 topped by COO Bill Murray's \$382,013 in 2011. The Society is withholding IRS Form 990 for 2012 which has that year's pay packages.

Where did the money go?

Ad conglomerates Omnicom, WPP and Interpublic, having bought up almost every sizable ad agency, went to work on PR starting around 1980. Acquired were 19 of the 25 biggest firms as ranked by the O'Dwyer Co.

The conglomerates, being publiclyheld, pinched every penny. One of the first places they looked were the ad/PR clubs and PR expense accounts.

More than just saving money is on their minds. People who gather are likely to start talking about their bosses and the eye-popping pay packages of the conglomerate administrators, none of them from the creative side as far as we can determine. The PR groups are like mini-unions, in their eyes. If PR people want to meet, let them pay for it themselves, is their attitude. The numerous lunch groups quickly dried up. Publicity Club of New York met every Thursday night for many years but that also vanished.

John Wren, CEO of OMC, and Randy Weisenburger, CFO, took home \$53.3 million and \$31.5 million, respectively, in 2012 or a combined total of \$84.8 million (including net proceeds from stock sales).

WPP stockholders, angered at CEO Martin Sorrell's take, forced a cut of 20% in 2012 and plan a 34% cut in 2013 relative to his 2011 pay.

His 2012 pay was \$28.2 million, up 47% from the previous year. Sorrell in some years is the U.K.'s highest paid executive.

IPG Has 58 Pages on Pay Plans

IPG CEO Michael Roth had total pay of \$9,663,294 in 2012, according to the proxy statement, which included \$1.4 million in salary; \$3,362,388 in stock awards; \$2,331,191 in option awards; \$2.1M in non-equity incentive plan compensation; pension value of \$57,285 and "other" pay of \$382,430. He sold 324,341 shares at \$11.20 for \$3,632,619 on April 2, 2012. His package in 2011 was \$12,983,942.

He sold 347,096 shares on April 1, 2013 at \$12.90 for a total of \$4,477,530.

As of April 2, 2013, he owned 954,336 shares and had options exercisable within 60 days on 3,454,443 other shares.

He sold 194,965 shares on Aug. 26. 2013 at \$15.98 a share for \$3,115,540.

IPG's description of its pay schemes total 58 pages and are no doubt what the SEC has in mind when it calls for simplification of such schemes. The most recent plea in this regard was unveiled September 19.

Ex-PR head Krakowsky at IPG top

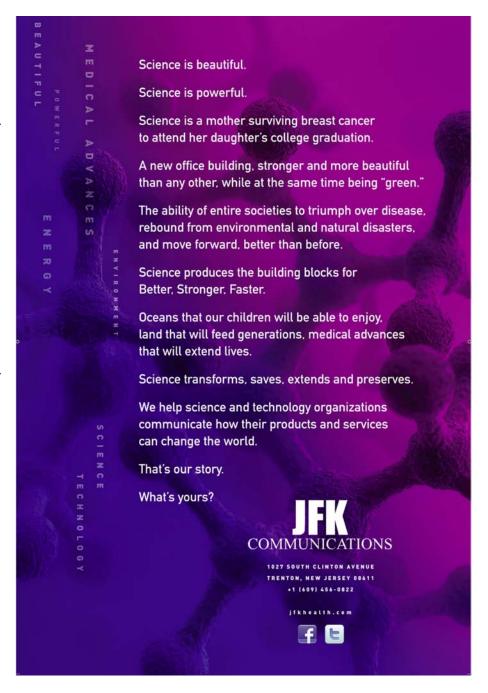
Philippe Krakowsky, who used to lunch with us when he was PR director of Young & Rubicam from 1996-2000 and even after he joined IPG, has become one of the top five IPG execs as XVP and chief strategy and talent offi-

His pay package was \$3,290,492 in 2012 and included salary of \$754,167; bonus of \$166,225; stock awards of \$1,132,262; non-equity incentive of \$833,775; pension value of \$335,525 and other of \$68,538.

He owned 240,498 shares as of April 2, 2013 and had options on 222,623 shares exercisable within 60 days.

He sold 125,000 shares on May 1, 2013 at \$13.73 for \$1,716,250 after selling 135,144 shares on April 1 at \$12.90 for \$1,742,841.

IPG's stock was \$17.28 as of April 20. It was as high as \$58 in 2000 and fell to below \$4 in 2009. •



Care communications: PR and the nonprofit sector

PR can go beyond performing great work and also tackle good deeds, by offering its talents to the nonprofit healthcare sector.

By Sally Ramsay and Jess Ferdinand

ifficult economic times have put nonprofit healthcare organizations in a tough spot. To survive, they must continue asking for donations without providing a tangible return. At the same time, a decrease in private donations and government funding usually correlates with an increased need for services. These considerations, combined with uncertainty surrounding our healthcare system and economy, make it critical for healthcare nonprofits to truly stand out in the marketplace.

Today's nonprofit healthcare landscape is not only competitive — it's crowded. How can a nonprofit organization with a limited budget rise above the noise and competition? How can it gain the public's attention, commitment and resources? How can it remain viable in an uncertain economy? One thing is for sure: great work and noble deeds just aren't enough anymore.

So, what are PR and marketing firms doing to help these organizations tell their stories in ways that engage and maintain audiences and donor pools? We can give them the same advice as we do their forprofit counterparts: develop and implement a professional-grade communications plan that will raise awareness among target audiences, engage and motivate supporters and ultimately achieve the business goals necessary to fulfill the organization's mission.

While every nonprofit healthcare organization is different and faces unique challenges, all communications and marketing efforts should make allowances for the following:

A compelling story can make up for a lack of budget and then some. Every organization must develop a unique story along with core messaging to serve as the foundation of their communications strategy. Stories are also a natural fit for content marketing. Sprinkling stories through a website and including them as blog posts is very cost effective and can also be extremely impactful in generating interest and donations.

A communications strategy and plan steers an organization's marketing and PR efforts on the path to success. Even the most compelling stories won't reach audiences if they are not implemented through a well-defined communications strategy and plan. Nonprofits are compet-

ing for attention and resources just like everyone else and need to be rigorous and consistent in delivering their messaging and conducting targeted activities and outreach.

A thought leadership platform elevates the credibility and visibility of your brand and ensures greater loyalty and success. A thought leader is viewed as having a deep understanding of a specific market and the needs of its customers — and as a trusted and innovative provider of expertise and solutions. Thought leadership must be consistently and actively cultivated by identifying expert spokespeople and engaging with media, influencers and supporters. Professional media training is recommended to ensure spokespeople stay on message and are prepared for a variety of topics and questions.

Engaged brand ambassadors tell your story in an authentic and relatable way. Employees, board members and volunteers are an organization's best brand ambassadors, but this opportunity is often missed in the course of brand promotion. Make sure stakeholders know and share the organization's mission and story; offer basic training to ensure each team member can communicate that story in a consistent manner; and provide resources like news updates, event information and approved success stories that are easily shared through channels including Facebook and Twitter. Involving recipients of services is also a powerful way to engage audiences and demonstrate value.

Reputation management helps to "crisis-proof" an organization. Organizations that are unprepared to respond to the public and other key stakeholders during an incident risk jeopardizing patient or patron relationships, drawing the ire of regulators and lawmakers, losing employees and recruits, and ultimately decreasing the valuation of their organizations. This is a huge unmanaged risk that can be addressed through crisis communications planning. Today, responding effectively requires considering more stakeholders than ever. The good news is that the tools to manage that risk and the upside for doing so successfully get better every day.

Case study: The Rose

The Rose, a leading non-profit breast cancer awareness and screening organization in the Texas Gulf Coast, has worked since 1986 to ensure all women, including

those without insurance, have access to lifesaving screening, diagnostic and treatment services. For every of two or three insured women's screenings, The Rose covers the cost of one uninsured woman's care. In 2012, The Rose was growing concerned about its long-term viability. The organization was providing state-of-the-art care and

had great relationships with a large pool of referring physicians, but increasingly was only being referred the uninsured patients.

After extensive research and evaluation of The Rose's existing business model, Pierpont identified several key factors for success, built a strong brand platform that uncovered differentiating factors, and developed proactive brand messaging to reach its taraudience. Pierpont created an integrated public outplan reach



Jess Ferdinand



Sally Ramsay

encouraged and reminded physicians and other partners to refer insured women to The Rose via a Physician Referral Network. Current insured patrons of The Rose took steps to educate the broader Houston-area community.

Since implementation of the plan The Rose has seen a steady rise in the number of referred insured patients and also used the final plan to secure grants. Based on this success, The Rose is launching a new campaign, Me2, which asks women to make a commitment to breast health care. To date The Rose has served more than 32,000 women a year, performing over 56,000 procedures

As the marketplace becomes more crowded and competition for donor and grant dollars more fierce, effective PR and marketing will be a key differentiator in raising a nonprofit's visibility in the community, attracting individual donors and securing grants, all of which ensure organizations can keep doing their great work.

Sally Ramsay is Senior Vice President and Jessica Ferdinand is Vice President of Marketing for Pierpont Communications.

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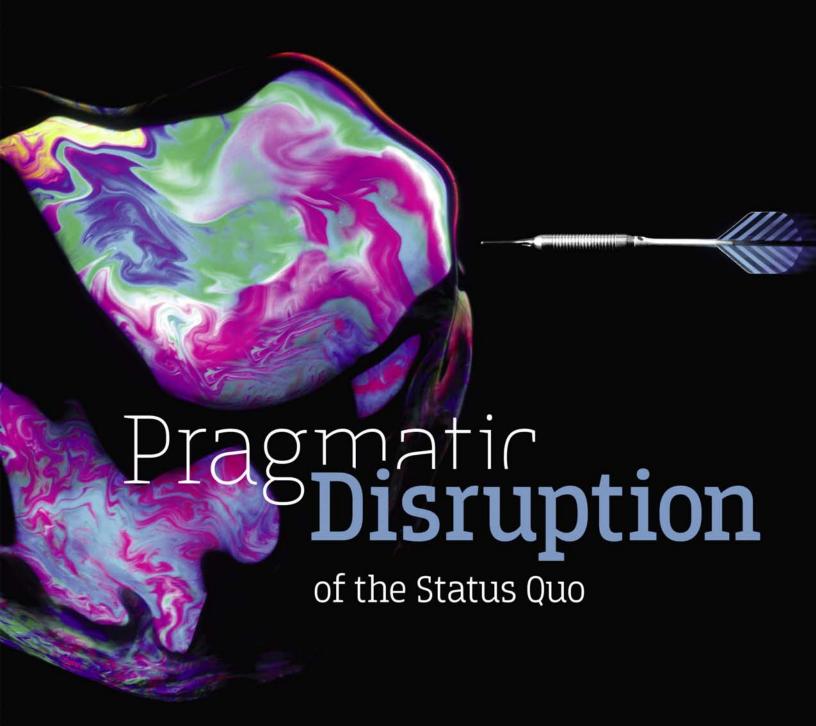
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In healthcare, adaptability is key

Every so often, an industry is turned on its head by disruptive forces. Those that cling to their legacy strategies tend to fade away, while survivors adapt: they reengineer business models and value propositions, and figure out how to connect with changing audiences. This can be seen clearly today in our changing healthcare industry.

By Kriste Goad

he Affordable Care Act put the disruption of America's healthcare industry into high gear, calling for \$1 trillion in savings — or, conversely, what some are calling the \$1 trillion opportunity — for new players, new models and a new focus on consumer-driven, patient-centered care. One company's revenue loss is another company's growth opportunity.

Just look around. Grocers are getting into the primary care business. Hospitals and health systems are getting into the health insurance business. Health insurance companies are getting into the hospital business. And tech companies, startups and entrepreneurs are bringing innovations to market every day, any one of which could alter the healthcare landscape forever by simply meeting an unmet need or creating demand for something people didn't even know they wanted.

Think about Starbucks. Who knew we needed or wanted so much access to coffee? Starbucks has succeeded not only by offering quality coffee and good service, but because it's carefully and deliberately created a total consumer experience. People don't just go to Starbuck's for coffee: they go there to conduct job interviews, collaborate on projects and meet with friends. They spend time in what Starbucks affectionately calls the "third place," a new space and time outside of home and work.

In healthcare, the consumer experience has been the last thing on most people's minds. In fact, many people who need help avoid the healthcare system at all costs, which usually results in higher costs because they don't take advantage of an opportunity to prevent getting sick in the first place. Why? Because the healthcare system tends to be scary, and it's almost always a hassle.

Imagine hassle-free healthcare, a system made simple. Imagine an experience from start to finish that is built to serve the consumer.

The trend toward consumerism in healthcare is real, it's arrived, and it should have every marketing and communications executive at every healthcare company on the planet rethinking how they communicate with and engage their target audience. It's also more than just a marketing strategy. Survivors will embrace it as a core business strategy.

The answer involves more, not less, communication, and it involves communicating with people on their terms. This means information when patients want it, where they want it, and on whatever device they own. This means making it easy for patients to interact with the system and access care, whether in sickness or in health.

In the wake of Amazon CEO Jeff Bezos' purchase of *The Washington Post*, everyone is wondering what the future holds at the famed news source. Bezos himself said:

"We've had three big ideas at Amazon that we've stuck with for 18 years, and they're the reason we're successful: Put the customer first. Invent. And be patient," he said. "If you replace 'customer' with 'reader,' that approach, that point of view, can be successful at The Post, too."

With both healthcare and media in such flux, what are healthcare communicators and marketers to do? Consider these five things:

Think differently. It's no longer media relations, but media consumption. Find out how your audience likes to get its news and information, and figure out how to give it to them in every format that matters to them with content that matters to them.

Integrate your communications. Digital and social media means people are more connected than ever, and your communications should be, too. Make your marketing and public relations a reflection and a driver of the move toward coordinated, integrated care. Use integrated communications to help take the hassle out of healthcare. It doesn't even have to be complex or expensive. Start with the basics and build from there.

Put the customer first. Ask your customers what's working and what's not. You'll probably be surprised how big of a difference you can make by just addressing the little things.

Tell a compelling story. Define your role and your value and communicate it religiously and consistently across all channels, internal and external.

Be relevant in people's lives. Consider, for a moment, how another large and com-

plex system — organized religion — has adapted to the modern age with the birth of the contemporary church.

Many of the largest churches in America are contemporary evangelical congregations, growing rapidly while traditional mainline Protestant churches are struggling with declining numbers. Thriving churches

are constantly finding new and timely ways to communicate a timeless message.

These new, fast-growing churches have become, in many ways, marketing machines, inviting people in with new and compelling (and cultur-



Kriste Goad

ally relevant) experiences during days and nights that are convenient. Meanwhile, they're also pushing messages out through print, broadcast, webcasts, podcasts, and digital and social media.

They have opened the door to casual dress, opened Starbucks style cafes, realized the power of the Xbox in children's programming, created interesting videos and music and generally blown up the definition of what it means to worship. The message and the medium have adapted to the current society, and the story has been made more relevant.

Both the media and the modern church have lessons to impart: Change or die. Break down the barriers and the walls, stop trying to fit new innovation into an existing infrastructure, and reach people where they are with messages that matter to them. Meet people where they are with messages that connect and inspire.

Every interaction in healthcare is a chance to tell a story. It's a chance to tell the consumer what value you bring to them, to define yourself in your own words and on your own terms and to communicate simply, consistently and in an integrated way.

Kriste Goad is Chief Marketing Officer for ReviveHealth, a healthcare PR firm focused on driving brand health with strategic, integrated marketing and communications. •

Liberian journalist sued, jailed, gets malaria

Rodney Sieh, publisher of FrontPage Africa, Liberia, unable to pay a fine of \$1.5 million and having contracted malaria, is now under police guard in a hospital with no relief in sight.

By Jack O'Dwyer

ieh described his plight in the August 31 New York Times and also won coverage by the Committee to Protect Journalists.

His offense? His paper reported that a government investigation found that nearly \$6 million was unaccounted for at the Agricultural Commission headed by Christopher Toe.

Although no prosecution took place, Toe and others were dismissed by the government headed by Ellen Johnson Sirleaf, described by Sieh as "a Nobel laureate who is celebrated by the likes of Bill Gates, Warren Buffet and Bono and who has positioned herself as a champion of a free press."

Toe sued Sieh for libel, saying no court had convicted him of anything, winning an initial \$2 million judgment in 2010.

Police have shut down the paper and placed Sieh under guard until he can pay the \$1.5 million fine. According to Sieh, that is more than 30 times the paper's annual budget.

Sieh's only hope is public opinion

The jailing of Sieh comes under the interfering of journalists and should be of concern to PR practitioners because making placements in traditional media is still a major goal for them. Journalists are the blood brothers of PR people.

Sieh, faced with injustice by the Liberian court and government, is doing the only thing he can do: make as much noise as possible in hope that public opinion will sway the authorities.

Carr: journalists attacking each other

David Carr of the The New York Times on August 25 wondered why journalists are being so tough on each other these days.

His January 29, 2012 column told how hard it is to get by corporate PR gatekeepers who serve him "slop."

The column, titled "War on Leaks Is Pitting Journalist vs. Journalist," says that if The New York Times, Time magazine or CNN had revealed The National Security Agency's logging of private e-mails, they would "already be building new shelves to hold all the Pulitzer Prizes and Peabodies they expected."

He repeats that charge for the 2010 WikiLeaks video of a U.S. Army helicopter firing on a group of civilians including two Reuters journalists.

WikiLeaks has also shown that the U.S. "turned a blind eye on the use of torture by our Iraqi allies," writes Carr.

Assange, Snowden "not real journalists"

Carr feels that the journalistic establishment does not regard Julian Assange, founder of WikiLeaks, and Edward Snowden, accused of leaking secret U.S. and U.K. government documents while employed by the U.S. government, as "real" journalists. Rather, he says, they are in the "emerging Fifth Estate composed of leakers, activists and bloggers who threaten us in traditional media."

Carr is shocked that *Time* senior staffer Michael Grunwald wrote on Twitter: "I can't wait to write a defense of the drone strike that takes out Julian Assange."

Grunwald later apologized for that.

Assange has also come under "withering criticism" by The New York Times, Carr

Jeffrey Toobin, who writes for CNN and The New Yorker, said Snowden is "a grandiose narcissist who belongs in prison."

Carr notes that Daniel Ellsberg, who outed what became The Pentagon Papers in 1969, was indicted and dragged through courts for two years but emerged as "a hero and enshrined in the journalistic canon."

After all the current "friendly fire" from fellow journalists, he wonders about the fate of Assange and Snowden.

Journalism's role in WikiLeaks will be examined by "The Fifth Estate," which will be released nationwide by DreamWorks Oct. 18.

The "dramatic thriller based on real events" stars Benedict Cumberbatch as

The September 2 New Yorker, discussing the production, says that the disclosures of state secrets by Assange and Snowden "have served the public interest." •



The rise of health information technology

The recent popularity of health information technology has resulted in a renewed demand for companies to build brand awareness, establish thought leadership and generate viable demand for their products and services. Here's how the PR industry can help them succeed.

By Brad Dodge

n my way into work recently, I happened to catch an NPR report by health correspondent Julie Rovner regarding state insurance exchanges and how they work. The report was so compelling I found myself pulling into the parking lot and remaining in the car until the segment had ended.

Health information technology is now the stuff of magazine-style journalism. The business we had been quietly working in for the last decade is now at the forefront of a national conversation.

There are a number of reasons why HIT is so hot right now. In my opinion, these three are right at the top:

Big data

Data is changing the business of healthcare. In order to improve outcomes and lower costs, stakeholders need to share data and have access to it. Getting the information is easy. Making sense of it? Not so much.

A staggering amount of data is being both created and collected. From social media feeds and text messages to images and streaming video and all the ordinary documents in between, experts say we generate about 3.5 billion pieces of content each week, and that figure is expected to rise to something like 450 billion pieces per day by 2020. In healthcare, doctors complain about information overload as the ability to collect data from across the enterprise exceeds the ability to understand it.

It might sound bad, but one man's problem is another man's venture capital vision.

Big data is sparking a growth in innovative technologies as businesses figure out how to turn all that information into actionable insight. We're seeing advances in business intelligence and predictive analytics tools, data stores and warehouses, information exchange and interoperability platforms. In turn, these businesses are equipping providers and payers with the tools they

need to meet the demands of healthcare reform. HIT enables better decisionmaking, care coordination, and population health and disease management.

Electronic health records

The government has provided incentives for the implementation and use of electronic health records (EHRs). The Department of Health and Human Services has already exceeded its goal for more than 50% of doctor offices and 80% of hospitals to have EHRs by the end of this year. Since the program's inception, more than \$10 billion in meaningful use incentives has been paid — all this despite a deep and abiding user experience problem. Providers have been vocal about how unhappy they are with their EHRs, saying they're difficult to use and there's little training or vendor support. Findings from a recent survey show:

39% of clinicians would not recommend their EHR to a colleague, up from 24% who said so in 2010.

34% of users were "very dissatisfied" with the ability of their EHR to decrease workload, up from 19% in 2010.

32% of respondents said they had not returned to pre-EHR implementation productivity levels.

Here's where I repeat the part about entrepreneurs transforming challenges into business opportunities.

The federal program has led to an explosion of businesses specializing in EHR software and services. And as the field evolves, vendors are finding new and innovative ways to differentiate their products and services. Take, for example, the more stringent certification standards under Stage 2. The increase in requirements for sharing medical data with exchanges and with patients is changing the competitive landscape, leading to more vendors and more options for providers. We're also seeing EHRs gradually move from office-based servers to the cloud, creating a wealth of opportunities for software services and medical image storage.

Engagement

More consumers are taking ownership of their health. They're searching for information online and downloading apps to help them keep track of everything from their blood-sugar levels to whether they're eating too fast. To underscore this point, a recent Accenture survey found that more than 40% of us would be willing to switch doctors to gain online access to our health

records. The survey also indicated that more than half of us have started self-tracking our personal health information, including health history, physical activity and health indicators such as blood pressure and weight.



Brad Dodge

The more active that patients are in their own care — sharing in decision-making, understanding treatment risks and alternatives — the better their outcomes and the lower their costs. This shift in self-care is prompting payers, providers and HIT vendors to rethink their communications tools and strategies

Businesses that specialize in e-health tools are on the rise. First-generation products like portals that pull information from patients are being supplanted by next-generation user-friendly devices that push information to them, such as notifications and appointment reminders, surveys, and educational materials and videos. Biometric device connections can automatically transmit information to clinicians without the patient having to lift a finger.

These three factors — the rise of big data, the wide-scale adoption of EHRs and the increased role of patient engagement — are driving HIT innovation. With the number of competitors emerging on the healthcare scene, it's more important than ever for B2B companies to give serious consideration to how they will build brand awareness, establish thought leadership and generate viable demand for their products and services. For those that do, it's boom time.

Brad Dodge is CEO of Dodge Communications. •

Travelers need medical insurance

Businesspeople and others who travel abroad would be wise to make sure their insurance covers them in the case of medical emergencies.

By Gloria Bohan

any plans will not cover medical treatment or hospitalization in foreign countries. Medicare does not cover medical treatment or hospitalization unless you are within three miles of the coast of the U.S.

If your plan does not provide coverage abroad, there are several services that will do so, at costs ranging from \$100 per trip to \$1,000 or more. Insurers typically base their charges on the cost of your trip. Other elements considered are the age of those traveling and the length of the trip.

These services can be found at alliancetravelinsurance.com, travelinsured.com, and travelguard.com.

Types of medical emergencies

Travelers must make sure they are covered in case of sudden serious illnesses or accidents.

Cruise ships have medical personnel but are not equipped to handle most operations. Serious cases are airlifted off the vessel by helicopter and taken to land facilities.

A common problem is travelers who discover they've forgotten their medication or are running low. They need a plan that provides for emergency prescription replacement.

Insurance can also help when travel plans go awry. Experienced travelers know well that flight schedules are subject to changes as a result of weather and equipment problems. Suppose your flight was delayed or cancelled and you miss the connecting flight that was to take you to the city from which your cruise ship is sailing? Who is responsible for getting you on the next flight and who will be responsible if you miss the cruise? Insurance can also cover lost and misplaced luggage, or luggage that has been stolen. Theft of personal property such as wallets can also be covered.

Medical tourism on rise

Travel agents are reporting an increase in U.S. citizens going abroad for various operations.

An August 3 New York Times front page feature reported on U.S. citizens saving tens of thousands of dollars by getting new hips, knees and other joints at hospitals abroad.

The article focused on Michael Shopenn, who needed a new hip but

found his insurance would not cover it because it was related to an old sports injury and was a "preexisting condition."



Gloria Bohan

He was facing charges of \$78,000 to get a new hip in the U.S. Instead he went to Brussels,

where the cost was \$13,600 for everything including hospital and doctors' fees and a round-trip ticket from the U.S.

Shopenn paid \$4,000 for the Zimmer implant at a time when U.S. hospitals were charging more than \$8,000 for the same model, according to The New York

Gloria Bohan is CEO of Omega World Travel. •



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Vintage Foster, President Jennifer DuBois, PR & social media team leader

AMF Media Group is one of the fastest-growing marketing and communications agencies in the nation. We are a full-service, onestop agency with a client list that includes the top brands across the country. With a team of the best media and marketing minds, we enable our clients to achieve meaningful consumer connections and actionable brand insights amid a rapidly changing media landscape. Our clients have been covered in the Wall Street Journal, CBS News. NBC News and Modern Healthcare, as well as in key regional publications.

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Beehive PR, based Minneapolis/St. Paul, is a strategic communications agency with a reputation for fresh insights, big ideas, contagious energy and brilliant results. Our team of senior strategists and savvy specialists are focused on creating bold, positive growth for our clients. We start with your business goals. Then we design game-changing strategies to reach the right audiences with the right content, where and when it matters most. We're experts in research and insights, brand positioning and campaigns, social media, media and influencer relations, education and advocacy, sponsorships and events, and crisis communications. Our team has deep healthcare brand experience, including Coloplast, 3M, Arizant Healthcare, Arkray USA, Blue Cross and Blue Shield, Children's Hospitals of Minnesota, Heart Leaflet Technologies, Optum Health, St. Jude Children's Research Hospital UnitedHealth Group.

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Michael Roth, Healthcare Practice Leader

Bliss Integrated's Healthcare Practice spans the life sciences continuum; we partner with large pharmaceutical, biotech and medical device/diagnostics companies, advocacy and professional groups and healthcare data companies. To most, effectively support our clients' needs, we focus

on three core disciplines: Product Communications. Corporate (Portfolio & Internal) Communications and Issues Management/Education. Our clients trust us to navigate the dynamic global healthcare environment, as we work on their behalf in areas like patient and professional advocacy, social media and content development and distribution.

At Bliss, we know that every client has its own DNA - a unique approach to working with its core constituencies and delivering critical messages in its own way. Bliss works directly with senior marketing, medical and communications executives to cut to the heart of the matter and get alignment on their aspirations and realistic outcomes. Our clients trust Bliss as their long-term partners to set a strategic communications path and execute new, creative ways to first meet, and then exceed their business objectives.

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Paul Laland, Managing Director

Before you can be heard, you must have something to say. What's your story? What makes you special? And, more importantly, why does it matter? Your audience needs to know.

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Chandler Chicco Companies (CCC) is a global health communications group made up of agencies that deliver unmatched perspective and creative knowhow. With an integrated approach to communications, CCC agencies offer best-inclass capabilities spanning public relations (professional, consumer, corporate positioning, employee engagement, issues management, advocacy), digital and social media, medical and scientific education, marketing and branding, graphic design and multimedia, and research and measurement.

Today's broadly defined health depth and breadth environment demands a breadth and depth in health communications that only CCC can offer. Agencies under the Chandler Chicco umbrella include:

Allidura Consumer (allidura.com): Providing global services aimed at delivering credible health messages to drive consumer brand engagement and loyalty

Biosector 2 (biosector2.com): Partnering with visionary clients to deliver groundbreaking programs and improve people's lives.

Chamberlain Healthcare PR



Timothy Bird, President and COO, Cooney/Waters Group.

(chamberlainpr.com): Focusing on high-science communications and known for creating unique scientific, consumer and business content that helps clients distinguish themselves in today's cluttered marketplace

Chandler Chicco Agency (ccapr.com): The world's largest pure-play healthcare public relations firm, delivering best-in-class communications for best-in-class products

CCC is part of inVentiv Health, Inc. with companies based in New York, Los Angeles, Washington, London, Paris, Shanghai and Frankfurt, as well as global healthcare network operations in 40 markets. For more information, visit chandlerchiccocompanies.com.

COONEY/WATERS GROUP

111 Fifth Avenue New York, NY 10003 212/886-2200 www.cooneywatersgroup.com

Lenore Cooney, CEO, Cooney/Waters Group Timothy Bird, President/COO, Cooney/Waters Group Anita J. Bose, Chief Strategist Sherri Michelstein, President, Alembic Health Karen O'Malley, President, The Corkery Group

Cooney/Waters Group (cooneywatersgroup.com) is a family of strategic communications companies focused exclusively on healthcare. We are experts at translating complex science into bold, compelling campaigns. We offer an unparalleled scope of strategic marketing and communications solutions, advocacy relations and issue-oriented communications to healthcare clients in non-profit, government and industrial sectors throughout the world.

Among the highest ranked healthcare communications agencies in the United States, CWG offers all our clients, regardless of size, senior management attention to their needs. Our staff of 65 is located in the New York City headquarters office. We are comprised of three innovative sister agencies:

Alembic Health (www.alembichealth.com) sets the standard for public and private advocacy in the health and wellness arena. We specialize in educating consumers, building support, creating alliances and informing public policy to advance individual and public health.

Cooney/Waters (www.cooney-waters.com) pushes creative boundaries to deliver innovative marketing communications approaches across therapeutic areas and health sectors. We are passionate about scientific innovation, breakthrough medicines and technologies, and creating ground-breaking coalitions to improve patient care.

The Corkery Group (www.corkerygroup.com) specializes in building the brands of the world's leaders in health and medicine. Through our expertise in issue-oriented communications, we help our clients achieve their long-term corporate, public health and advocacy goals.

To learn how we can help your organization achieve its goals, please contact Anita Bose at abose@cooneywaters.com.

COOPERKATZ & CO., INC.

205 Lexington Avenue, 5th Floor New York, NY 10016 917/595-3030 www.cooperkatz.com

Ralph Katz, Principal Anne Green, President / CEO Dorothy Sonnenburg, CFO

CooperKatz & Co. offers fullservice public relations capabilities to a national client base. The firm has deep expertise support-



As Children's Advil® was entering the brand's most important time of year — cold and flu season — Coyne PR and Pfizer Consumer Healthcare launched the "8-Hour Fever Relief" program to confront confidence issues parents have in dealing with fevers. The high impact campaign drove more than 312 million media impressions, while helping grow the brand's market share by 11 percent in just six weeks. The campaign received "Consumer Health Campaign of the Year" honors from *The Holmes Report* in 2013.

ing healthcare organizations and campaigns of all types, including providers, payers, products, services, non-profits and consultants.

Our experience includes: The Alliance to Advance Patient Nutrition, an interdisciplinary partnership formed to improve patient outcomes through nutriintervention; The Physicians Foundation, a nonprofit advancing the work of practicing physicians; AHIMA (American Health Information Management Association); Capgemini Health (acquired by Accenture), top consultant to healthcare organizations; Noblis Center for Health Innovation, a non-profit providing strategic thinking for health organization performance; and Queens Vanguard Center of the National Children's Study, a federal research project on child health.

CooperKatz offers a portfolio of capabilities that include brand development, communications strategy, program development, media relations and social media engagement. Our Creative Services practice creates meetings, events, business presentations, video / multimedia ele-

ments and collateral materials.

COYNE PR

5 Wood Hollow Road Parsippany, NJ 07054 973/588-2000

1065 Avenue of the Americas 28th Floor New York, NY 10018 212/938-0166

604 Arizona Avenue, Suite 15 Santa Monica, CA 90401 310/395-6110

Kelly Dencker, Senior Vice President, Director of Health kdencker@coynepr.com Todd Forte, Vice President, tforte@coynepr.com Kevin Lamb, Vice President, klamb@coynepr.com Linda Bernstein Jasper, Vice President, Ibjasper@coynepr.com Lisa Wolleon, Vice President, Iwolleon@coynepr.com Chris Cullmann, Director of Digital Strategy, ccullmann@coynepr.com

Coyne PR is one of the most sought-after, full-service public relations agencies in the nation.

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COYNE PR

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It has received numerous industry honors, including Midsize Agency of the Year (*PRWeek*, *PR News*), Best Agency to Work For in America, and Consumer Health Campaign of the Year (*The Holmes Report*).

Using its proprietary strategic planning model, Activation Health™, the Coyne Health group drives multi-channel engagement and activation for industry-leading healthcare businesses and brands across the spectrum of consumer health & wellness, pharmaceuticals & OTCs, and cause & advocacy.

The group's insight-driven team creates breakthrough programs that deliver measurable outcomes against a brand's business goals, while navigating clients through an increasingly-regulated and dynamically-changing healthcare marketplace.

CROSBY MARKETING COMMUNICATIONS

705 Melvin Avenue Annapolis, MD 21401 410/626-0805 www.crosbymarketing.com

Raymond Crosby, President Denise Aube, Vice President, Healthcare Practice Leader

For 40 years, Crosby has helped healthcare clients Inspire Actions That MatterTM — actions that positively impact people's lives and make a real difference for individuals, families, and communities.

The firm's Healthcare Practice serves hospitals and health systems, health plans, physician groups, technology and service providers, seniors housing, health advocacy groups and government agencies.

Services include marketing research and planning, brand development, integrated communications programs, public relations, community and multicultural outreach, digital marketing and web development, PSAs, and social marketing and behavior-change campaigns.

Crosby ranks among the top agencies in the Mid-Atlantic region. Clients include Kaiser Permanente, Saint Agnes Hospital, Ameritox, Agency for Healthcare Research and Quality (AHRQ), Social Security Administration, Veterans Health Administration (VHA), Health Resources and Services Administration (HRSA), ACTS Retirement-Life and Communities National Investment Center for Seniors Housing & Care Industry. Crosby has offices in Annapolis, Md., and Washington, D.C.

DODGE COMMUNICATIONS

11675 Rainwater Dr., Ste. 300 Alpharetta, GA 30009 770/998-0500 Fax: 770/998-0208 www.dodgecommunications.com dodgecommunications.com/blog twitter.com/dodgecomm

Brad Dodge, CEO
Brian Parrish, Executive VP &
Principal
Elizabeth Glaser, VP & Principal
Chowning Johnson, VP
Elisabeth Deckon, VP

Dodge Communications, a fast-growing, award-winning agency serving emerging and established healthcare brands, helps companies build awareness, demonstrate thought leadership and generate demand. By enabling the convergence of public relations, marketing and digital media disciplines, Dodge's integrated communications approach allows clients to navigate an increasingly complex healthcare landscape for sustainable, measurable results. The knowledge, contacts and talent Dodge offers artfully combines effective and powerful positioning with precise message definition, skillful execution and dependable reach to positively influence key decision makers and stakeholders. With a passion for providing excellence in client service, Dodge has an impressive track record for client growth and retention and consistently delivers strategies that engage prospects, optimize interactions and promote business.

EDELMAN

250 Hudson Street New York, NY 10013 212/768-0550 www.edelman.com

Kym White, Global Practice

Chair, Health

In this complex, interconnected world, Edelman has the global perspective, resources and people to help our clients thrive in the business of health. Our health specialists and colleagues stay at the forefront of medical, scientific, business, policy and societal issues. Guided by this insight, we are able to help the world's leading organizations and brands use multiple channels to engage and tell their stories.

We've collaborated with clients across the entire health and health care system — commercial, government, NGO and academia — and nearly every therapeutic category. Working with these clients, we've navigated issues including disease prevention and management, the health technology revolution, wellness, control of infectious disease pandemics, biomedical science and access to healthcare.

To clients we bring both experience and a deep understanding of the issues — an understanding we cultivate from being at the forefront of medical, scientific, business, policy and societal issues. Leveraging both, we partner with clients to turn knowledge into action, to pull clarity from uncertainty, to lead in uncharted territory and to transform health.

FINN PARTNERS HEALTH

301 East 57th Street, 4th Floor New York, NY 10022 212/715-1600 miriam@finnpartners.com www.finnpartners.com

Miriam Weber Miller, Practice Head

Finn Partners leverages expertise and experience across a wide range of HC sectors, including consumer health, health policy and public affairs, health services, non-profit and health information technology. The organization also has a growing focus on the life sciences and specialty pharma industries, with particular emphasis on helping clients navigate the world of investor and corporate communications. Our approach to serving all of these sectors is a deep understanding of the unique and challenging needs of each, combined with a unified approach to strategic planning, media relations and digital visibility. This ensures that both the company and its place in the healthcare paradigm are well-positioned for business success.

At the account level, this philosophy has translated into broadbased programs with a range of state and local agencies, hospitals, providers and other for- and non-profit health organizations. We deal with issues that have real impact on people's lives and our programs have real impact for our clients among all of their target audiences.

Tactically, we have led significant capital campaigns — creating key messages for potential donors, fashioning them into targeted video and printed materials, and building the most effective media and digital strategies to support broad-based distribution, penetration and success. We educate and empower consumers about crucial health insurance decisions. We ensure that our clients' messages and actions impact the audiences that matter to them.

We realize that the issues we tackle are important not only to our clients, but to consumers —as healthcare touches every person in many ways. For us, this means that doing our job well means people live better lives. This is a responsibility we work hard to earn — and keep — every day.

Clients in the health arena include the Ageology, Long Beach Memorial Center, the American Kidney Fund, Barlow Respiratory Hospital, and Los Angeles County Department of Health

FRENCH/WEST/ VAUGHAN

112 E. Hargett St. Raleigh, NC 27601 919/832-6300 www.fwv-us.com

Rick French, Chairman & CEO David Gwyn, President & Principal Natalie Best, Executive Vice President, Director of Client Services & Principal

French/West/Vaughan (FWV) is the Southeast's leading public relations, public affairs and brand communications agency, independent or otherwise. Founded in April 1997 by Agency Chairman & CEO Rick French, FWV now employs 85 research, public relations, public affairs, advertising and digital marketing experts among its

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Creative Edge.

It transcends geographies.

It drives innovation.

It has a singular impact on customers and stakeholders.

It optimizes resources in a global economy.



At Ruder Finn, creative edge embodies the way we think and the way we work.

www.ruderfinn.com



FRENCH/WEST/VAUGHAN

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Raleigh, N.C. headquarters and New York City, Dallas/Ft. Worth, Los Angeles and Tampa offices.

Ranked as the #26 firm for healthcare PR by O'Dwyer's, FWV's category experience includes work on behalf of private and clinical practices, research labs, health IT companies, laboratory and medical device manufacturers, drug development firms, weight loss centers, medical schools and large pharmaceutical manufacturers.

FWV specializes in helping its healthcare clients increase brand awareness among key decision makers for their product lines and services through targeted media outreach, advocacy marketing campaigns, public affairs, special events, trade show support, emerging media applications and crisis communications.

FWV's present and past healthcare clients include The Jimmy V Foundation for Cancer Research (JVF), O2 Fitness, Pfizer, GlaxoSmithKline, Isagenix, New Hope Fertility Center, bioMérieux, Structure House, Wellspring, University of North Carolina Institute for Pharmacogenomics Individualized Therapy, Campbell University School of Osteopathic Medicine, A4 Health Systems, Cardinal Health, CeNeRx, Foresight, MDeverywhere, Medcryption, Proctor & Gamble (Prilosec), Southtech, Sterling Healthcare and WakeMed.

In addition to its portfolio of healthcare clients, FWV works

with many of the world's leading consumer lifestyle brands, including Bassett Furniture, International Gemological Institute, Melitta Coffee and spirits company Hood River Distillers (Pendleton Whisky, 1910 Rye Whisky, Yazi Ginger Vodka, Broker's Gin and SinFire Cinnamon Whisky). The agency's fully integrated creative and digital team provides award-winning advertising, graphic design and digital and social media services for a wide range of clients.

GCI HEALTH

200 Fifth Ave., 7th Floor New York, NY 10010 212/798-9950 wendy.lund@gcihealth.com www.gcihealth.com

Wendy Lund, CEO

With a reputation for stellar client service, GCI Health is an award-winning, forward-thinking healthcare public relations agency powered by best-in-the-business professionals who know no boundaries for fearlessly tackling the complex challenges clients are facing. As WPP's healthcare-focused global public relations agency, GCI Health is recognized for its unique approach to tackling the industry's toughest challenges and has been honored for our creative and innovative programming — including back-to-back SABRE awards in 2012 and 2011 for Pharmaceutical Rx Campaign of the Year.

With offices in New York, London, Chicago, Los Angeles, San Francisco, Atlanta, Boston, Miami, Toronto and Mexico City, the diversity of GCI Health's expanding client roster spans broadly across many sectors in healthcare, including pharmaceuticals, biotechnology, devices and diagnostics, medical technology, consumer health, OTC communications and conversions, providers (hospitals and managed care), telehealth/health technology, animal health, beauty and aesthetics, non-profit and patient advocacy groups.

GCI Health offers clients an accessible senior level leadership team, A-to-Z healthcare experience, a commitment to "beating" client expectations, and an obsession with anticipating the challenges of an increasingly complex and transforming healthcare communications environment. With insider's knowledge of high science, digital health strategy, consumer activation, crisis management, patient advocacy and health education, GCI Health's focus on delivering results is unrelenting and second to none.

GOODMAN MEDIA INTERNATIONAL,

INC

750 Seventh Avenue New York, NY 10019 212/576-2700 www.goodmanmedia.com

Tom Goodman, Founder and CEO Henry Miller, COO

Goodman Media International, Inc. is a leading public relations firm specializing in media relations (traditional, digital, and social media) for major corporations and nonprofit organizations and has extensive experience in healthcare. We represent major healthcare providers, leaders in healthcare improvement, healthcare-related foundations, and product manufacturers

We raise the visibility of our clients through the media and design, and implement award-winning communications campaigns, orchestrate advocacy initiatives, elevate thought-leadership, promote research, and manage event promotion. Current and recent clients include, among others, Hospital for Special Surgery, Healthcare Institute for Improvement, Intermountain Healthcare, Lustgarten Foundation (for pancreatic cancer research), Spectrum Health, Columbia University's Mailman School of Public Health, and initiatives such as Common Good's campaign for the creation of specialized health courts.

Goodman Media was founded in 1996 by Tom Goodman, former head of communications for CBS Inc. and, earlier, CBS News.

GRAHAM & ASSOCIATES, INC.

111 Maiden Lane, Ste. 650 San Francisco, CA 94108 415/986-7212 Fax: 415/986-7216 PR@graham-associates.com www.graham-associates.com

Graham & Associates (Graham) is renowned for award-winning expertise in strategic national and international PR, communications, branding and social media programs. The agency's healthcare practice, Rejuvis®, focuses on three key areas: Healthy Living, Healthcare Technology, and Healthy Aging & Longevity. Additionally, the firm also has a proven specialty working with companies with an environmental and socially responsible focus.

Founded in 1996, the agency is known for its successful launches, re-launches and highly creative and results-driven campaigns. Graham has a successful track record with both hallmark and emerging companies, organizations and technologies. Recognized in the industry with more than 60 top national and international PR awards, it also operates in the healthcare sector throughout Europe via Plexus, an exclusive organization of agencies, it co-founded.

GYMR, LLC (GETTING YOUR MESSAGE RIGHT)

1825 Connecticut Ave., N.W. Suite 300 Washington, DC 20009-5708 202/745-5100 Fax: 202/234-6159 www.gymr.com

Patrick J. McCabe and Sharon M. Reis, Partners Becky Watt Knight, Virginia Bader, and Judi Kennedy, SVPs Michael Warner, VP Susan Levine, Senior Counselor

GYMR is a Washington, D.C. based public relations agency that provides health/healthcare clients with strategic communications

that capitalize on the dynamics unique to Washington. GYMR's unique strength is the background of its team — government, advocacy, associations, foundations, corporations and nonprofit organizations - who execute strategies that include image and alliance building, public education campaigns or media relations to harness the formidable forces of Washington and produce successful results for clients. The agency has counseled a wide range of clients, including trade associations, health voluntary organizations, coalitions, foundations, corporations, federal and state agencies and nonprofit groups.

Partial Client List: AdvaMed, American Academy of Family Physicians, American Board of Internal Medicine, American Gastroenterological Association, Psychiatric American Association, Avalere Health, Banner Alzheimer's Institute, Bravewell Collaborative, Campaign For Tobacco-Free Kids, Digestive Disease Week, Federation of State Medical Boards Health Affairs, National Association of Social Workers, National Institutes of Health, Nemours, Robert Wood Johnson Foundation, Society for Healthcare Epidemiology of America, The Gordon and Betty Moore Foundation, and The Vision Council.

HUNTER PUBLIC RELATIONS

41 Madison Avenue. 5th Floor New York, NY 10010-2202 212/679-6600 www.hunterpr.com smormar@hunterpr.com

Grace Leong, Jason Winocour, Jonathan Lyon, Mark Newman, Donetta Allen, Gigi Russo and Erin Hanson, Partners

Whether it's helping champion the fight against obesity or reaching the allergy sufferer looking for relief, Hunter Relations' Consumer Public Health Practice has the expertise to break through the media clutter and resonate with consumers in an increasingly competitive environment. Our strategic thinking, creativity and media expertise provides our clients with a 360marketing approach to help their brand or organization achieve its desired results.

Working with some of the most trusted and recognizable brands in consumer health Arm & Hammer Spinbrush, Orajel, Emergen-C, Sudafed, Purell, Monistat — Hunter PR has the consumer health space covered from A to Z or in our case, from the American Heart Association to Zyrtec.

Hunter Public Relations is a certified woman-owned agency, independently owned and operated for 24 years. Our 90-person firm offers strategic marketing PR services including creative ideation and brainstorming facilitation, traditional and social media relations, special event production, product introductions, anniversaries, consumer contests, local market events, spokesperson tours and crisis counseling on behalf of some of America's most respected companies and best-known brands. Clients have included the American Heart Association, Johnson & Johnson, McNeil Consumer Healthcare, and Church & Dwight.

JARRARD PHILLIPS CATE & HANCOCK, INC.

The Horse Barn at Maryland Farms 219 Ward Circle, Suite 3 Brentwood, TN 37027 615/254-0575 Fax: 615/843-8431 www.iarrardinc.com

Jarrard Phillips Cate & Hancock, Inc. is a national strategic communications firm singularly focused on helping the leaders of today's healthcare organizations use the tools of politics and communications to win their most important goals during times of change, crisis or opportunity. With offices in Nashville and Chicago, our team of former political operatives, journalists and healthcare marketers develops and manages successful campaigns for hospitals and health systems throughout the United States. We help them navigate high stakes issues such as: organizational restructuring; mergers and acquisitions; crisis communications; reputation management; re-engineering of communications & marketing departments; and re-positioning of companies, hospitals and service lines in new and existing markets. We understand the complex pres-



To raise awareness of Arm & Hammer Sensitive Toothpaste within the editorial community, Hunter PR highlighted one of the leading causes for sensitive teeth — hot and cold foods and drinks — through a broad-reaching media event entitled 'Get Your Favorite Foods Back.' Guests enjoyed hot coffee and cold ice cream from two of New York City's finest establishments in a venue that was split down the middle with one side featuring a 'hot' fireplace, and a cold' side complete with a branded ice sculpture.

sures that drive the industry, and bring the intensity, intelligence and discipline — the cornerstones of every good political campaign — to the healthcare arena. For more information, visit www.jarrardinc.com.

..... JFK COMMUNICATIONS

1027 S. Clinton Avenue Trenton, NJ 08611 www.ifkhealth.com 609/514-5117 jfkouten@jfkhealth.com davitabile@jfkhealth.com

John F. Kouten, CEO David Avitabile. President David Patti, Senior Vice President

JFK Communications, Inc. is an innovative provider of creative communications solutions for science, healthcare and technology organizations.

As a cutting edge shop, JFK employs the latest in digital, interactive and social media strategies in concert with traditional media channels to achieve communications objectives in an increasingly complex and ever evolving healthcare environment.

At JFK we focus on your needs. We listen, we learn, we interact and we counsel. We seek partners, not clients.

Our extensive industry expe-

rience along with our worldclass communications expertise has attracted global, blue chip organizations across a broad life sciences spectrum. In addition to traditional life sciences companies, JFK Communications works with contract research organizations, contract manufacturing organizations, health information/IT companies, hospital systems, and healthcare payers, as well as healthcare advocacy and professional organizations.

JFK's managing partners, John F. Kouten and David Avitabile, foster a corporate culture of superior service, creative programming and measurable results. Our working environment is fast paced, supportive, creative, challenging and team-oriented.

JFK's seasoned staff has its finger on the pulse of the industries we serve, and we hate wasting time on yesterday's strategies. We are engaged and passionate. We love helping our partners understand not only where we are today, but also what the landscape will look like next year and five years from now. We understand the new U.S. healthcare environment and how it will impact organizations here and around the world.

Also visit our sister company, BioCore Medical Communications. (www.biocoremedcomms.com).



JPA

1420 K Street, N.W., Suite 1050 Washington, DC 20005 202/591-4000 Fax: 202/591-4020 carrie@jpa.com www.jpa.com Twitter: @JPAHealthcare

www.facebook.com/JPAHealthcare

Carrie Jones, Principal & Managing Director Ken Deutsch, Executive Vice President Valerie Carter, Sr. Vice President Berna Diehl, Sr. Vice President

JPA is an award-winning health communications firm known for crafting targeted, high-impact programs for non-profit, pharmaceutical and government clients. By applying our influencer relations model, JPA identifies and engages stakeholders that can be leveraged to most effectively deliver our clients' messages to key audiences.

JPA has cultivated a seasoned team specializing in medical and science communications. As the fastest-growing health communications company in the United States, our commitment to providing the highest quality services to our clients is at the core of JPA's continued success. Not only do we treat every aspect of our clients' business as we do our own, we partner with our clients during every stage of a campaign to ensure measurable results.

JPA is a woman-owned agency with offices in Washington, D.C.,

The November issue of O'Dwyer's will profile PR firms that specialize in technology. If you would like your firm to be listed, contact Editor Jon Gingerich at 646/843-2080 or jon@odwyerpr.com Cambridge, Mass. and Paris, France.

KOVAK-LIKLY COMMUNICATIONS

23 Hubbard Road Wilton, CT 06897-3045 203/762-8833 Fax: 203/762-9195 info@KLCpr.com www.KLCpr.com

Bruce M. Likly and Elizabeth D. Likly, Principals

Kovak-Likly Communications is a leading, independent public relations and marketing communications firm focused on the pharmaceutical, biotech and medical technology industries.

Kovak-Likly distinguishes itself from other public relations agencies, by providing marketing counsel above and beyond public relations activities.

Kovak-Likly's industry and public relations experience enables the team to solve their clients' most challenging business problems, making Kovak-Likly trusted advisors and part of your corporate marketing team.

Kovak-Likly has successfully formed close working relationships with a select number of health care clients since 1985.

Together, we will strengthen your voice in the marketplace.

LAVOIE STRATEGIC COMMUNICATIONS GROUP

201 Broadway Cambridge, MA 02139 617/374-8800 www.lavoiegroup.com

Donna LaVoie, CEO David Connolly, Vice President

A nationally recognized firm, LaVoie Group has a proven track record of changing behavior, building value and engaging key stakeholders for health science companies through integrated communications and marketing. We help development stage organizations emerge, emerging companies arrive and commercial clients grow.

With a passion for innovation, LaVoie Group is an award-winning health science focused strategic communications and marketing firm, partnering with Biotechnology/Pharmaceutical, Diagnostic/Device and Healthcare clients.

These capabilities have won the firm eighteen awards in the last three years for our work with industry leaders and emerging companies, such as the State of Massachusetts, Haemonetics, Aegerion Pharmaceuticals, Radius Health, DARA BioSciences, Nuron Biotech, Vertex Pharmaceuticals and other emerging health science companies.

MAKOVSKY

16 East 34th Street New York, NY 10016 212/508-9600 gbashe@makovsky.com www.makovsky.com

Gil Bashe, EVP, Health, Practice Director Kristie Kuhl, EVP, Health, Deputy Practice Director Tom Jones, SVP, Health Lee Davies, GVP, Health Lindsey Thompson, GVP, Health

Ken Makovsky, President & CEO

Makovsky is leading healthcare communications in its ongoing mission to improve the health of patients served by biotech, pharmaceutical and health service companies through advocacy campaigns, corporate awareness programs, brand communications and disease education. The firm's award-winning efforts show creativity in connecting audiences via social media, news coverage and behavioral research and at thought leader events such as TEDMED, Prix Galien and medical congresses including ACOG, ASCO, ACC, NLA, AHA and ICAAC.

Makovsky staff are experts in product communications, con-

sumer health, rare diseases, specialty pharma, patient advocacy, media relations, and issues and policy engagement. We demonstrate deep knowledge of science, understanding of reimbursement policy, and sensitivity to the multifaceted interactions between patients, physicians, payers and policy agencies.

Our integrated communications approach enables clients to navigate the complex healthcare marketplace with clear results. Makovsky is recognized consistently by clients and industry peers; in 2013, we received 11 healthcare communications industry awards, including "Best in Healthcare," "Best Education/Public Service Campaign," and "Best of the Best" PR campaign across all industry sectors, as well as "Mid-Size Agency of the Year."

The firm's annual survey on patient use of social media (http://bit.ly/1evFA9s) is guiding industry decisions on investment in online platforms.

Our commitment to client delight has resulted in a 90%+ client-retention rate. Select 2013 Makovsky Health clients include: AcelRx, Actavis, Affinity Health Plan, Amarin, Antares, British Medical Journal, Bristol-Myers Squibb, Duchesnay USA, H. D. Smith, Hyperion Therapeutics, Ipsen, Jed Foundation, Kowa Pharmaceuticals, Life Technologies, The Medicines Company, Merck, Navidea, Vanda and WebMD.

MARKETING MAVEN

135 W. 29th Street, Suite 302 New York, NY 10001 212/967-5510 info@marketingmavenpr.com Lindsey@marketingmavenpr.com natalie@marketingmavenpr.com phil@marketingmavenpr.com www.marketingmavenpr.com

Lindsey Carnett, CEO & President 310/994-7380 Phil Rarick, COO Natalie Rucker, VP of Business Development

Marketing Maven designs and executes competitive publicity campaigns for clients in the healthcare category. The team is familiar with regulatory standards and protects their clients by ensuring content is compliant with approved claims and language. They adapt approved

claims into concise media messaging, and gain positive media exposure through targeted outreach. Marketing Maven is a results-driven integrated marketing and communications firm specializing in earning global and domestic media exposure. Our team works with the healthcare industry to generate positive media coverage, improve and sustain a positive public reputation, and help clients become partners and members of the community.

Marketing Maven represents healthcare companies in all stages of growth, whether preparing to launch a new product or aiming to increase awareness of an existing product or service. Our team approach utilizes our wide scope of in-house resources including graphic design, copywriting, social media and Hispanic marketing. Proficient in corporate positioning, organic search engine optimization, reputation management, media relations and the creation of branded marketing collateral, Marketing Maven helps guide their clients with effective communications strategies designed to produce a positive ROI.

MARX LAYNE & COMPANY

31420 Northwestern Highway Suite 100 Farmington Hills, MI 48334 248/855-6777, ext. 105 mlayne@marxlayne.com www.marxlayne.com

Michael Layne, Managing

For more than 26 years, suburban Detroit-based Marx Layne & Company has provided outstanding, results-oriented communications counsel to a broad spectrum of clients in the healthcare sector. Our proven ability to design and launch successful public relations campaigns, develop creative communications solutions and exceed client expectations has earned us a reputation as a valued partner and an industry leader.

Our healthcare division has provided public relations and marketing support to hospitals, physician groups, home healthcare entities, insurance companies and skilled nursing centers through implementation of a strategic array of communication tools and deep industry experience.

Our account teams include professionals with extensive healthcare industry backgrounds. On a daily basis, we are in contact with trade, print, broadcast and online journalists covering a broad range of health issues. Together with our public affairs division, our healthcare team is knowledgeable about consumer concerns and public policy discussions involving the Affordable Care Act, senior care issues, home care and the impact of Medicare and Medicaid.

Our areas of expertise include public relations counsel, media relations, media training, reputation management, public affairs, digital marketing, social media, special events, branding and graphic design, and crisis communications

MCS HEALTHCARE **PUBLIC RELATIONS**

1420 State Hwy. 206 Bedminster, NJ 07921 908/234-9900 elioth@mcspr.com www.mcspr.com

Joe Boyd, CEO Brian Thompson, General Manager/Sr. VP Karen Dombek, VP Eliot Harrison. VP

Creativity. Service. Results. For more than 25 years, MCS Healthcare Public Relations has focused solely on healthcare. Because our industry is always evolving, we're constantly adapting. From communicating the in-depth science behind groundbreaking therapies to supporting advocacy groups and other organizations making a difference, we are in step with the issues and trends that impact the practice and delivery of medicine throughout the world.

MCS, through a well-established network of independent public relations agencies, operates in Canada, most Western and Eastern European countries, and Asia. With experience in virtually every therapeutic category, we provide our clients with a multitude of services. including product and corporate communications, issues management and crisis communication, media relations and media training, advocacy relations, business-to-business PR, and

social media counsel.

Current clients include CHD Bioscience, CSL Behring, Genentech (Roche), Head & Neck Cancer Alliance, MannKind Corporation, Merck. The Partnership for Maternal and Child Health of Northern New Jersey and PhotoCure. For more information, www.mcspr.com or follow us on Twitter @MCSHealthcarePR.

••••• **MERRITT GROUP**

11600 Sunrise Valley Dr., Ste. 320 Reston, VA 20191 703/390-1500 Healthcare Practice Director: 703/390-1519 www.merrittgrp.com

88 Kearny Street, Suite 1770 San Francisco, CA 94108 415/247-1664

Ben Merritt, Founder & CEO Alisa Valudes Whyte, Senior Partner, COO Thomas Rice, Senior VP, Partner Jayson Schkloven, VP of Strategic Services, Partner John Conrad, VP, Partner Matt Donovan, Healthcare Practice Director

Merritt Group is a nationally recognized marketing communications agency with offices in Washington, DC and San Francisco, CA and partners worldwide. Our team is comprised of more than 35 professionals including former journalists, analysts, social media experts, marketing & PR practitioners and designers. Our expert staff works hand-in-hand with clients ranging from Fortune 500 industry leaders to innovative, early-stage companies, helping them deliver measurable, high-impact communications campaigns.

Merritt Group's healthcare practice includes leadership with more than 15 years of communications experience. Our team has worked with major healthcare provider networks, health IT innovators, HHS contractors, as well as medical device and pharmaceutical companies, not-for-profits, academic institutions and advocacy groups. This experience has provided us with a deep knowledge of this complex and highly regulated space, as well as a robust tool kit to support our clients' most critical business objectives.



MWW

205 N. Michigan Ave Suite 2010 Chicago, IL 60601 312/981-8540 jdigles@mww.com www.mww.com

John Digles, Executive Vice President, GM Midwest and Head of MWW's Health & Wellness

As consumers seek education, products and services to foster greater well-being, MWW helps our clients to Matter MoreTM through an award-winning Health & Wellness practice that is continually at the forefront of shaping new markets, categories and behaviors. MWW leverages over 25 years of health & wellness study and experience — our team has been associated with some of the largest product launches in the industry for a range of clients, from fitness and food, to hospital systems and health management to those specializing in health technologies. Our extensive experience in educating consumers, promoting scientific research, reinvigorating brands, managing issues, building relationships with medical community constituencies and working with regulators ensures that industries and organizations in the health & wellness space are able to create relevancy

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MWW

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and receptivity to their offerings. Leading our clients to a new future and a healthier world is what matters most to us.

OGILVY PUBLIC RELATIONS

636 11th Avenue New York, NY 10036 212/880-5360 kate.cronin@ogilvy.com www.ogilvypr.com

Kate Cronin, Managing Director, Global Healthcare

Ogilvy PR is a recognized trailblazer in communications, supporting clients in virtually every sector of the healthcare industry. To meet the evolving, complex needs of the healthcare industry, Ogilvy PR's Global Healthcare Practice is now fully integrated with Ogilvy & Mather's global healthcare marketing communications group, Ogilvy CommonHealth Worldwide, creating a fully integrated 360-degree healthcare offering. Our clients are the world's top pharmaceutical, biotech and medical technology companies, the nation's principal public health agencies and the industry's foremost opinion-leading advocacy organizations. At our core is the drive for unmatched creativity instilled by David Ogilvy, the founder of our firm.

Every day, we help many of today's most important therapies build a strong reputation and a solid market share. We actively engage with stakeholders in the healthcare community and help patients understand and act upon new information related to their health and well-being. We offer clients a fullrange of services, including product communications, social marketing, consumer health, issues management, interactive media, public policy, corporate and executive visibility, and third-party relationship building. We enjoy and are passionate about our work, and thrive on finding solutions for today's challenging business needs in the healthcare sector.

Headquartered in New York, we partner with clients throughout the world from our offices in 60 markets across North America, Europe, Asia, Australia, Latin America and Africa

PADILLACRT

1101 West River Pkwy., #400 Minneapolis, MN 55112 612/455-1700 PadillaCRT.com

Debbie Myers and **Janet Stacey**, *Health Practice Co-Leaders*

PadillaCRT is one of the top 10 independent health care agencies in the country, formed through the acquisition of CRT/tanaka by Padilla Speer Beardsley. PadillaCRT applies deep expertise in health care, consumer health, medical device and technology, nutrition, and health education and awareness to serve clients across the country. Our team includes medical industry experts, specialists in hospitals, health systems, providers and health services, registered dietitians and consumer behavior experts.

By starting with business goals and objectives, our team discovers through research and insights how best to inspire and engage our clients' audiences to take action. Our award-winning specialties include strategy and planning, advertising and branding, digital and social media, media and community relations, crisis/issue management, marketing and corporate communications and market research.

PadillaCRT clients include Merck, Be The Match*, RTI Surgical, Owens & Minor, UnitedHealth Group, Optum, Cardiovascular Systems, Sandlot Solutions, Midwest Dental, American Physical Therapy Association, Partnership at Drugfree.org, VCU Health System, Holy Redeemer Health System, and Allina Health among others.

PCI

Partner in The Worldcom Public Relations Group 1 E. Wacker Drive Chicago, IL 60601 312/558-1770 Fax: 312/558-5425 ideas@pcipr.com www.pcipr.com

Dorothy Oliver Pirovano, CEO Jill Allread, President

With clients from advocacy organizations and medical and allied health associations to Fortune 100 corporations and start-ups; pharma, device manufacturers, biotechs and hospital suppliers; hospitals and health systems; retail; accrediting agencies; payers and consultants, PCI knows healthcare audiences first-hand. We understand what makes them tick and know the words that will resonate and prompt engagement. For nearly all of our 50+ years, PCI has had a concentration of healthcare clients; today it represents more than half of our business.

Healthcare is a national/international practice for us — our clients include more than 25 medical and dental associations; a network of cancer treatment centers; start-ups looking for visibility, and university health systems. We launch products and manage lifecycle communications; run consumer awareness and screening programs on a turn-key basis; develop professional relations campaigns designed to draw referrals, and create and manage social media platforms including efficient online newsrooms and content-rich websites.

More than 80% of our new business comes through referrals and personal recommendations from our clients; more than 50% of our healthcare clients have stayed with us five years or more (with a number exceeding 20 years).

Our staff knows healthcare — inside and out. Our clients benefit.

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PERRY COMMUNICATIONS GROUP

980 9th Street, Suite 410 Sacramento, CA 95814 916/658-0144 Fax: 916/658-0155 www.perrycom.com

Kassy Perry, CEO

Perry Communications Group is an independent, full-service strategic communications firm specializing in public relations and public affairs.

The catalyst behind Katie Couric's televised colonoscopy and other high impact events designed to change public behavior, Kassy Perry and her award winning team have had a profound impact on society with nationally recognized campaigns tackling pressing issues including

land use, public health, the environment, bullying prevention, affordable housing, renewable energy, access to prescription medicines, and mental health.

From managing policy issues, leading high-profile coalitions and campaigns, and conveying our clients' compelling stories to partnering with many of the nation's top companies, we achieve success and build influence through strong relationships with policy-makers, media, regulators, and corporate leaders around the world.

Current healthcare clients include: Bonnie J. Addario Lung Cancer Foundation, California IVF Fertility Center, NAMI California, Partnership to Fight Chronic Disease, Pharmaceutical Research & Manufacturers of America.

POLLOCK COMMUNICATIONS

665 Broadway, Suite 1200 New York, NY 10012 212/941-1414 Fax: 212/334-2131 Ipollockpr.com

Louise Pollock, President

Pollock Communications is an independent PR and marketing communications agency that offers cutting edge expertise for health & wellness clients. Founded in 1991, Pollock has pioneered communications for healthcare and well being, including bringing laxatives out of the closet and making tea the healthy drink of the new millennium. We know how to capitalize on emerging health and wellness trends in a credible way, with media, consumers and health professionals. Our knowledge of the latest research and science in the healthcare arena and our understanding of food and drug policies enables us to deliver actionable consumer and market insights and practical health & lifestyle wellness benefits for brands and commodities.

Our network of connections includes medical doctors with onair and editorial experience who can address the healthcare issues that are top-of-mind for today's editors and reporters — including those who serve as trusted "watchdogs" for family gatekeepers. We have developed innovative social media programs to reach the key consumer, health &



wellness influencers online. Over the last two decades, Pollock has cultivated long-term relationships and trained a network of spokespeople, including media health professionals and celebrities who are available and ready to deliver key messages for a variety of our clients in broadcast, print and social media.

American Society Hypertension, Bodylogix, Brassica Protection Products, LLC. Beano, Colace, FiberChoice, Pediacare, Senokot, Slow-Mag, and Vitamints.

PORTER NOVELLI

250 Greenwich Street, 36th Floor 7 World Trade Center New York, NY 10007 212/601-8000 212/601-8101 www.porternovelli.com

Karen van Bergen, CEO Paul George, EVP, Global Director, Health & Wellness Kate Cusick, EVP, Global Director of Business Development

Porter Novelli has been innovating health and wellness communications since 1972 when we created the National High Blood Pressure Education Program, a program that the US National Institutes of Health still maintains todav.

We now work with clients in every health sector including public health, pharmaceuticals, medical devices, hospitals, insurers, health tourism, health IT and nutrition. Our experts throughout our 90-office global network bring more to the table than traditional public relations. Our backgrounds are diverse and our experiences unique — our staff includes a medical director, former hospital executives and medical writers, as well as patient advocacy and market access experts, to name a few. We drive brand and disease awareness to new levels, build reputation, run highly successful social media campaigns, form lasting advocacy networks and address tough market access, payor and policy challenges.

We do all this while ensuring knowledge sharing, close attention by senior staff and aroundthe-clock devotion to our clients' needs. Above all, we pride ourselves in giving clients a professional, cordial and results-oriented experience.

RBB PUBLIC RELATIONS

355 Alhambra Circle. Suite 800 Miami, FL 33134 305/448-7450 www.rbbpr.com

Christine Barney, CEO Lisa Ross, President John Quinn, EVP, Healthcare Practice Leader

In the healthcare industry, the time has come for companies to breakout from traditional marketing and embrace more creative PR strategies to become "healthcare heroes" to their clients. Whether new, old, large or small, a Breakout Brand will engage in conversations and create strong emotional connections with customers, and research shows that companies achieve greater success when focusing more on their customers than competi-

Four-time "PR Agency of the Year," rbb Public Relations is a champion of breakout brands with a national reputation for delivering meaningful results to clients who appreciate the individual attention only a boutique agency can provide. rbb supports companies that want to challenge market leaders and fuels brands that are category leaders, but seek to redefine the status quo.

Whether announcing advanced medical treatments for a nationally academic medical center, counseling a state insurance leader through a business trans-



medication with an oversized prescription drug bottle in Penn Station, as part of an integrated creative campaign to promote the benefits of Senokot laxatives.

formation, or engaging the public in health education campaigns, rbb PR combines creativity, strategic plans and comprehensive measurement metrics to help clients achieve business goals and promote their brands as a competitive asset.

rbb's healthcare practice creates and executes brand-building and sales-focused communications campaigns for a diverse array of clients including medical products companies, hospitals, insurers, higher education institutions and health and wellness companies. Services include branding, identity marketing/sales support, media and community relations, public education, social media management and crisis communications. rbb offers best practices in media relations, corporate reputation, promotions, community relations, digital/social media and crisis communications through a bilingual staff of 38. Firm practice areas include B2B, financial & professional services, consumer products, real estate, travel

& leisure, health & fitness, sports & entertainment, and food & beverage. Find out how rbb can help your brand breakout by visiting www.rbbpr.com or calling 305-448-7457.

REVIVEHEALTH

209 10th Avenue South, Suite 404 Nashville, TN 37203 615/742-7242

Santa Barbara 915 Saint Vincent Avenue Santa Barbara, CA 93101 805/617-2832

thinkrevivehealth.com learnmore@thinkrevivehealth.com

Brandon Edwards, CEO Joanne Thornton, CAO Robert Berra, CSO Kriste Goad, CMO Phil Stone, COO

We are those people you hate to talk to at a cocktail party —

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Sachs Media Group's senior staff and partners (L to R): Ryan Banfill, Partner & Director of Strategy and Research; Michelle Ubben, Partner, COO & Director of Campaign and Branding; Ron Sachs, President/CEO; Alia Faraj-Johnson, Partner & Managing Director of PR and Public Affairs

REVIVEHEALTH

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people who love health care and immerse themselves in the details of insurance exchanges and emerging evidence based treatment protocols.

ReviveHealth is a health care strategic communication firm focused on driving brand health and market share. Our team of seasoned marketing and PR experts have spent their careers working with HIT, medical device, post-acute care, and wellness and population health companies, as well as health systems and health plans. We spend every day immersed in the issues that keep you and your customers up at night: HIXs, Big Data, care coordination, HIEs, population health, consumer strategies, labor issues, crisis management & litigation support, mergers & acquisitions, clinical integration, changing payment models, risk sharing, RCM, meaningful use, EHRs, a cost-cutting and revenue growth.

Our deep expertise across the health care continuum uniquely positions us to help predict problems, protect reputations, position our clients as thought leaders, and craft the right stories to drive business growth. ReviveHealth is consistently recognized by O'Dwyer's, PRWeek, and The Holmes Report for creating strong agency culture, strategic excellence, and client results. Named PRWeek's

2013 Boutique Agency of the Year and Best Boutique Agency to Work For (2013, 2012 and 2011) by *The Holmes Report*, ReviveHealth is among the nation's Top 15 firms for health care strategic communication (*O'Dwyer's*).

RFIBINDER

950 Third Avenue, 7th Floor New York, NY 10021 212/994-7600 Amy.Binder@rfbinder.com www.rfbinder.com

Amy Binder, CEO

"Know your audience" is one of the most important rules of communication and in healthcare it takes on special importance this is where RF|Binder takes the lead. We have extensive experience in mapping and implementing highly innovative, strategic, results-driven plans tailored to target the increasingly fragmented marketplace. From insurers to providers, pharmacists patients, and caregivers to Congress, we craft creative solutions specific to each client's constituencies.

At RF|Binder we firmly believe that ideas matter, and it is this philosophy that drives all programming. Our work is recognized by clients and colleagues alike, as evidenced by the 50 industry awards we won in 2012. Our capabilities and experience include product launches; brand extensions and positioning; public education campaigns; reputa-

tion management; crisis communications; thought leadership; grassroots outreach; investor relations; and cultivating mutually beneficial relationships with advocacy groups and institutions. RF|Binder clients include multinational pharmaceutical companies, biotech startups, over-thecounter brands, insurers, medical professional associations and healthcare advocacy groups. Our clients benefit from daily senior level involvement — another key differentiator - and researchbased strategies that deliver measurable results.

With growing consumer and media attention on healthy living, RF|Binder helps brands understand the drivers of consumer decision-making, especially that of the empowered citizen/patient. We have helped establish and enhance many of the world's most recognized healthcare brands by employing communication tactics that provide consumers with the information and resources they need to manage their health and well being.

RUDER FINN, INC.

301 East 57th Street New York, NY 10022 212/593-6400 www.ruderfinn.com Inquiries@ruderfinn.com

Kathy Bloomgarden, CEO Susan Goldstein, Global Head of Healthcare & Wellness

One of the world's leading global agencies in providing global, national and regional communications services to pharmaceutical and biopharmaceutical corporations, medical device companies, trade associations and non-profit organizations in the healthcare sector, Ruder Finn has extensive expertise in marketing communications for drugs across all therapeutic categories. Ruder Finn specializes in launching new therapies and further energizing seasoned drugs through media relations, thought leadership, consumer engagement, advocacy relations, online engagement and community building, marketing and public affairs. Ruder Finn has broad expertise in conducting highimpact wellness campaigns addressing virtually every aspect of healthcare including cancer, cardiovascular diseases, pain, respiratory issues, OTC medicines, therapies for rare diseases,

and food and nutrition issues.

Through our digital practice RFI Studios, Ruder Finn offers a specialized Healthcare Innovation division, which develops breakthrough methods to improve communications and patient outcomes using social media, games and patient communities, all of which are integrated into traditional PR activities. Ruder Finn Healthcare offers a truly integrated approach, as the agency embeds social media into all aspects of PR and has spearheaded the development of online advocacy and patient communities and assisted pharmaceutical clients in navigating the complexities associated with the current social media environment. The agency has deep relationships with advocacy organizations and regularly brokers partnerships to establish innovative platforms and break new ground in branded and nonbranded communications. Our teams have also developed proprietary models for healthcare crisis communication, including trainings and metrics that produce impactful results.

The agency is deeply rooted in healthcare media, having developed strong relationships with key reporters at high-impact trades and leading beat reporters at top-tier newspapers, magazines and websites. Our media relationships, approach and strategies consistently produce front page, high-visibility coverage

Clients include Novartis,
Baxter, Bristol-Myers Squibb,
AstraZeneca, Daiichi
Sankyo, Pfizer, Abbvie, Shire,
Forest Laboratories, Council for
Responsible Nutrition,
Genentech, American Urological
Association Foundation, and
Michael J. Fox Foundation.

SACHS MEDIA GROUP

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114 S. Duval Street Tallahassee, FL 32301 850/222-1996 Fax: 850/224-2882 sachsmedia.com

Sachs Media Group is a fullservice, independent PR firm in Florida, with unparalleled relationships in government, media, non-profit and advocacy organi-

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SACHS MEDIA GROUP

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zations. We specialize in strategic communications and issues, crisis and reputation management. Our award-winning agency has in-house public relations, advertising, social media, digital and video capabilities, producing innovative and customized solutions that help our clients achieve their objectives

With offices in Tallahassee, Orlando and Washington, D.C., the firm represents clients in Florida, regionally and nationally. We represent a spectrum of healthcare clients from pharmaceutical companies, hospitals, healthcare associations, medical products companies, medical technology firms and medical professional groups. Our healthcare practice includes consumer and patient education, patient advocacy, healthcare consumer technology, hospital and university specialty servic-

SEVENTWENTY STRATEGIES

1220 19th Street, NW Suite 300 Washington, DC 20036 www.720Strategies.com

SevenTwenty Strategies is an integrated public affairs, public relations and communications

agency specializing in helping America's top brands, government agencies and organizations listen to, engage and interact with their most important stakeholders — online and off. Using a savvy integrated mix of digital marketing, social media advocacy, grassroots/grasstops, earned media and issues management, SevenTwenty has supported the public education, stakeholder communications and grassroots recruitment programs of some of the nation's most dynamic Fortune 500 companies, trade associations, government agencies and nonprofit organizations for the past 14 years.

SevenTwenty Strategies' founding partners have been involved in developing and implementing successful advocacy and communications campaigns for a wide range of industry-leading clients for more than 20 years. We helped lead the movement that introduced Internet advocacy in the U.S. and specialize in providing integrated strategies to meet our clients' dynamic communications needs. Learn more about us at www.720Strategies.com.

SOLOMON MCCOWN & COMPANY, INC.

177 Milk Street, Suite 610 Boston, MA 02109 617/695-9555 www.solomonmccown.com @smchealthpr hsolomon@solomonmccown.com

250 Park Ave, Suite 7088 New York, NY 10177 212/572-6239

Helene Solomon, CEO Michal Regunberg, Senior Vice President Ed Cafasso, Senior Vice President

It is an understatement to say that healthcare is undergoing a period of tectonic shifts and enormous pressures to improve quality and reduce costs, to change how providers are paid and to keep people healthier. Affiliations and mergers are happening at a rapid pace. How this gets communicated internally and to consumers is a challenge many organizations have to navigate.

Healthcare communications

in this environment requires a combination of policy expertise as well as an ability to distill, package and disseminate the complex information to inform and motivate critical audiences, including government and community leaders, providers and the public.

SM&C has a proven track record and a dedicated team to help healthcare organizations carry out their mission through integrated communications programs, including message development, media and community relations, thought leadership, strategic partnerships, and issues management. Clients include: Atrius Health, Commonwealth Care Alliance, Delta Dental of Massachusetts. DentaOuest. ECG Management Consultants, Harvard Vanguard Medical Associates, Lahey Health, Massachusetts Developmental Disabilities Council, Massachusetts Medical Society, Neighborhood Health Plan, Press Ganey, and The New England Journal of Medicine.

SPECTRUM

2001 Pennsylvania Ave., NW Second Floor Washington, DC 20006 202/955-6222 jjs@spectrumscience.com www.spectrumscience.com www.globalhealthpr.com

John J. Seng, *President & Chief Executive Officer; Chair, GLOBALHealthPR*

Spectrum is a full-service health and science communications firm grounded in science and storytelling. Our clients are innovators in health care, developing breakthrough solutions that improve human health.

Spectrum's experienced team of communicators understands the complex science behind our clients' products and issues. We develop a nuanced understanding of their stakeholders and key audiences and how best to reach them, shaping a compelling story to differentiate in the market, drive product sales, and elevate or insulate against potential issues.

Spectrum leverages science to shape stories for major brands across a variety of organizations, from biopharmaceutical companies to medical device and diagnostics companies, consumer packaged goods, government, hospitals, health and wellness organizations, coalitions and beyond. Our unique partnership with 16 health-focused, independent communications firms — GLOBALHealthPR — provides our clients with reach in 23 global markets.

TELLEM GRODY PUBLIC RELATIONS, INC.

30745 Pacific Coast Hwy Suite 243 Malibu, CA 90265 310/313-3444 www.tellemgrodypr.com

Susan Tellem, APR, RN, BSN, Partner John Tellem, Partner Dan Grody, Partner

More than 25 years ago, Susan Tellem, a registered nurse, used her knowledge of medicine to launch the largest health care public relations practice west of the Mississippi. After selling the agency, Susan went on to lead the health care practices at several other international PR firms before starting Tellem Grody PR, Inc. in 1994. Now partners with her two sons, John and Dan, the agency provides health care and biotech companies with publicity, public relations and social media support. From hospitals to corporations and medical devices to pharmaceuticals, TGPR knows medicine and science. The beauty of our health care practice is that we have expertise in entertainment and consumer products, as well as nonprofit PR and crisis management, so all these specialties can come into play when serving a health care client making us unique in our field. As an example of diverse programs, we are helping Marina Plastic Surgery, an international medical group, with a major branding project that incorporates all aspects of PR and social media, while working with California Poison Control to bring the poison prevention message to consumers through press briefings, SMS, social media and online games.

View and download entire issues of O'Dwyer's magazine in PDF format, as well hundreds of company profiles in our searchable online database.

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TONIC LIFE COMMUNICATIONS

North America Headquarters: One South Broad, 12th Floor Philadelphia, PA 19107 215/625 0111 www.toniclc.com

Global Headquarters: 22 Chapter Street London, SW1P 4NP +44(0) 20 7798 9900

Scott Clark, CEO Maryellen Royle, President, North America

Tonic is where communications come to life. Whatever the challenge, Tonic Life Communications is dedicated to the pursuit of communications excellence in the areas of LifeScience (prescription medicines and devices) and LifeStyle (consumer health and wellbeing brands). Whether it is a breakthrough medicine, medical device, or consumer product, Tonic has the experience and insight to educate and engage key audiences that matter most.

Headquartered in London and Philadelphia (formerly Dorland Global Public Relations), Tonic has global reach. And through our Huntsworth Health family of specialized agencies, we reach an additional 30 countries, spanning more than 70 offices. If you are looking for an agency partner with a 'can do' attitude, you will feel right at home with Tonic.

TWIST

55 Fifth Avenue, 13th Floor New York, NY 10003 212/701-4600 Fax: 212/414-8459 info@twistmktg.com www.twistmktg.com

Jennifer Gottlieb, President Maura Bergen, Colin Foster, Mary Claire Duch and Megan Svensen, Managing Directors Greg Reilly and Stephan Merkens, Group Directors

Twist is a fully integrated marketing communications company focused on creating customized business solutions for our clients. As part of the W2O Group, Twist is focused on pragmatically disrupting the status quo, offering breakthrough thinking and flawless execution to every assignment. Our creative and collaborative approach enables us to create personalized solutions for clients with a nimbleness to adapt in a world of rapid change.

Twist represents a diverse roster of clients spanning healthcare, beauty, consumer and corporate industries with an innovative client service approach. Building integrated teams of business experts from diverse backgrounds and specialties empowers Twist to understand what our clients need before they know they need it. Team Twist includes seasoned professionals from communications, content development, scientific strategy, account planning, research/analytics, media and engagement, web development, and creative services.

For more information, please visit http://twistmktg.com.

WCG

60 Francisco Street San Francisco, CA 94133 415/362-5018 Fax: 415/362-5019 info@wcgworld.com www.wcgworld.com

Chris Deri, *President, WCG Group*

WCG is a global communications company offering integrated creative, interactive and marketing communications services to clients in healthcare, technology, consumer products and entertainment. As part of the W2O Group, WCG is creating the positive future of communications by

focusing on the corporate, product marketing and communications needs of the world's leading companies. Established in 2001 by Jim Weiss, a 25-year veteran in healthcare communications, the agency has grown to over 350 employees serving clients from offices in San Francisco, New York, Atlanta, Minneapolis, Austin, Los Angeles and London. WCG's seasoned professionals specialize in branding, design, digital, interactive, social and traditional marketing, location based marketing, corporate and product PR, media, investor and advocacy relations, clinical trial recruitment and grassroots directto-patient communications campaigns. The company was named the 2013 Digital Agency of the Year and Specialty Agency of the Year by The Holmes Report, was ranked #4 of Top Independent PR Firms and # 5 in Agency Business Report by PRWeek.

For more information, please visit www.wcgworld.com

WEBER SHANDWICK

919 Third Ave. New York, NY 10022 212/445-8000 www.webershandwick.com

Laura Schoen, President, Global Healthcare Practice

At a time when the healthcare industry landscape is changing almost daily, the Weber Shandwick healthcare practice is at-the-ready to meet clients' needs. Our seasoned healthcare strategists offer expertise in pharmaceuticals, biotechnology, medical devices, consumer health products, over-the-counter medications, public health, insurance and health maintenance organizations, healthcare associations, health systems and hospitals. We provide strategic, full-service public relations, including the following key offerings and services: scientific communications, digital communications, medical education, regulatory milestone communications, market seeding and development, new product patient launches, sustained awareness programs, disease awareness and prevention, clinical trial recruitment support, crisis management, advocacy group relations, health policy initiatives, alliance building and corporate communications/executive visi-



Chris Deri, President of WCG.

Element

Scientific

bility. Our

CommunicationsTM capability differentiates Weber Shandwick from competitors. Comprised of 14 full-time PhDs, in addition to MDs. science writers and medical editors worldwide, our Scientific Communications group helps clients effectively meet communications challenges regardless of audience. This highly-specialized team translates complex data. concepts and issues into multiple formats to engage and educate stakeholders. We partner with pharmaceutical and biotechnology companies, other healthcare organizations, non-profits and government agencies alike to engage their diverse constituents. Clients include: Biopharmaceuticals: Boehringer Ingelheim, Daiichi, Johnson & Johnson, Lilly, Merck Serono, Novartis, and Roche. Public Health: The Bill and Melinda Gates Foundation, CMS supporting the federal exchange (Health Insurance Marketplace), as well as working with the following state exchanges: Massachusetts, Maryland, California, Washington, D.C. Professional organizations: American College of Surgeons, SCAI, American Academy of Periodontology, Academy of American Orthopedic Surgeons, Florida Hospital Association and American Academy of Pediatric Dentistry.

Weber Shandwick is the nation's first healthcare communications agency to be fully certified for promotional regulatory compliance. •

O'DWYER'S RANKINGS TOP HEALTHCARE & MEDICAL PR FIRMS

		Firm		Net Fees (2012)		Firm	Net	Fees (2012)
	1.	Edelman	New York	\$101,477,406	34.	Dye, Van Mol & Lawrence	Nashville	1,184,823
	2.	W2O Group	San Francisco	52,611,000	35.	McNeely Pigott & Fox	Nashville	1,050,420
	3.	Ruder Finn	New York	24,862,555	36.	Sachs Media Group	Tallahassee	1,030,415
	4.	APCO Worldwide	Wash., D.C.	22,828,295	37.	Gregory FCA	Ardmore, PA	1,005,000
	5.	Cooney/Waters Group	New York	18,961,000	38.	Standing Partnership	St. Louis	979,562
	6.	Waggener Edstrom Worldwide	Bellevue, WA	9,494,000	39.	Rosica Communications	Paramus, NJ	910,187
	7.	GYMR	Wash., D.C.	6,002,402	40.	energi PR	Montreal	837,355
	8.	Dodge Communications	Alpharetta, GA	5,510,576	41.	BlissPR	New York	800,000
	9.	Makovsky	New York	5,500,000	42.	CooperKatz & Co.	New York	762,409
	10.	Spectrum	Wash., D.C.	5,330,489	43.	Katcher Vaughn & Bailey PR	Nashville	750,000
	11.	Jarrard Phillips Cate & Hancock	k Brentwood, TN	4,862,846	44.	Fahlgren Mortine	Columbus	698,840
	12.	ReviveHealth	Santa Barbara	4,850,000	45.	Perry Comms. Group	Sacramento	695,531
	13.	JPA Health Communications	Wash., D.C.	4,516,759	46.	rbb Public Relations	Miami	668,302
	14.	Crosby Marketing Comms.	Annapolis, MD	4,315,783	47.	Jackson Spalding	Atlanta	608,362
	15.	Public Communications Inc.	Chicago	4,188,841	48.	Levick Strategic Comms.	Wash., D.C.	562,467
	16.	Rasky Baerlein Strategic Comm	s. Boston	3,837,913	49.	Hirons & Co.	Indianapolis	525,000
1	17.	Coyne PR	Parsippany, NJ	3,482,000	50.	Regan Comms. Group	Boston	475,000
ŀ	18.	Finn Partners	New York	3,312,063	51.	L.C. Williams & Associates	Chicago	428,260
	19.	Padilla Speer Beardsley	Minneapolis	3,216,668	52 .	TransMedia Group	Boca Raton	399,200
	20.	SevenTwenty Strategies	Wash., D.C.	2,928,775	53.	Schneider Associates	Boston	396,688
	21.	Allison+Partners	San Francisco	2,900,000	54.	Beehive Public Relations	St. Paul	376,750
	22.	MCS Healthcare PR	Bedminster, NJ	2,877,962	55.	Linhart Public Relations	Denver	371,886
	23.	Hager Sharp	Wash., D.C.	2,820,579	56.	VPE Public Relations	S. Pasadena	355,050
	24.	Zeno Group	New York	2,590,187	57.	Maccabee	Minneapolis	325,255
	25.	SSIPR	Northfield, IL	2,500,000	58.	Bridge Global Strategies	New York	318,636
	26.	RF Binder Partners	New York	2,301,004	59.	Marketing Maven PR	Camarillo, CA	317,500
	27.	French West Vaughan	Raleigh	2,155,003	60.	Red Sky PR	Boise	193,862
	28.	MWW Group	E.Rutherford, NJ	2,100,000	61.	Trevelino/Keller	Atlanta	150,000
	29.	CRT/tanaka	Richmond	1,807,000	62.	CJ Public Relations	Farmington, CT	111,640
1	30.	Qorvis Communications	Wash., D.C.	1,800,000	63.	Furia Rubel Comms.	Doylestown, PA	86,000
	31.	Hunter PR	New York	1,692,714	64.	Phillips & Co.	Austin	85,745
1	32.	Lambert, Edwards + Asscs.	Grand Rapids.	1,482,000	65.	Hope-Beckham	Atlanta	70,735
-	33.	Singer Associates	San Francisco	1,202,997	66.	Weiss PR Associates	Baltimore	66,000
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Good for Howard Schultz: effective PR advertising

By Fraser Seitel

uestion: "Is the advertising function," a bright young public relations student recently asked, "a

legitimate province of public relations?"

Answer: You bet it is.





ing — is, indeed, the province of public relations.

Public relations ads are those that don't promote a product or service or candidate, but rather an idea or issue or point-of-view.

Traditionally, public relations ads were a "last resort" — used only after attempts at "free" (or what we call today "earned") — media proved fruitless. The premise was that an item ostensibly "authored by an objective, third party news organization" — be it a feature story, op ed, case history or other similar news item — was eminently more credible than a communication for which the sponsor had to pay, i.e. an ad.

On the other hand, if attempts at socalled free publicity failed, then buying an ad — to at least get the story out was better than nothing.

Today, by contrast, public relations advertising may serve as the centerpiece of a public relations campaign – especially if one has a hot-button issue.

Like gun control, for example.

That's the issue that caused Starbucks CEO Howard Schultz to pay for a "Dear Fellow Americans" issues ad in *The New York Times* in September, to appeal to Starbucks' visitors to leave their firearms at home.

Schultz's ad, which was followed by nationwide media coverage, social media mania and Schultz sit-downs with TV interviewers, drew enormous attention — some positive, some negative — to Starbucks.

And whether you are a peacenik appreciative of the CEO's message or a pistol-packin' momma enraged by Schultz's squishiness, you've got to acknowledge Starbucks' mastery of the public relations advertising tactic. Here's what the company did right.

The headline grabbed.

The first requisite of any public relations ad is to make the headline a "grabber."

In Starbucks' case, the straightforward headline highlighted its well-known CEO and his intent to reach out to everyone. It read simply:

"An Open Letter from Howard Schultz, CEO of Starbucks Coffee Company"

Rather than threatening controversy with a headline that took one side or the other, the Starbucks' headline clearly indicated the importance — and uniqueness — of the ad, without picking a fight. Like a caramel macchiato, it invited consumers to sample its palatable product without scaring them off.

The ad began with a clear thesis.

A good public relations ad, like an effective op ed, will state clearly the primary point with which it wants to leave readers. Without a clear thesis, the ad is purposeless.

In Starbucks' case, Schultz lays out his thesis in his first paragraph, clearly and without equivocation. He writes:

"I am writing today with a respectful request that customers no longer bring firearms into our stores or outdoor seating areas."

No question what he is requesting you do, i.e. leave your piece in the pickup if you're hankerin' for a pumpkin latte.

In so stating, the Starbucks CEO fearlessly opens himself up for criticism, or at least questions from zealous gun owners and Second Amendment purists. So he must immediately back that thesis up with the reasons why.

The ad backed up the thesis with valid reasoning.

And so Schultz and Starbucks rose to the challenge by rolling out a cohesive, well-reasoned rationale to corroborate its main point.

First, he talked about Starbucks' goal to create a "third place" between home and work for people to relax and enjoy "the peace and pleasure of coffee and community." The existence of guns, he

inferred, might disrupt that vision of "a safe and comfortable respite."

Next, he acknowledged that Starbucks is sensitive to local laws in states that allow "open carry" of firearms, and that the company had no intention, therefore, of "requiring" customers to disarm when they approach a barista.

But third, he argued, recent experience of pro-gun activists acting in an "increasingly uncivil" way in Starbucks' stores compelled the company to make its new request for understanding and reason among responsible gun owners.

The ad closed with a note of commonality.

Just as a speaker should "leave the vivid air signed with his honor," so, too, should a public relations ad close with an appeal to the common values that unite us all.

And so, after stating a straight and sensible explanation of its new policy, CEO Schultz offered up the following soft landing, citing "the better angels of our nature":

"I am proud of our country and our heritage of civil discourse and debate. It is in this spirit that we make today's request. Whatever your view, I encourage you to be responsible and respectful of each other as citizens and neighbors."

Now that's positive public relations — even if it is an advertisement. •

PR services brief

AIG HIRES CEMP REPORTING TO COMMS CHIEF

AIG has tapped Goldman Sachs marketing chief David May as corporate chief marketing officer as the company continues to burnish its image since its federal bailout in 2008.

May reports to senior VP of corporate communications Christina Pretto at AIG. He exits Goldman after more than a decade handling marketing communications for the banking giant.

Bloomberg, which first reported May's hire, said corporate marketing will focus on growing sales, expanding distribution channels and "deepening the trust our clients hold in us."

AlG launched an ad campaign last year touting is payback of the more than \$182 billion bailout by Uncle Sam at the height of the financial crisis. After suspending all lobbying amid criticism over its PR spending in 2008, the company returned to the lobbying scene in January.

Last fall, AIG brought in Citigroup's Jon Diat as its primary corporate spokesman. That followed the 2009 hire of Pretto from Citigroup to head corporate communications.

Managing for prosperity in 2014 and beyond (part three)

By Richard Goldstein

hope, that in the first two parts of this column, I have successfully conveyed that one of the most important keys to success is to have a vision, a goal if you will, that by earning anything less than



Richard Goldstein is a partner at Buchbinder Tunick & Company LLP, New York, Certified Public Accountants.

25% to 35%, or more, pre-tax profitability just cannot be in the cards.

If your profitability is not where you want it to be, you need to understand your current financial results and then ask your "brain" what needs change to get where you want to be.

Keep on asking

yourself the same question until you come up with an answer. You will come up with an answer!

I also hope that my columns will give you some insight into what needs to be done.

Many successful athletes envision what it feels like to be successful. They will picture what it feels like to make the basketball go through the hoop every shot. While it may not happen 100% of the time, I guarantee you they will improve tremendously.

You need to envision the same for your agency. Feel the success, feel the higher profitability.

Before you read any further, take out pencil and paper and write down you goals and aspirations. Every day read what you wrote, add or delete as the case may be but read where you want

You will get there sooner than you think! (By the way, your feedback is important to me, positive or negative. I want to write what you are interested in reading!)

The fundamentals

My local high school baseball and football teams have won many championships. Even if they are not number one in a given year, they are always in the hunt. They always practice the fundamentals over and over again.

You need to understand the fundamentals needed to succeed. For those of you who have read this before, we are going over the fundamentals!

If your profits are dismal, you may not be paying attention to the following factors (this is in addition to fear and poor management skills):

- Hourly rates are too low.
- Staff utilization rates are below industry standards.
- Inaccurate or no time keeping.
- · No tracking of individual client profitability.
- Over servicing clients, which can be pinned on fear (see prior column), improper budgeting or good intentions leading to more time invested on the client's behalf than he or she is paying for. This in turn leads to one or more of the most profit-pruning actions of all write-offs!

Now for those fundamentals:

- Write or update a business plan.
- Develop a short-term and long range budget.
 - Properly plan for staff needs.
- Develop a marketing plan. If one is in place, have you implemented the plan and is it working?
- · Marketing is expensive and worthless if you cannot close the deal. Do you understand the difference between marketing and selling?
- If possible, develop and promote a unique strategic position.
- Aim for 80% to 85% staff utiliza-Do not achieve this by over servicing clients.
- Monitor write-offs. Do not carry work-in-progress if it cannot be billed. Be honest with yourself.
- Track client profitability. What good is a "marquee" client if you lose money on every hour or project. (Be careful that you are not so dependent on the client that a loss puts you out of business.)
- · Monitor individual staff profitability (we do this in my firm monthly.)
- Monitor overall agency profitabili-
- · Determine billing rates based on your labor, overhead, and desired profitability goals.
- · Make sure your rates are competitive. Never quote a price until you understand the value your agency brings to the table and the projected

profit to the agency. I will write more on this subject at another time.

Reaching your profitability goals

Obviously, the first step in reaching your profit goals is to understand the fundamentals and put them into play. Your agency will not maximize its profit potential without a budget - number two on the fundamental list above.

A budget can help identify potential problems in achieving specified organizational goals and objectives. By quantifying potential difficulties and making them visible, budgets can help stimulate agency management to think about ways to overcome those difficulties before they are realized.

Participating in the budget process helps produce a spirit of cooperation, motivate employees, and instill a feeling of team work.

Your minimum pre-tax adjusted profit goal should be 25% with a stretch goal of 33% or whatever you feel is appropriate.

Adjusted profit is profit with "excess" compensation and perks subtracted that may be taken by principals of independently owned agencies.

By the same token, if your salary is below industry standards, budget a salary level that is the industry standard or whatever you want.

For example, if you are earning \$125,000 and other executives in your position earn \$300,000, the higher should be used in the budget process.

This is key: stress to staff and management how critical hourly billings are to the agency's bottom line. The amount of hours a staff person may bill should be in the 80% to 85% range, the target should be based on 1,800 hours (e.g. the amount of hours during a 40-hour week in a year minus vacations, holidays, personal days and continuing education.

While there is always a possibility that staff will charge more time to clients than they actually spend working, hopefully this will not be the case with staff education. A time and billing system may help in this area specifically if staff are required to post time on a daily

Remember that time and billing software is a tool that helps management better understand the cost of providing services, not necessarily the amount billed to the client. •



Murray to be CEO of PRSA as power shifts at HQ

By Jack O'Dwyer

elegates of PR Society of America will consider a proposal to give Bill Murray the single title of CEO, replacing the titles of president and COO he has had since 2007.

Chair-Elect Joe Cohen of MWW Group would only have the title of chair in 2014. He would lose the title of CEO that he won in last year's election.

The changes, which are not in the "newsroom" or public area of the Society website, were discussed September 12 at a teleconference open only to leaders.

If passed, the governance changes will consolidate more power at h.q. PR Society governance practices are different from those at associations for lawyers, doctors and CPAs.

All three groups always have staffs headed by members of the profession involved. Murray, previously at the Motion Picture Association, is an association careerist. All three also have large numbers of their own professionals on staff. The PR Society only has three PR people among a staff of 50+.

Laurel Bellows is the elected president of the American Bar Assn. and Jack Rives, a lawyer, is executive director.

ABA has a House of Delegates that is presided over by its own elected chair, Robert Carlson of Butte, Mont. The ABA board gets its policy directions from the House of Delegates.

Assembly blocked governance reform

An attempt in 2006 by the Central Michigan chapter to give the Assembly control over the board, citing the bylaws of the ABA and American Medical Assn., was defeated after ten minutes of discussion by a vote of 261-19. None of the other 109 chapters supported it.

The AMA's CEO and Executive VP is James Madara, M.D. Ardis Dee Hoven, M.D., is the elected President.

Barry Melancon, CPA, is Staff President and CEO of the American Institute of CPAs. Elected Chair is CPA Richard Caturano.

Only two bylaw amendments are up for consideration at the PR Society Assembly Saturday, Oct. 26. A half-day session is scheduled this year.

Last year there were no proposals at all, causing several senior members to blast it as "the most useless Assembly ever."

The morning session was taken up by 11 leader speeches including 20 minutes on

elections when no positions were contested. With no amendments to consider, the afternoon session was supposed to be an "unconference" at which anything could be discussed. However, leaders decided the only topic they would allow was how to bring in more members. The Society is about the same size as it was in 2000 when it had 20,266 members. A figure of "21,000" is currently used on the Society website.

A dues hike of \$30 in 2012 has not put the Society in the black. It had an operating loss of \$18,719 for the first half after reporting an operating profit of \$403,048 in Q1.

Stress of VP-PR job needs study

The sudden death of VP-PR Arthur Yann June 13 at the age of 48 should be examined by a special task force of the Society.

PR is rated No. 5 on a list of the ten most stressful occupations by careercast.com.

No. 1 is enlisted military personnel with a rating of 84.72. PR, at 48.52, is ranked as even more stressful than senior corporate executive, with a 47.46 rating.

Murray himself, in reporting the death of Yann, said he had "one of the toughest jobs in PR." A committee should explore just what it is that makes the job so tough. Murray posted Yann's death on the Society website Sunday night which was four days after it took place.

PR practitioners don't need to look at the stress ratings of careercast or any other place to know how stressful their jobs are.

Careercast notes that "heart attack is commonly associated with stress."

Corporate PR people are under pressure to push corporate messages and also under stress from reporters who have flocks of questions and demands to interview executives. Quite often the PR person is the shield for the executive staff. PR can also function as the spear. This was one of the tasks of Yann. He criticized O'Dwyer reporting not only on the Society website but a half dozen blogs.

Psychotherapist Susan Price told a meeting of the PR Office Managers Assn. in 1990 that "PR is one of the most stress-filled professions."

She said PR people are highly motivated but can be "ground down by their own enthusiasm." Agencies with a high rate of account turnover are particularly stressful since employees fear loss of their jobs and may start competing with each other, she said.

VP-PR reports only to Murray

The specs for the replacement for Yann say that the post reports to Murray and other staffers rather than the board.

A career PR person should be the head of the staff, copying the legal, medical and accounting professions.

The new VP-PR should report to the elected head of the Society who should have the titles of president and CEO.

Murray should be XVP. The Assembly should model its governance after legal, medical and accounting groups.

Consolidating more power at h.q. only means a continuation of press-avoiding,

member-avoiding, and New Yorkavoiding practices and a further tightening of information flow. Members have lost the printed members' directory (which could easily be a PDF); list of Assembly dele-



Murray

gates; transcript of the Assembly; staff list; 110 chapter presidents' list and timely release of IRS Form 990 with pay packages of top staffers and other information.

Staff domination is evident in the inability of 2013 conference co-chairs Oscar Suris of Wells Fargo and Patrice Tanaka of PadillaCRT to have any say on press access to the conference which is being limited by the staff. A New York member has had his Society web rights revoked without explanation but chapter leaders say they are powerless to do anything

Cegielski heads PR Society PR

Stephanie Cegielski, who joined the PR Society in 2012 as Associate PR Director, is handling press relations for the Society while it searches for a new VP-PR. She is a 2006 law school graduate of the University of Colorado.

No "credentials" have been given to any press so far and it looks like all reporters will be barred from the Assembly for the third year in a row.

Although the Society espouses "democratic" principles, none of the current eight candidates for the national board will give their positions on issues facing the Society, such as the continued monopoly of APRs on national offices. The candidates don't even acknowledge receiving the questions.

The Society is an example of a trade group taken over by non-members. •

Science denial, the U.S., and us

By Paul Oestreicher

rofessor Adam Frank at the University of Rochester rang a warning bell about the dangers of science denial in an important op-ed "Welcome to the Age of Denial" in the Aug. 21 edition of The New York Times. He stated that, "it is politically effective, and



Paul Oestreicher, a veteran of Sanofi-Synthelabo, Edelman, & Knowlton and Zeno Group, **Oestreicher** runs Communications.

socially acceptable, to deny scientific fact." Science denial is becoming more entrenched and culturally correct.

This juggernaut of illogic is like a cancer that has metastasized. He noted that "climate deniers, taking pages from the creationists' PR playbook, have manufactured doubt about fundamental issues in climate science that

were decided scientifically decades ago. And anti-vaccine campaigners brandish a few long-discredited studies to make unproven claims about links between autism and vaccination."

How do we fight this? Dr. Frank called on the scientific community to channel Carl Sagan, the late astronomer, author and science personality, and do more communicating.

Yes, scientists must learn how to engage and how to communicate. I know there are some efforts underway at institutions such as the National Academy of Sciences and Stony Brook University's Alan Alda Center for Communicating Science but, no matter what, there are critical steps that must come first. We need to ask questions and use the resulting information to generate the insights necessary to develop and implement a plan.

So, a "call to action" directed where, with what information, in what form? Before anything is done, we must understand the causes, motivations and forces at work. What are the religious, political and corporate interests, and what are their strategies and tactics? And, we must know our target audiences, and their issues and concerns. What's the right language, the most compelling examples, and what will it take to be persuasive? We know it's not just about the facts — otherwise, everyone would accept global warming and evolution, no one would smoke, kids would get vaccinated

and all motorcyclists would wear helmets. Scientists (and marketing and communications professionals) need to marry specific, emotionally-based messages with the factu-

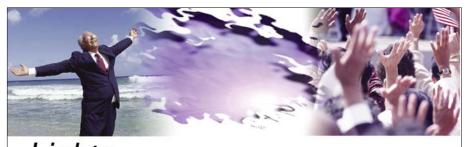
The media, of course, have a huge role to play. In misguided attempts to achieve fair balance (or, cynically, sometimes achieve the outcomes they wish), the media feeds into false equivalency — providing equal coverage to opposing views when, in realitv. one side dramatically outweighs the other. One example appeared on the pages of The Wall Street Journal last year, a letter titled "No Need to Panic About Global Warming," that said: "There's no compelling scientific argument for drastic action to 'decarbonize' the world's economy." The editor noted the letter "has been signed by the 16 scientists." I checked those names. Of the 16, there was only one climate researcher and one atmospheric scien-

Indeed, a few days later, another letter was published entitled, "Check With Climate Scientists for Views on Climate." The 38 climate, environmental and atmospherics experts who signed the letter

admonished, "Do you consult your dentist about your heart condition?" They went on: "While accomplished in their own fields, most of these authors have no expertise in climate science. Research shows that more than 97% of scientists actively publishing in the field agree that climate change is real and human caused. It would be reckless for any political leader to disregard the weight of evidence and ignore the enormous risks that climate change clearly poses."

This isn't just about promoting the truth or science getting its fair share. Professor Jon D. Miller, now at the University of Michigan, told *The New York Times* in 2005 that "people's inability to understand basic scientific concepts undermines their ability to take part in the democratic process."

We've had one "wake-up call" after another on the issue of science denial. But it's complex — there isn't just one thing we should do. To start, we must review and revere our history, and use those founding principles again. The nation began with questioning dogma, exploring options, celebrating invention and spreading information. That brought us a long way and it can bring us further still. •



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Navigating brands through social media hate

By Katherine O'Hara

hile thumbing through my Instagram feed one night in September, I noted a celebrity



Katherine O'Hara is President of The O'Hara Project, a marketing, public relations and social media firm based in Morristown, New Jersey.

post with several thousand comments and stopped to read what her adoring fans had to say. "Nice old lady feet." "Eat something." "Too thin. Makes your head look fat."

That doesn't read much like a "fan" feed, does it? Call it freedom of speech, but the anonymity of social media has created a generation of people that thrive on exuding hate. They're part of a

generation of social users being called a "hateration."

We all know that social media abounds

with "haters" who spew venom and invective at personalities and brands. What does a PR person do when their client is under a social media attack?

We advise clients that all companies, brands and personalities will likely, at some point, be the target of hate. Even the best of social strategies can't successfully avoid their sad goals of spreading anger. Hateful comments typically aren't a reflection of a true fault of the brand. These people spend their days, like bullies on a digital playground, looking to pick a fight.

When we're looking to inspire share our clients' stories and instead find ourselves faced with a social heckler, what do we do? How does a PR pro remain "social" in the midst of "fan" anger directed at a client?

1. Don't lose sleep

Don't worry much about the power a hater might have. Your fans have seen their kind before. Chances are you've worked hard to inspire your fan base and your track record will speak louder than @ieattoomuchsugar8637.

2. Enlist neighborhood watch

Consider posting community guidelines,

typically placed within the 'notes' tab on Facebook, that outline what you will and won't put up with. Empower your fans to help moderate and call out offenders. Remind fans of the rules regularly and reference them when calling out violators.

3. Evaluate the offense

Rants over not having won a free pen vs. personal attacks or racist comments should have very different consequences. True hatred has a damaging impact on the very culture you've worked hard to build. In these cases, without hesitation, block the offender. For simple hostility, see step 4.

4. Step outside

A feed equivalent of a shouting match fixes nothing. Make every effort to move the exchange offline. Offer solutions, visible to your community, in the form of a customer service phone number or a contact email. With the spotlight off the anger, your page can again be peaceful while you work offline to extinguish this person's flames

5. Keep your cool

Digital fingerprint are eternal. Do not take part in unprofessional banter. Keeping one's cool offers more than taking the high road, it keeps you in control. Most haters feed off what they perceive as success. Starving them of that reward will send them elsewhere for their hate nourishment.

6. Record and smile

The hater has departed and you let out a much deserved exhale. Remember that every moment offers a lesson and record the exchange for team members, even other departments, to learn from. These real life examples offer great learnings and a playbook on best practices for future run-ins. •

Media news brief

BBC CUTS 75 STAFFERS

The BBC is cutting 75 staffers as part of its move to cut its English-language editorial unit overhead by more than \$16 million.

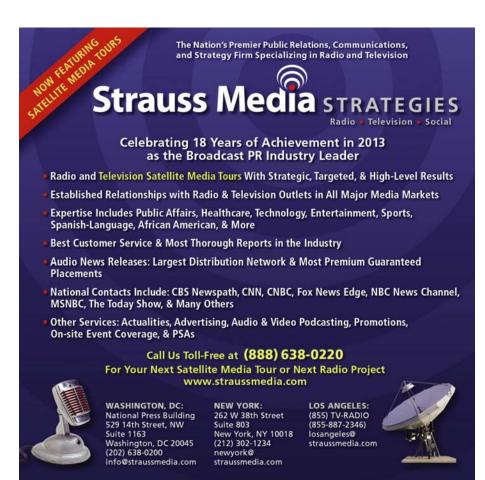
James Harding, Director of News and Current Affairs, said the cutbacks are necessary due to the Beeb's "trying year."

He said cuts in money provided to the broadcaster force it to "deliver more for less."

In a staff memo, Harding wrote he appreciates "the concern that cost savings come at a time that so many people are working hard to make the most of new technologies and striving to deliver the best journalism in the world.

The BBC news/current affairs department fields a staff of more than 8,000.

Earlier this year, it let 140 people go.



Estee Lauder taps Alabaster to create responsibility unit

amela Gill Alabaster, a top corporate communications, sustainability and PA exec at L'Oréal USA, has moved to rival The Estée Lauder Companies to create a corporate responsibility function.

Executive Chairman Bill Lauder said

that while CR has been important to the company since its founding in the 1930s, Alabaster will be instrumental in the "formal establishment" and success of the New York-based company's CR operation.



Alabaster

"As we continue to grow and prosper globally, it is critical that we continue to understand and serve the needs of our consumers, engage with the communities where we live and work, and leverage our collective talents in every brand, region and function to ensure our sustainable, profitable future," he said in a statement.

Alabaster was Senior VP at L'Oréal, where she developed its corporate media, PA and sustainable development operations.

At Estée Lauder, she reports to Gregory Polcer, EVP of Global Supply Chain, and Peter Jueptner, SVP, Strategy and New Business Development. The company has, over the past two decades, been associated with breast cancer research thanks to the advocacy of the late Evelyn Lauder, who played a key role in creating the iconic "pink ribbon." It has faced some criticism for its staunch support of Israel.

Before entering the cosmetics industry in the early 1990s, she was Assistant Brand Manager for Marlboro at Phillip Morris USA.

Zelenko to guide NBC news PR

li Zelenko, Senior VP of Communications for Time Inc.'s news group, has taken the same title at NBC News.

The hire is among the first made by new NBC News president Deborah Turness, who joined in August from ITV News in

the U.K.

Zelenko will serve as Chief Spokeswoman for NBC News, guiding PR and external communications for its TV, cable and digital operations, along with internal communications.

The former Director of PR for CNN recently worked strategic communications for Time units including *Fortune*, *Money*, CNNMoney.com and *Time*.

She started Sept. 25.

Turness also tapped MSNBC CFO Nicolina O'Rorke as CFO of NBC News. •

Ketchum's Bornstein to head M Booth

ale Bornstein, a Senior Partner in 27 years with Ketchum, has moved to New York-based consumer and corporate shop M Booth as CEO.

Founder and CEO Margie Booth slides into a chairman role.

Booth, who founded the firm in 1984, said she was looking for someone with big agency experience, as well as "entrepreneurial spirit" and a cultural fit with

the firm. "We found that in Dale," said Booth, who retains a leadership role and reports, with Bornstein, to Tim Dyson, CEO of parent Next Fifteen Communications Group.



Bornstein

Dyson, Google,

American Express and Green Mountain Coffee Roasters are among the firm's clients.

Bornstein was Director of Global Practices at Ketchum and part of its ninemember executive team, in addition to managing its sports/entertainment unit. Her consumer experience spans IKEA, ConAgra, Kodak and Frito-Lay, to name a few. She earlier lead the firm's global brand and food practices

Next Fifteen acquired M Booth in 2009. The firm had nearly \$14 million in revenue in 2011. •

PA heavyweight Sexton joins Burson in NY

lan Sexton, who was executive VP at Global Strategy Group, has joined Burson-Marsteller as New York market leader.

Taking the slot once occupied by Tony Telloni, who left for Interpublic's GolinHarris, Sexton oversees a staff of more than 200 people. He reports to Dave DenHerder, U.S./CEO.

Prior to GSG, Sexton was in charge of the PA practice at Ogilvy Public Relations, a sister WPP shop of B-M.

He has managed clients such as BP, Ford Motor, American Express and Pitney Bowles

NBA vet dribbles to Coyne

avid Cooper, who spent seven years in the National Basketball Assn. including a stint as Senior Director of Marketing Communications,

has joined Coyne PR as VP in its Sports and Media practice.

Before moving to the NBA's front office, Cooper was VP-Communications at Arena Football League and held media positions at



Cooper

NBA's Phoenix Suns and National Football League's Arizona Cardinals franchises.

Most recently, Cooper was running his own sports PR shop, counseling greats such as one-time NFL MVP Kurt Warner, and publicity surrounding Super Bowl and NCAA Final Four mega-events.

Daytona International Speedway, U.S. Golf Assn. and IRONMAN are among clients on the Parsippany, N.J.-based firm's sports roster.

MWW puts Bite in tech unit

yan Wallace, who led Bite Global's New York outpost, has shifted to MWW as VP-Enterprise & Technology.

At Bite, which is part of Britain's Next Fifteen Communications Group, Wallace handled clients such as SAP and Plantronics.

MWW counts Samsung Mobile Enterprise, NQ Mobile, Automic and Ancile Solutions on its hi-tech roster.

Ephraim Cohen, Executive VP-Media Innovation and Chair of the Technology and Content practice, oversees MWW's tech unit. •

Drone maker gears up for PR combat

rone maker AeroVironment is relying on Joele Frank, Wilkinson Brimmer Katcher as a potential showdown looms with a disgruntled institutional investor at its October 4 annual meeting.

Engaged Capital, which controls a 5.1% stake in Monrovia, Calif.-based AV, has complained about its investment's "failure to deliver meaningful shareholder returns over any relevant time period." The company's stock is trading at



\$23.31. The 52-week range is \$24.64 and \$16.98.

EC principal Glenn Welling faults AV for failing to address any of his concerns. The company has rebuffed his demand for a board seat.

EC, which uses ICR for investor relations duties, had planned to run Welling for a board seat.

It scuttled that plan on September 11, deciding that one board seat would have little overall impact on corporate direction.

EC promises to withhold its votes for the three companynominated directors and to freely communicate its displeasure about AV's performance directly to its shareholders, analysts and financial advisors over the next year.

AV posted a \$7.2 million loss during its most recent quarter as sales declined 25% to \$44 million due to what CEO Tim Conver blamed on "continued delays in government contracts."

The company recently won its biggest contract, a \$36.7 million deal with the Army for the Switchblade tactical missile system. •

Blueprint lands clean coal spokeswoman

isa Camooso Miller, architect of the American Coalition for Clean Coal Electricity's promotional blitz in favor of the clean burning of America's most abundant energy source, has moved to Blueprint Communications, a Republican PR shop.

She will join the shop headed by HDMK veterans Chad Kolton and Jim Morrell in October.

Miller also was Communication Director at the Republican National Committee and Commerce Dept. liaison to the Bush II White House.

Morrell was Deputy Chief of Staff to then House Republican Conference chair Deborah Pryce of Ohio. Earlier, he was doing crisis work at Quinn Gillespie & Associates and spokesperson in President George W. Bush's media shop.

Kolton was Press Secretary at the White House Office of Management and Budget and Deputy Press Secretary for the HRC when now Majority Leader John Boehner headed the group.

ACCCE represents corporate titans such as Arch Coal, American Electric Power, Peabody Energy, Union Pacific, Caterpillar, BNSF Rail and Consol Energy, Buckeye Power and



Southern Co.

Burson-Marsteller's Laura Sheehan moved to ACCCE in September. lacktriangle

Ex-Congressman Does PA for Occupied Cyprus

ormer Brooklyn/Staten Island Congressman Mike McMahon is handling public affairs/government relations duties for the Turkish Republic of Northern Cyprus, the occupied section of Cyprus.

The Democrat is working as lead on a \$200,000, one-year contract won by Herrick Feinstein in New York.

Turkey invaded the northern part of the Republic of Cyprus in 1974 following a Greek Cypriot-led coup aimed to make the island part of Greece, Turkey's historic archrival.

Another round of United Nations negotiations geared to the reunification of Cyprus resumes in September. According to HF's contract, Team McMahon is to arrange Congressional visits to the Turkish Republic of Northern Cyprus, a state recognized only by Turkey, and promote a positive image for it in the media.

Tea Party-backed Republican Michael Grimm defeated McMahon, a former member of the House Foreign Affairs committee, in 2010.

McMahon also handled the development, and construction of Turkey's expanded consulate in New York, across from the United Nations' General Assembly building. •

Spring O'Brien re-works China's US tourism push

ew York-based travel specialist Spring O'Brien is handling the revamp and re-launch of the China National Tourist Office's campaign to woo U.S. travelers beyond the country's "bucket list" sites.

Yaping Xue, Director of the CNTO, said the campaign aims to broaden China's appeal to U.S. travelers and enhance the country's brand. That includes a new trade advertising push, logo and branding campaign created by SO and based on an in-depth consumer study by travel research firm PhoCusWright.

The study found that while "bucket list" sites like the Great Wall and Forbidden City were well-known among U.S. travelers to Asia, few knew of other experiences available in China. The SO-devised campaign will aim to urge Americans "off the beaten path" to active and cultural experiences in the country.

China's outreach to U.S. travelers is focused on four niches: luxury, soft adventure, educational, and senior travel. •

APCO takes on Mexico PR

PCO Worldwide has scooped up a \$50,000 project to gauge the attitude held by Americans and U.S. opinion leaders toward Mexico's new President, Enrique Pena Nieto, who took office last July.

His defeat of Vincente Fox marked the return to power of Mexico's Institutional Revolutionary Party, which hasn't ruled the country for more than 70 years.

Following his election, Nieto's transition team turned to Omnicom's Chlopak Leonard Schechter & Assocs. for communications counsel covering a broad range of topics including developments in U.S./Mexico ties.

CLS&A didn't have a formal contract with Team Nieto, which cut ties with shop on December 30, a month after Mexico's new leader took office. Nieto has launched a sweeping overhaul of Mexico's tax system and has moved to open up the country's vast energy resources to foreign investors.

His plan of "transformational" policies has triggered noisy street demonstrators and howls from Mexico's leftish opposition.

APCO's work is via Nodo Research. •

APCO handles UAE's UN duties

PCO Worldwide is providing PA support for the Arab Emirates' United Nations mission through the opening of the new session of the General Assembly this week. The \$300,000 project covers strategic counsel, media relations, event support, website development, and stakeholder engagement through Nov. 30.

There is neither a specific contract nor letter of agreement between the parties.

The D.C.-headquartered firm reports to ambassador Lana Nusseibeh, permanent representative of the UAE to the UN.

Nelson Fernandez, APCO's managing director of the New York office leads the account. Prior to APCO, he spent a dozen years at Burson-Marsteller, working on clients here and in South America.

Jeffrey Porter, Julie Jack-Preisman, Annie Verderosa, Victoria Crawford, and Kimberly Hartman backstop Fernandez. •

McBee files Nigeria pact

cBee Strategic Consulting, which began work for Nigeria on July 18, is in line for \$513,000 in fees under the six-month contract it has just filed with the

The range of services include generating media messaging narrative, developing thought leadership opportunities, promoting news media engagement, increasing social media activity, stakeholder development and media monitoring.

Nigeria, which is Africa's most populous country and the world's No. 13 oil producer, paid McBee \$50,000 on July 18 to cover expenses.

The firm will submit additional invoices for expense advances once the initial deposit is nearly exhausted.

Unused portions of the advance will go back to the Nigerians, who also use WPP Glover Park Group and Omnicom's Mercury Public Affairs for PA work. •

FARA News



NEW FOREIGN AGENTS REGISTRATION ACT FILINGS

Below is a list of select companies that have registered with the U.S. Department of Justice, FARA Registration Unit, Washington, D.C., in order to comply with the Foreign Agents Registration Act of 1938, regarding their consulting and communications work on behalf of foreign principals, including governments, political parties, organizations, and individuals. For a complete list of filings, visit www.fara.gov.

Taiwan Democratic Progressive Party Mission in the U.S. Taipei, Taiwan, registered September 6, 2013 for Democratic Progressive Party, Taipei, Taiwan, for meetings with government officials, Congressional members and staff, think tank analysts and the public to discuss US-Taiwan relations and developments within the Democratic Progressive Party.

Lewis Baach, LLC, Washington, D.C., registered August 23, 2013 for International Counsel Bureau, Kuwaiti Counsel for the Families of Kuwaiti Citizens, Kuwait, to obtain due process for the Kuwaiti detainees in U.S. custody at Guantanamo Bay.

Locke Lord Strategies, L.P., Washington, D.C., registered August 20, 2013 for Deputy Minister of Natural Resources and Tourism for Tanzania, Lazaro Nyalandu, Dar es Salaam, Tanzania, to facilitate meetings with US administration officials and congressional staff.

Lobbying News



NEW LOBBYING DISCLOSURE ACT FILINGS

Below is a list of select companies that have registered with the Secretary of the Senate, Office of Public Records, and the Clerk of the House of Representatives, Legislative Resource Center, Washington, D.C., in order to comply with the Lobbying Disclosure Act of 1995. For a complete list of filings, visit www.senate.gov.

ML Strategies, LLC, Washington, D.C., registered September 20, 2013 for T-Mobile USA, Inc., Washington, D.C., regarding issues related to telecommunications.

Republic Consulting, LLC, Hebron, KY, registered September 20, 2013 for Teradata Corporation, Dayton, OH, regarding the Digital Accountability and Transparency Act, transparency in federal government data and IRS oversight issues.

APCO Worldwide Inc., Washington, D.C., registered September 18, 2013 for Nilit America Corporation, Greensboro, NC, regarding market access relating to apparel imports.

Patton Boggs LLP, Washington, D.C., registered September 18, 2013 for AudioEye, Inc., Tuscon, AZ, regarding compliance with the Communications and Video Accessibility Act.

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BE PREPARED! Impact Communications trains your spokespeople to successfully communicate critical messages to your targeted audiences during print, television, and radio news interviews. Your customized workshops are issue-driven and role-play based. Videotaping/ critiquing. Groups/privately. Faceto-face/telephone interviews/news conferences. Private label seminars for public relations agencies. Make your next news interview your best by calling Jon Rosen, Impact **Communications, Your Presentation** & Media Training Solution.

SPECIAL EVENTS

THE NATIONAL PRESS CLUB

National Press Club, 529 14th St., N.W., Washington, DC, 20045. 202/662-7580. www.press.org. Joshua Funk. Dir., Bus. Dev.

The National Press Club, a private club for journalists and communicators, has been "Where News Happens" for more than a century. Each year, the Club hosts over 250,000 visitors at more than 2,000 events that are conveyed to global audiences in print, television and online. Our journalist members work with the NPC staff to create an ideal facility for news coverage – from a full service broadcast operation, to fiber and wireless connectivity, to audio-visual services.

PR JOBS - http://jobs.odwyerpr.com

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Account Supervisor New York, NY Child's Play Communications	Browse by State New York (9)		
Public Relations Consultant Hopkinton, MA EMC	Dist. Columbia (9) Connecticut (4) Virginia (3) Texas (2) North Carolina (2) New Jersey (2) Missouri (2) Mishigan (2) Massachusetts (2) Illinois (2) California (2) Browse by Job Function		
Public Relations Account Supervisor Houston, TX Lopez Negrete Communications			
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Director of Media and Public Relations Washington, DC National Multi Housing Council			
Director of Public Relations DC Vational Multi Housing Council	Public Relations (25) Communications (4) Other (3)		
Director of Public Relations	Assistant Professor (3) Marketing/Advertising (2)		

Account Executive

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Our specialty is booking guest clients on Talk Show interviews. That is 90% of our business. We do it very well. We book on The Today Show, O'Reilly, Hannity, and hundreds of radio talk shows. The other portion of our business is producing videos which is a growing sector of our business. We are extremely competitive at pricing, charging only \$100 per minute per video.

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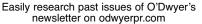
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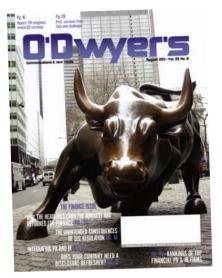
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Get the latest RFP announcements and pick up new business



O'Dwyer's magazine, now in its 26th year, examines a different area of PR each month. Issues include practice-area specific feature stories as well as profiles of PR firms with strengths in the focus area. The agency profiles constitute the ideal starting point for companies beginning their search for PR counsel.

Editorial Calendar:

January, PR Buyer's Guide/Crisis Comms.
February, Environmental PR & Public Affairs
March, Food & Beverage
April, Broadcast Media Services
May, PR Firm Rankings
June, Multicultural/Diversity
July, Travel & Tourism
August, Prof. Svcs. & Financial/Investor Rels.
September, Beauty & Fashion
October, Healthcare & Medical
November, Technology
December, Sports & Entertainment



Contact magazine editor Jon Gingerich to profile your firm in an upcoming issue: jon.gingerich@odwyerpr.com

O'Dwyer's 2012 Directory of PR Firms gives you quick access to large, medium-sized, and small PR firms and even experienced freelancers who work out of their homes. 1,600 firms are listed. 7,000 clients are cross-indexed. O'Dwyer's directory is the only place you can look up a company and determine its outside counsel.

Listed firms have expertise in:

- Public Relations
- Social Media
- Branding
- Investor Relations
- Employee Communications
- Internet PR
- Product Publicity

- · Crisis Communications
- Integrated Marketing
- Corporate Advertising
- Lobbying
- Proxy Solicitation
- International PR

O'Dwyer's Directory of PR Firms has brought billions of dollars in business to PR firms

