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# "War is a powerful and cynical PR tactic"

ar is a powerful and cynical PR tactic," according to former Congressman and presidential candidate Dennis Kucinich, who wrote that line in an op-ed piece attacking President Obama's decision last month to bomb Syria. Over the years, I heard PR called many things, but never equated to war. Kucinich, though, makes a good case

He expects the bombing of Syria will "momentarily boost the White House's popularity with self-serving heroic accounts of damage inflicted upon ISIS (and the U.S. equipment they use). Stuffing the November ballot box with bombs and missiles may even help the Democratic Party retain the Senate. The bombs are Obama's gifts from afar to beleaguered Red State Democrats. President Nixon trotted out Henry Kissinger near the end of October 1972 to declare the wind-down of the Vietnam War. "We believe that peace is at hand," said Kissinger with a straight face. That ultimately bogus statement served as the final nail in the coffin of presidential candidate George McGovern. Obama's October Surprise came a tad early.

Though Democrats could receive a boost in the upcoming election, Kucinich believes voters will eventually wise up. "But after the election, the voters will discover that the president played into the hands of extremists, hurt civilians, and embroiled our country deep into another conflict in the Middle East," he wrote.

We saw that movie before. Obama was once considered the man who would end the disastrous intervention policies of George W. Bush. The former shining knight has now followed the footsteps of his predecessor. Obama's legacy will be stained for bombing a bunch of murderous thugs who want to return to the good old days of the 1500s. ISIS poses no threat to the U.S. Cutting off its oil sales would have doomed ISIS.

The new Obama is a strong, decisive, on-point fellow with a clear action plan to carry the fight against ISIS into Syria and beyond. He's inspired by Vice President Joe Biden who said last month: "We will follow the jihadists of the Islamic State to the gates of hell until they are brought to justice." He went on to elaborate that the US will travel to those fiery gates "because hell is where they will reside." The point is simple and direct.

The newly found hawkishness comes in the aftermath of the beheading of two American journalists. Until very recently, our commander-in-chief admitted that he didn't have a plan to deal with the terrorists. It will take years to wipe out the ISIS cancer. The effort will result in more American combat deaths.

Obama's plan calls for airpower and drones to combat ISIS, a pattern that is playing out in Pakistan and Yemen. ISIS though is a much more powerful group than terrorists operating in the shadows of the low-intensity combat zones of Pakistan and Yemen. ISIS has advanced weapons — complements of US taxpayers and Iraqi cowardice or collusion — territory, propaganda machine and billions in funds. It's unlikely U.S. air attacks alone are going to do the trick.

The President has sent U.S. advisors to Iraq, and reiterated that American ground troops are not in the cards. That sounds like wishful thinking. Official scorers of the roster of disappointments of the Obama presidency have added the Syria bombing and nuclear arms control to the tally that has frustrated so many of his most ardent supporters. They sadly point to promises on immigration reform, taxes, economic equality, jobs, global warming and end of U.S. military involvement in the Iraq quagmire as cave-ins by the man who inspired millions with his uplifting rhetoric and then dashed their dreams.

The latest blow: *The New York Times* reported last month that the US is involved in a massive build-up of its nuclear capacity that will carry a price tag of a trillion dollars over the next three decades, a far cry from candidate Obama's vision of a nuclear-free world.

Former Georgia Senator and nuclear arms expert Sam Nunn is quoted as saying the nuclear arms build-up preserves the status quo, which counters Obama's original vision. Obama claims to have been influenced by Nunn's writing on arms control. The President's "betrayed" supporters need to get a grip. At the risk of sounding like an apologist, his lofty promises were nothing more than pipe dreams isolated from the real world. Things happen.

Obama's promises were derailed by developments such as the collapse that moved the world's financial system to the brink, a recalcitrant Republican Congress that worked to discredit him from his first day in office, China's growing military threat, stagnant/sinking European military budgets, Putinism and the rise of ISIS.

His retreat provides a teachable moment for Americans, nicely summed up by The Who's 1971 hit, "Won't Get Fooled Again." A big part of Obama's legacy is the notion that voters will be much more skeptical the next time they are wooed by a political candidate offering pie in the sky. That dessert is always beyond reach. •

— Kevin McCauley



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# **New social network threatens Facebook's reign**

Ello, the ad-free social media network touting itself as an alternative to Facebook, has now gone viral, gaining a reported 31,000 new users an hour during one day in late September. But will the anticipated project live up to its hype?

By Jon Gingerich

nitially a private network consisting of only several hundred members, newly unveiled social media site Ello officially began sending out user invitations earlier this year, and went viral as the result of several high-profile news reports in late September. Vox.com on September 26 reported that Ello had gained 31,000 new users per hour that day. The nascent network, currently available by invite only, is still in beta testing mode.

Ello claims there will be no ads on the site, and that the company will never sell users' data. Started by a group of seven co-founders, Ello touts itself as the "anti-Facebook," and offered a "manifesto" on its site detailing the network's philosophy, which promised a separation from the business-as-usual monetary model behind social media sites today. The missive read, in part: "We believe a social network

can be a tool for empowerment. Not a tool to deceive, coerce and manipulate — but a place to connect, create and celebrate life. You are not a product."

The de facto mouthpiece of the company is Paul Budnitz, an independent filmmaker, Founder and Owner of designer toy company Kidrobot, and Owner of bike company Budnitz Bicycles. Budnitz in April told tech blog BetaBeat that the team behind the project had been "fed up with other social networks," and "exhausted by ads, clutter, and feeling manipulated and deceived by companies that clearly don't have our interests at heart."

### **Facebook leaves void**

At least some of the inchoate buzz behind Ello appears to be the result of a swinging pendulum in the wake of recent user dissatisfaction with current advertising models used by sites like Facebook. A recent uptick in advertising content on Facebook has been a drawback for some, and gripes regarding that network's monetization of user information have grown palpable.

Facebook has also taken reputational lumps in the court of public opinion over an updated naming policy that now requires users to post their real names or face potential expulsion from the site. Many have criticized the move, stating that it's especially unfair to members of the transgender community.

The subsequent public backlash couldn't occur at a better time for Ello, which promises an "ethical" alternative for the social media experience. News site Daily Dot on September 22 published an article regarding the recent diaspora of users to the site, titled "The great gay Facebook exodus begins." The article quoted Budnitz as saying that Ello has now decided to add additional controls that will allow users to report abusive behavior.

### **Profit model unclear**

The prospect of a new social media site toppling Facebook's billion-plus monthly active users will be no easy feat, and there's little possibility it will happen anytime soon. Plenty of startups have tried to dethrone Facebook before, and none have succeeded.

Some, however, also wonder if Ello's goals are too lofty; specifically, if its adfree model could possibly sustain itself. Ello reportedly received venture capital financing in the form of a \$435,000 investment from Vermont-based FreshTracks Capital, leaving some to wonder how a monetary return could be achieved without a roster of third-party advertisers.

Budnitz said Ello plans instead to raise funds by offering users an array of premium features, and claims these features would generate the needed revenue to preserve the site's ad-free philosophy.

Budnitz elaborated on the concept during a September 29 interview with Business Insider, stating that, "when a network is very simple, people want specific features, and they're willing to pay for those features." Budnitz hinted that music may play a role in the site's revenue toolkit, and claimed, "Say you're a musician or a band, and you want to control multiple accounts from a single login. We can charge \$2 for that. It's not for everyone."



# **Edelman: toss 'marketing communications'**

Richard Edelman said it's time to drop the term "marketing communications" in favor of "communications marketing" to correctly reflect PR's role as full partner with the marketing department.

By Kevin McCauley

y reversing two commonly used terms, PR would illustrate its movement beyond credibility to becoming the change agent, the CEO of the No. 1 independent firm told the Arthur Page Society on Sept. 21 during his induction into that group's Hall of

Edelman followed the footsteps of his father, Dan, who was elected to Page's Hall 17 years ago. He called Dan "my best friend and mentor."

Communication marketing principles

Edelman talked of the rapidly shifting PR environment, where image-driven marketing is giving way to a laserlike focus on long-term relationships.

Three core principles drive CM. They are "evolve, promote and protect."

Evolve is to "enable serious change inside the enterprise or to introduce a product that is a discontinuous large step forward."

The PR person's job is to "help fellow executives lead the organization, not manage perceptions," explained Edelman.

Promote is grounded in PR's "storytelling heritage." Edelman said it's not restricted to campaigns — like advertising — but rather designed to create movements.

The communications marketer is "alive 24/7 with content and immersive experiences that are true to life and add value to relationships."

Edelman pointed to client General Electric as an example of a company with a robust media shop, producing GE Reports, Technologist Blog and Ecoimagination sites.

Protect goes beyond crisis management. "We need to hold the organization to its promises where it matters most, on issues as diverse as human rights, tax and product safety," said Edelman.

Since globalization and transparency are permanent game changers, Edelman said brands can no longer try to suppress or divert bad news.

"PR now must be publicly accountable and aim to prevent problems, not solely repair them."

Communicators and marketers are inextricably linked. "Communications must operate with the rigor and analytics of marketing and marketing must operate with the storytelling mindset and marketplace reality of ideas," according to Edelman.

Communications marketing, to Edelman, is a "powerful way to reimagine the opportunity staring us in the face."



# Bigger cities mean bigger healthcare challenges

Today, more than half of the world's population lives in cities. By 2050, that number is expected to rise to two-thirds. Nearly one in eight urbanites now live in "megacities," defined as having 10 million or more inhabitants. The rise of megacities will tax medical infrastructure in many societies, and will no doubt herald a flood of healthcare challenges some will be poorly equipped to handle. Fortunately, the PR industry has the ability and tools to help mitigate these challenges.

By Jeanine O'Kane

adical urbanization has been underway in the western world for 200 years. As the Industrial Revolution replaced manual labor with manufacturing, jobs attracted people and cities grew exponentially.

Then as now, cities offered the hope of higher standards of living, higher incomes and better access to education, social services and healthcare. "Megacities" once referred only to New York, Tokyo and Mexico City, urban areas whose populations exploded over a period of decades. Today's megacities are emerging in less developed countries, according to the United Nations' 2011 World Urbanization Prospects: by 2030, there will be 41 megacities, seven of them in China alone.

### Impact on health

Health threats in megacities are hard to quantify but impossible to ignore. Three that warrant particular attention because of their scope and long-range effects are air pollution, climate change and mental stress.

Globally, air pollution is the most important environmental health risk, contributing to approximately 3.3 million deaths annually, according to the World Meteorological Organization's study "Megacities and Urban Complexes." In many megacities, the increasing levels of health-damaging pollutants far outpaces use of pollution-reduction measures.

Experts also predict climate change will affect hundreds of millions of people living in cities over the next decade. Heat stress, extreme precipitation, flooding, drought and water scarcity caused by global warming pose unprecedented risks to large urban areas, according to the Intergovernmental Panel on Climate Change (IPCC).

Finally, there's mental stress. In crowded areas, individuals have less control over their environments, and social disparities are exacerbated. One study, "Urban Stress and Mental Health," reported by the London School of Economics and Political Science's LSE Cities project, showed urban dwellers have a 20% higher risk of developing anxiety disorders, a 40% higher risk of developing mood disorders and double the risk of developing schizophrenia.

### PR uniquely suited to help public health

Megacities will test the wisdom and efficacy of healthcare policies adopted by different countries. We believe health communicators' expertise and skills can make a meaningful difference. Here are some of the strategies and challenges that megacities call into play.

Providing medical services to socially, culturally and physically diverse populations requires deep insights and tailored communications. In a complex, culturally diverse environment, insightful, relevant and measurable communications are critical for any company or organization connecting with specific populations.

The fact that a message is aimed at an enormous audience does not mean each message must be backed by an enormous campaign. Often, reaching fewer consumers with a tailored message better facilitates behavior change. In West Africa, we can observe this principle as Liberia struggles to respond to the ongoing Ebola outbreak. The disease has taken a terrible toll on the nation's public health community, which must make the most of extremely limited resources. Because only 43% of the population is literate — and because nearly half of the population is under the age of 18 — any effective campaign would have to "speak" to young people in a multimedia format. Health authorities decided that music could be a powerful medium. They embedded advice about how to combat contagion in Hip-Co songs, a blend of U.S.style hip-hop and the colloquial English dialect that appeals to young Liberians.

The songs, played on Liberian television and radio stations, carried warnings about how the disease is spread and the best thinking on how individuals can protect themselves. The campaign illustrates one way to communicate creatively, under dire budget and resource constraints, in a language the audience understands.

Communications professionals, government officials, corporations and third parties must collaborate to address major public health issues. By definition, PR campaigns are conceived and crafted to persuade stakeholders to act. There is always an emphasis on collaboration. In

megacities, whose heterogeneous populations outnumber those of many countries, consensus-building is all the more impor-

tant. Communications professionals working in these environments may find that more energy and time will be consumed in consensus consumers. among care providers, govofficials. ernment business leaders and health insurers. Understanding this



Jeanine O'Kane

necessity, communicators can adjust priorities, budgets and timetables.

Our role as health communicators is to crystallize our clients' visions and identify advocacy partners to advance their causes. By uniting clients with others that share their passion and drive, we can create partnerships that drive innovative and practical strategies to combat health problems.

Measureable outcomes define success. The health industry is awash in data. Many experts say that our health systems are not making good use of this resource today, in part because systems lack "interoperability," and also because the objectives are fuzzy. As we move toward a future in which megacities are the dominant modality, we must harness data in more effective ways.

In planning a campaign, data analysis will help us address the fact that disease outbreaks and epidemics of chronic illness propagate across multiple locations, populations and points in time. If you think of today's PR campaigns as structured on two axes, location and time, then healthcare campaigns in a megacity of the mid-century will be plotted on exponentially more. That's because, on today's campaign map, the data we can predict or glean are only loosely linked to population psychology, perceptions, attitudes and predispositions. In a few short decades, each of these dimlygrasped determinants will be incorporated into the campaign and analyzed as data sets. The goal will be understanding, predicting,

Continued on next page

# Communicating healthcare value is everyone's role

The costs associated with healthcare have become a major national talking point, and this underscores the role healthcare PR pros now play when communicating value to consumers.

**By Rita Glaze** 

he only constant in today's U.S. healthcare environment is change. Right now, we're experiencing unprecedented change due to a crescendo of factors including continued implementation of the Affordable Care Act, a new alignment of incentives within the healthcare system driven by quality and cost savings, the integration of patient experience into our thinking and planning and finally, an ongoing push for transparency around the individual and collective costs of healthcare. This national conversation is playing out across all communication channels on a regular basis.

In the past twelve months we have witnessed the cost-driven conversation reach a fevered pitch. Our audiences have come together around the convergence of value, access, and price. In therapeutic categories like oncology and Hepatitis C, providers, payers, patients, advocacy, media and policymakers are calling for well-defined value arguments to support new innovations into the market. This underscores that communicating value is now every communicator's role. In today's environment, value is the central focus of every healthcare story. The challenge for communicators today is — how do I construct my story given today's landscape?

Communicating the expected value of new healthcare products and services 

### BIG CITIES

Continued from page 10

measuring and responding to the multi-axis triggers and determinants of disease and health.

The role of health communications is to educate consumers, healthcare providers and public officials to help them make good decisions, and to influence their attitudes and perceptions of vital health issues. In the age of megacities, the intersecting planes of crisis and response are radically transformed but the mission remains. Communicating with efficiency and relevance to target audiences is the only correct course.

Jeanine O'Kane is Managing Director of Biosector 2. •

requires an understanding of different stakeholders and their expectations of value. For patients, value may be defined as feeling better, lower out of pocket costs and no hassles at the pharmacy counter. For payers, value may be defined as the ability to reduce hospitalizations/bed days or an increase in patient function and productivity. It is important in today's environment to understand the ongoing discussion and find opportunities to communicate the value of our latest innovations.

As communication professionals, we need to actively evaluate all of our audiences (patients, providers, government, media, payers and advocacy organization) and understand their perspective related to value to ensure that the promise of these innovations may be understood in today's environment, while at the same time demonstrating a responsible approach to access and affordability. This is a delicate balancing act, and one that requires communication professionals to anticipate the needs as well as points of view of multiple stakeholders in addition to cost that will be incurred by our public and private payers. All healthcare companies face

this challenge today, making it critical that companies add this expertise to their internal communications capabilities as well as their selection criteria when choosing an agency partner.



Rita Glaze

Understanding and preparing for the new dynamics at play

in healthcare will expand the role of communicators who will have an even more important place in ensuring awareness, acceptance and building appreciation for the next level of innovations in health-

Rita Glaze is Executive Vice President and Director of U.S. Market Access at Edelman. •

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# How urgent cares changed the health conversation

Changes in the national healthcare landscape have led to a surge in urgent care centers. Communicators working in the health industry would be wise to pay attention to the messages being crafted in these spaces, as well as new challenges and opportunities that have arisen.

By Erika Kauffman

he Affordable Care Act set into motion sweeping changes in the United States' healthcare system, and has consistently been a central topic within the national conversation. Healthcare in the United States has always been a layered and complex issue. It's a unique, complicated and emotive field, one which relies on quality care and the dissemination of information to patients. Companies within this industry are challenged to walk a fine line between adhering to a myriad of legislative regulations while providing consumers with information they need to make the best decisions about their health in a manner that is both transparent and compassionate.

While opinions on the ACA vary, it's clear that many healthcare providers have changed the way they provide care as a direct response to the new law. Though such changes are clearly documented, are they being clearly communicated to patients? With so many options for healthcare, making an informed choice is critical for patients and getting them the information they need is critical to that process.

The US healthcare system does not respond to pure market force in the same way as other industries. At most hospitals and medical centers in the United States, it's impossible for a patient to determine the cost of a service until it is rendered. In simple terms, this flagrant, though not deliberate, lack of communication about cost is unsettling to the patient at a time when their stress levels may already be high. On top of this, the labyrinth of varying pricing options for different insurance providers makes it next to impossible to determine the true value of care.

### The rise of urgent care centers

While public healthcare facilities and hospitals may not follow traditional free market forces, urgent care centers often do. Since urgent care centers are not required by law to see all patients, they can limit their patient base to paying customers.

For urgent care centers, communicating how this impacts the patient is imperative. With everyone paying their way and thus, removing the risk of delinquent payments, the cost structure is easier to both set and maintain. Knowing the cost of care, just

like knowing the cost of anything before purchase, is reassuring to customers, making these types of centers increasingly attractive. Many pharmacies (Walmart, CVS, Walgreen's, among others) are starting to provide basic care at their stores. Additionally, some large-volume discount stores now offer walk-in clinics for those suffering from basic health problems. Essentially, the message they are sending is simple: for a fee, usually one-third of the cost of a doctor's visit, patients can see a nurse practitioner for their healthcare needs.

In today's world, where consumers have more access to information than ever before, it will be important for these urgent care centers to clearly convey their cost structure and the benefit of this business model to patients. Although it remains to be seen how these businesses will address this communications challenge (and the Walmarts of the world may very well have a different approach than regional or standalone centers), if done effectively, there is a potential for other healthcare providers to follow in their footsteps and change the tone of the entire conversation around healthcare and cost of service. Once again, it will be all about communicating the details, ensuring that patients are making informed decisions. For urgent care centers, it will be key to educate consumers on the differences between their services vs. more traditional office visits, walk-in clinics and emergency room trips. To establish credibility and trust among consumers, urgent care clinics will need to focus on explaining the level of skill provided by the nurse practitioners and doctors on staff, while clearly communicating the differences and limitations in their abilities as compared to a traditional office visit.

Although the care may be excellent and nurse practitioners receive much of the training that regular physicians receive, nurse practitioners undergo less specialization and residency than fully-qualified physicians. Conversely, while hiring a full-time nurse practitioner may cost upwards of \$120,000 a year, they usually cost less than half as much as an MD. As urgent care clinics seek to provide patients with services that are more directly correlated to end-costs, this should be a key part of the education process.

### **Urgent care and cost**

Unlike a traditional hospital, urgent care facilities are able to provide accurate pricing charts for patients, allowing patients to see the cost of services before they receive them. Under this urgent care clinic model, prices are often similar to insurance prices, ensuring that the patient knows the cost and will not receive unexpected bills. Of all the advantages and attractions of urgent

care clinics, this is perhaps one of the most significant. As such, it should remain a key aspect of messaging for any urgent care business or administrator.



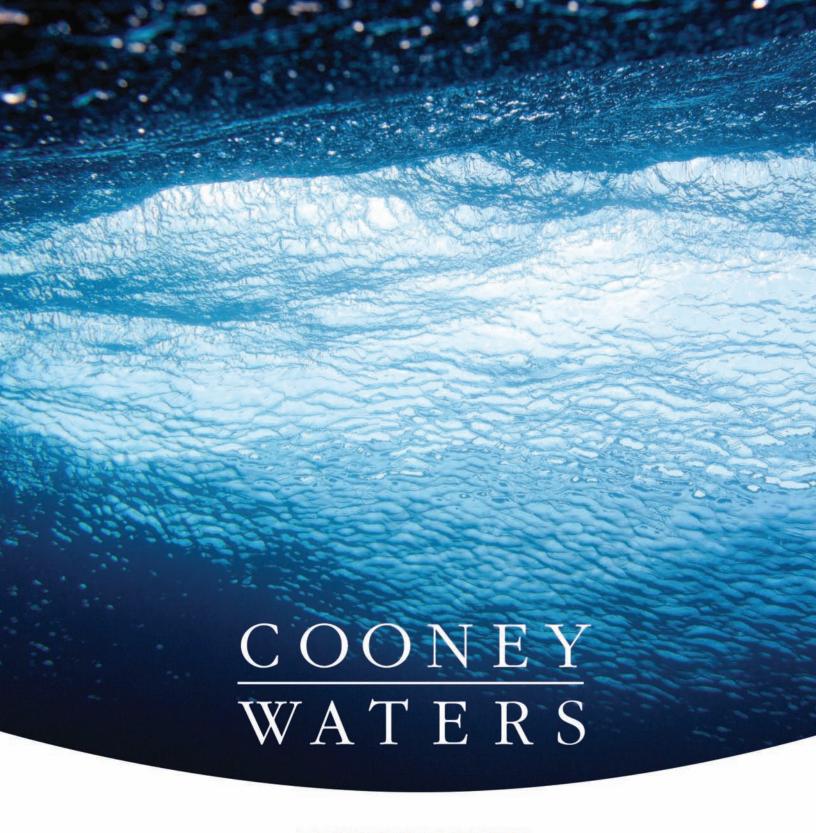
Erika Kauffman

Due to their ongoing incentive to keep prices affordable, urgent

care clinics are important for those without health insurance. While the ACA (or "Obamacare" as it has been colloquially entitled) has increased the number of insured patients in the US, there is still a significant number of people who do not have insurance. Therefore, it can be expected that urgent care clinics and the healthcare professionals will (and should) remain a key voice in the media coverage on uninsured Americans and the effects of Obamacare.

As the numbers of urgent care clinics continues to rise, it will be important for these facilities to communicate their points of difference in a transparent way - clearly identifying their capabilities, as well as their limitations on care, while linking this to the corresponding patient cost. Because their business model affords them a natural opportunity to speak out on two key national issues within the conversation on healthcare — cost of care and patients without insurance — this is a segment with a major opportunity to set a new tone in this discussion. As such, it is an area which healthcare communications specialists would be wise to pay careful attention to over the coming months and into 2015.

Erika Kauffman is Executive Vice President and General Manager at 5W, and heads the company's health practice. ●



# MAKING WAVES IN HEALTHCARE COMMUNICATIONS

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# Government relations: a rising role in healthcare

During the last decade, government relations programs at high-performing healthcare organizations have evolved dramatically. What once was considered a secondary function is now recognized as a fundamentally important step, and plays a vital role in achieving a health system's strategic goals.

**By Magi Curtis** 

he world of healthcare professionals has undergone unprecedented change in the last few years — and continues changing daily. Through that perfect storm of change has emerged a rising role of government relations in healthcare organizations.

Not least among the factors driving this change is the Patient Protection and Affordable Care Act. With the ACA, providers are held to new standards of accountability for quality and cost of care — all while dealing with staggering reimbursement cuts and tighter government regulation. The ACA's sweeping reforms mean it has never been more important for providers to establish a consistent, effective dialogue with elected officials and regulators.

### **Government plays increasing role**

Regulators and governing bodies at the local, state and federal levels determine the rules and regulations through which providers operate. In today's climate, those regulators and governing bodies have an increasing role in how organizations grow. That means the FTC is taking a closer look at provider consolidation nationwide. State Certificate of Need boards are paying more attention to the construction of new facilities. And states legislatures are choosing to expand (or not expand) Medicaid coverage — which is directly tied to a provider's bottom line and financial viability — while facing political pressures of their own and struggling to rein in their budgets.

Another factor in the increasing importance of government relations is that healthcare providers are becoming more and more dependent on the government — at the federal and state level — as a payer. This is a trend that will only increase as healthcare reform implementation occurs and the industry continues to evolve.

At its core, government relations is about building and maintaining strong relationships with elected officials, regulators and key individuals that can impact an organization's ability to achieve its goals. You want these stake-

holders to understand your organization's issues, strengths and challenges— and you want to have these relationships in place before you need them. More importantly, you want a seat at the table when decisions are made.

### Turning stakeholders into advocates

Government relations is an essential tool in an organization's toolbox to achieve its strategic goals. From the moment strategic goals are discussed, government relations should be at the table, helping to identify a strategy to obtain the "win" — whether it be securing managed care contracts, staving off reimbursement cuts or fighting for increases, completing strategic partnerships, or building or repairing the organization's reputation — by leveraging existing relationships.

Successful relationship-building has, as its foundation, communications. A wise government relations leader understands the need for a strategic communications approach, both broadly and to the organization's different stakeholder audiences. And they realize the importance of partnering with the communications and PR colleagues to accomplish this. While the messages need to be nuanced for each audience, an organization must have a consistent, core message platform: a way of talking about itself that tells its story, shares its vision, identifies its needs.

The ultimate goal of this approach is to turn each stakeholder audience into your advocate. But, the key is in building an army of advocates before the need arises.

There are a number of best practices to earning those advocates. First, establish a constant line of communication with key stakeholders, so you're continuously having conversations with them, using your core messages as the bedrock of your dialogue. When important announcements come up, give those stakeholders advance notice — and when the opportunity arises, invite them to participate in the announcement if appropriate (for example, picking up a shovel at a groundbreaking on a new facility).

Importantly, to make someone a champion for you, you have to make them a "believer" in the healthcare you're providing. The best way to do this is by getting them physically into your facilities. During these visits, one-on-one time with senior leadership is critical, but even more important are

tours that showcase the unique work going on within the hospital walls. And. the visits should be customized to the given audience's interest. For example, if a legislator state taken has strong position on fighting chronic



Magi Curtis

obesity, a facility visit could be tailored to emphasize the bariatric department. Government relations staff should figure out beforehand what will resonate most with the given audience, and plan accordingly.

Similarly, healthcare providers should visit stakeholders on their own turf. Instead of bringing the same crew each time, vary the group that will attend. Sometimes it will be the CEO or CMO. Other times it will be an important donor. If visiting a legislator to advocate for Medicaid expansion, the government relations team might consider bringing a family who would suffer by a lack of expansion.

These relationships take years of dedicated effort to build, but ultimately are worth the investment. Especially now, amid an ever-changing healthcare landscape, a strong government relations effort that is aligned with strategic goals and business initiatives is critical to an organization's success. Well-established government relations programs will ensure healthcare providers remain viable and able to deliver excellent patient care for many years into the future.

Magi Curtis is Vice President of Jarrard Phillips Cate & Hancock.



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# **Promoting the small physician practice**

The use of strategic PR when working in the local community is now easier — and more important — than ever.

By Georgette Pascale

n the surgical world, the term "barrier to entry" is used to denote the financial or temporal obstacles associated with implementing a new technology or technique. A new modality might offer faster, better, or safer treatment, but the first things any buyer will ask almost always include: "How much will it cost me?" and "How much time will I spend learning it?"

As healthcare regulations grow stricter and reimbursement continues to decrease, small practices must commit more time to managing budgets and boosting revenue by getting more patients in their waiting room. However, as the need to develop and implement an effective promotional plan reaches an all-time high, I meet many small practitioners who shy away from executing promotional tactics, citing associated costs and a perceived staff time burden – their "barrier to entry" — as reasons to stick to the routine.

Here, I'll share a few simple tactics designed to help small practitioners build their brand, create a compelling narrative, capture local media attention and ultimately, drive awareness among a local community full of prospective patients.

### Start by building a brand

If you want to evangelize your practice to the local media and reap the benefits that come with media attention, you must first develop its unique brand. Just as consumer brands like Apple and Samsung dedicate time, resources, and intelligence to differentiating themselves from the competition, your practice will need to tell a story that helps it stand out in the crowd.

Creating a "premium" practice environment is an easy way to increase appeal among prospective patients and inspire loyalty in current ones. Highlight the specialized services or technologies you offer that nearby competitors don't, especially if the practice is the first in its region or state to offer them. Patients are most confident when they feel they are in the hands of an industry leader. If your practice has the drive to continually learn and the resources to acquire the best tools for the trade possible, improve your brand value by featuring the "cutting edge" philosophy in all communications, both internal (in the waiting room and in digital outreach to the current patient base) and external (in

communications with the press or at community events).

If your practice isn't the first in its area to adopt a groundbreaking new approach, you can still elevate your brand by emphasizing your world-class commitment to patients. Identifying patients who were particularly impressed by their level of care and who are willing to discuss their experience is critical. Telling their success story — and in turn, developing your own — can be as simple and cost-effective as leaving printed testimonial materials at a central station in the waiting room or alongside take-home patient education materials

### Share it with the community

Once your practice has established its world-class brand and created an environment of distinction, your story will draw local press and patients into the waiting room. Many medical practitioners are familiar with more cut and dry marketing tactics such as print, television and radio advertising (all of which gets very expensive, very quickly) and don't know how cost-effective and rewarding public relations initiatives can be. Ultimately, reaching out to local media, establishing relationships, and securing coverage shouldn't be an ancillary arm of your practice's marketing strategy; it should comprise a core pillar of all communications.

### Leverage your brand as news

Your cutting-edge treatment paradigm and commitment to patient can be the catalyst for a compelling story that will interest the media and get the practice's name in front of hundreds, or thousands, of prospective patients. For example, if you integrate a new technology or procedure and are the first in the area to do so, put out a press release, disseminate it to the local media and follow up to discuss coverage opportunities. Patient care milestones can be considered, keeping in mind that the news must be inherently exciting or "newsworthy." Finally, inform the local media know about any charity or nonprofit participation you are affiliated with, as humanitarian stories make for compelling coverage.

### Learn the basics of pitch writing

It's critically important to understand the ebb and flow of pitching in order to speak the same "language" as the local media. Read up on a publication's previous coverage and get a sense for how they approach stories, and craft your pitch to fit their mold. Every publication has a distinct style; if your pitch displays an understanding of this style or willingness to tell your story according to their rules, the reviewing reporter or editor will be grateful and more

likely to work with you. Look up local media online and find the reporters covering the local healthcare "beat." These contacts will be much more likely to greenlight your story and work with you to develop a compelling narrative than their generalist colleagues.



Georgette Pascale

### **Embrace the medical community**

Finally, consider leveraging your referral network as a source of media interest. If you have excellent relationships with local specialists, highlight your proactive approach to ensuring patients are well cared for by connecting them with nearby experts with whom you've established a strong working relationship, and consider getting them some good press as well. This not only improves credibility, but can also boost the number of incoming referral patients you receive as nearby specialists reach out to connect with an emerging local leader — you!

In today's marketplace, the small practice that refuses to embrace innovative approaches will get left behind. Large practices and hospitals have the advantage of a large checkbook, and accordingly, the ability to hire PR and marketing firms on retainer. For practices with a narrower budget, it's critical to understand how the local media works and the value of establishing a line of communication. With this in mind, my firm recently launched the PCAccelerator: a "do-it-yourself" toolkit we are bringing to small practitioners to help them jumpstart PR and marketing initiatives

I encourage all small practice-owners to learn more about how internally-driven promotion can elevate their standing in the community, drive patients through their doors and boost the bottom line — all with a wonderfully modest capital investment.

Georgette Pascale Founder, President & CEO of Pascale Communications, LLC.



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# Improving healthcare literacy among consumers

Healthcare already has a captive audience. The real challenge lies in figuring out how to talk to consumers in ways that keep them engaged and involved.

By Michal Regunberg

hat's the only way we have any hope of ever truly controlling healthcare costs. According to a University of Connecticut study, poor health literacy increases healthcare spending by \$106 billion to \$236 billion a year.

The good news is that those who have signed up on one of the exchanges have taken the first step.

But do they really know what they signed up for? Do they know if they have a \$1,000 or a \$10,000 deductible? Do they even know what a deductible is? Do they know if they have a \$10, \$25 or \$50 co-pay every time they see a doctor? Have they even chosen a doctor?

Employers are increasingly putting more of the cost and control of employees' care in their own hands but not necessarily giving them the tools they need to do it well.

Call it the next chapter in the American healthcare story. It won't be an easy one to write either. Health literacy is not something we Americans particularly excel at. This information — medicine, healthcare and insurance — is very complicated and hard to explain and understand, even if you are immersed in it every day.

Doctors are usually willing to talk to you about a symptom or condition or your overall health, but when you start asking them about how much something costs, they would rather not have to talk about it. And up until this point, they haven't had to. That's changing for them as well.

We can't really expect that people will actively participate in their own health-care if they don't understand what they're supposed to do. Two decades of research indicate that today's health information is presented in a way that isn't usable by most Americans, according to the U.S. Department of Health and Human Services. Nearly nine out of 10 adults have difficulty using everyday health information. That's despite an effort launched four years ago by the Obama Administration to improve health literacy.

Here are some tips for organizations that communicate to and with the public about healthcare:

Keep it simple. While this may seem obvious, it's tough to accomplish. Healthcare is proud of its jargon and reluctant to give up any of the clever words devised to describe something. So, when you use "deductible," don't expect the public to understand what you're talking about. How about saying what it really is: The amount of money you have to spend out of your own pocket before your insurance will kick in.

Repeat. Repeat. You can't really explain the terms enough. Repetition allows people to hear over and over again what something means so that they learn it. So, like a political campaign, when you think you've defined and explained terms enough, it may just be starting to sink in. Keep at it.

Know your audience. In the case of healthcare, not all patients or consumers have the same cultural or linguistic background. It's important to be aware of and use the appropriate languages and understand how to reach a particular ethnic group. Cultural sensitivity is necessary to really be able to reach your audiences. Healthcare organizations need to have interpreters ready to translate the complex terms

Develop and post a glossary of terms. It may seem radical, but what if there were an easy to understand glossary of terms posted at key places within a healthcare setting, as well as online, so consumers can find what they need to know easily? It might also help improve the patient-physician encounter so there is a better chance that the information a doctor wants to impart actually is understood.

**Encourage questions.** Consumers are often intimidated about asking their doctor or another healthcare provider a question. If they are encouraged to do just that, it could spur a conversation that truly helps an individual understand what a doctor is trying to tell a patient and let the patient ask questions until they feel they "get it."

Write it down. Before seeing a doctor, patients should be encouraged to come to the visit with a list of all medications and

supplements they are taking so it can be captured by the doctor and inserted into the electronic medical record. That can help eliminate adverse drug interactions that could otherwise happen.

**Make it transparent.** The more the public knows and can view online about the cost of a procedure or doctor's visit, the

more informed they can be. As an example, this fall, the health insurers in Massachusetts are required to each have a website and an 800 number that conveys healthcare costs for certain procedures by provider. The state Office of



Michal Regunberg

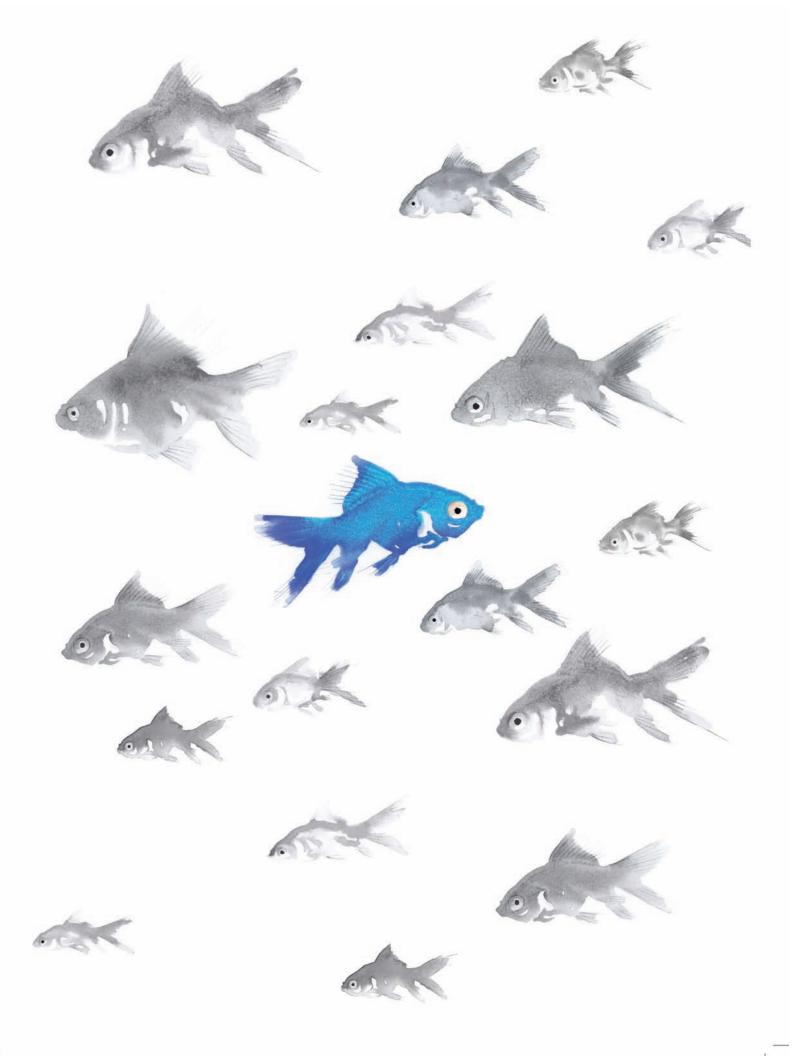
Consumer Affairs and Business Regulation will have its own website that will offer links to the insurers. The hope is that consumers will use the information to make more informed decisions about their care.

Communicate through multiple channels. Not everyone gets their news online or from a newspaper or on a bus ad. People digest information in different ways so ignoring certain channels ensures that you will miss some of the folks you are targeting. Plus, we all know the golden rule that to really influence someone, they have to hear the same information from six different sources.

Make it fun. Fun and healthcare aren't normally words you think about together. But to get and keep patients and consumers involved in their care, finding ways online to use games or videos or blogs can really help people know they are not alone and it doesn't have to be intimidating.

Listen. Medical professionals are trained to impart knowledge to patients. But listening — truly listening — to what patients are saying doesn't always happen. Doctors, in particular, are often rushing between appointments and while they are physically present during an appointment, getting their attention is sometimes a challenge. Maybe we need to create a button that says: "I hear you" to remind providers that they should focus on the patient in front of them. It may only be 15 minutes but to that patient, it's the most important 15 minutes of the day.

Michal Regunberg is Senior Vice President at Solomon McCown & Company.



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# Improving the social life of health information

The Internet remains a primary source for health information. Here's what healthcare communicators can do to dispel the misconception that "it must be true because I saw it online."

By Timothy Bird

onsumers now turn to the Internet as their primary source of health information. One recent study reported 72% of Internet users looked online for health information within the past year. People are exchanging stories about health to help understand what is happening to them and their loved ones right now and what might lie ahead. As healthcare communicators, our core business is reaching and engaging people where they seek health information.

Despite years of experience that show social interactions play a key role in helping people better manage their health, there is understandably some hesitancy from the healthcare industry to chart our own course in social media. According to a recent IMS report, only half of the top 25 pharmaceutical manufacturers have active social media engagement with patients on healthcarerelated topics. Online resources bring healthcare into peoples' homes every day and provide valuable peer-to-peer support. Ensuring the accuracy of that information is now more important than ever.

### Who's responsible for accuracy?

Social media raises issues for us that our peers in other industries don't face, mainly due to the U.S. Food and Drug Administration's oversight of our efforts. The FDA carefully controls labeling, advertisement, and promotion for drugs and devices requiring FDA clearance. The Internet has complicated those regulations. Social media has made it easier to find information about medical conditions and treatment options but also to access information beyond what is on any drug label. Social media tools host online content that is primarily created and published by users other than the intellectual property owner or product manufacturer; much of this content, therefore, may not be accurate.

The FDA plays an important role in protecting public health and recently provided parameters for our industry on the acceptable promotion of regulated medical products on social media and other Internet channels. These include how to present risk-and-benefit information on social media that rely on character-limited messages such as Twitter. FDA also provided guidance on how drug and device companies can counter misinformation spread by critics or other users on third-party sites such as Facebook and Wikipedia. This draft guidance doesn't lighten the regulatory burden — it just makes it more feasible.

### Being part of the conversation

Inaction is not the answer. Life-changing technology and groundbreaking medical advances are improving health and saving lives every day. We have a responsibility to make accurate information available.

While critics will debate whether the FDA guidelines violate free-speech rights. or whether the agency is really up on the realities of social media, we can't ignore those who are actively using social media to obtain and share health information. We must stay consistent with the FDA's position on social media but also remember the age-old guidelines of regulated promotion and use common sense:

Follow the time-tested philosophy that "if you wouldn't say it offline, don't say it online," and always use your best judgment in social media communications. Be aware of your individual association with the

company and clients in online social networks: there's no longer a clear boundary between work life and personal life. Consider this carefully when posting Twitter. blog, a Facebook or YouTube as it is a public comment in a public space.



Timothy Bird

Don't lose sight of the fact that using social media to advance public health prevails over other purposes, including marketing, branding and relationship-building.

Regardless of the online source used to communicate, public health is best served by clear, accurate, truthful and non-misleading information about all medicines and devices.

Timothy Bird is President and COO of Cooney/Waters Group.



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# **Inbound marketing brings fresh air to healthcare**

The advent of inbound marketing is a logical extension of a rapidly evolving communications environment where consumers are increasingly demanding personalized content. The use of digital and social media channels is exploding — especially in healthcare — and these "inbound" channels deliver content that directly targets patients and physicians and revolutionizes how we communicate about intimate, personal, and sometimes life-altering information. It's shaping the future of healthcare communications as we know it.

By John Kouten

nbound marketing, loosely defined as the art and science of drawing visitors to your organization on their own terms (versus obtrusively pushing your messages onto them), represents a seismic shift in the way businesses develop content and market themselves, as well as in the way audiences access and process information.

If recent developments are any indication, the healthcare marketplace appears to be embracing inbound marketing. As noted on the influential website Dose of Digital, numerous drug companies and patient advocacy groups are utilizing digital media channels (e.g., blogs, Facebook, Twitter, LinkedIn, YouTube, Pinterest) to deliver content and attract target audiences. Notably, the vast majority of inbound tactics undertaken by the commercial life science industry focus on unbranded content, such as Novo Nordisk's Pinterest page.

Similarly, the patient advocacy community is increasingly employing inbound strategies to raise disease awareness, as exquisitely illustrated by the Melanoma Research Foundation's Get Naked campaign and, of course, the ALS Ice Bucket Challenge.

Inbound marketing offers our health-care communication clients a breath of fresh air that will invigorate, complement, and in some cases replace traditional PR tactics. Each of the sectors that comprise our client ranks — pharmaceuticals/biotech, medical technology, devices/diagnostics, academia, patient advocacy, and healthcare policy — can amp-up their traditional PR programming with inbound tactics that deliver measurable ROI.

Thankfully for us PR folks, embracing an inbound strategy is about providing target audiences with personalized, high-value content. Similar to traditional analog PR tactics, with Inbound, content is king. Inbound is about

attracting and establishing relationships with target audiences via long-form story telling versus intrusive, paid promotional tactics that are more akin to advertising disciplines.

Communications experts can benefit from incorporating inbound strategies that demonstrate ROI. Proving that you are increasing return is important for several reasons, most notably the positive impact on marketing budgets. Among respondents to the HubSpot's 2014 State of Inbound Marketing survey, no single factor had a greater impact on budget — positive or negative — than did "past success with inbound."

Improving ROI may even safeguard your budget against factors beyond your control, like the economy itself.

Here's a quick look at the four key elements of inbound marketing:

### Website traffic generation

Successfully generating traffic to a website requires a combination of tools working together. For most inbound marketers, the most efficient trafficgenerating tools include search engine optimization, blogging and social media sharing engagements.

SEO places keywords in the backend code and in on-page content so that search engines preferentially identify and navigate to one's website. To be effective, SEO must be supported by regular monitoring of website traffic and rankings, as this can expose weak keywords and phrases while identifying optimal keywords and phrases.

Blogging can augment a company's online presence by providing additional pages of content, hence creating more opportunities to ascend search engine rankings. Most corporate websites offer a limited number of pages describing the company, its business and products. Blogging offers an endless opportunity for new content pages on a variety of topics that resonate with a company's customer base. Blogs should also

include sharing functionality to amplify the value of the content.

### Lead generation

Generating traffic is only part of the inbound marketer's goal. One must also turn traffic into leads. Lead gen-

eration can be enhanced through the development and implementation of "premium offers," landing pages and call-toaction buttons. Whereas blogs are public-facing and available to premium offers like webinars and e-book



John Kouten

downloads require visitors to enter their email addresses on a landing page in order to obtain the desired content. When a visitor fills out the form to access this content, a lead is created.

Businesses can leverage their content-specific expertise, as well as their knowledge of their prospects, to build out both an electronic and a human follow-up process. This is online lead generation at its simplest and most effective. For businesses seriously considering their website as an enabler of growth, the marketing efficiency behind these tactics is undeniable. And from a sales or "awareness" perspective, leads generated from premium educational, customer-targeted content can be hugely productive, based on how thoroughly they fulfill a prospect's needs.

### **Lead conversion**

All who download a company's content need to be followed up with, either by a human or by an automated system. Part of that follow-up needs to consist of deeper content offerings, which invite leads to access more of a compa-

Continued on next page

ny's content. Prospects can self-qualify by opting into such offers, which can be presented through email marketing and lead nurturing.

As an example, UCB Pharma provides a form field, to encourage patients with Crohn's disease to opt-in to receive more information via its sponsored website.

Premium content helps solve customers' problems and fulfill their needs. Lead nurturing and segmented email campaigns can be used to target leads more efficiently after they have converted on your site, and to trigger a series of actions intended to generate sales.

### Analysis and measurement

The Web's massive footprint allows for almost total traceability, which means all the tactics and campaigns you manage and build are instantly measurable. This allows for easy replication of success — but only if you are watching the metrics that most directly impact your marketing goals. Traceability can also enable fast failure, allowing the marketer to jettison unsuccessful tactics before they inflict too much strain on the budget.

The set of numbers a company needs to watch may differ from one campaign to the next, depending on the services it offers and the consumer behaviors it seeks to affect. If a company is trying to increase online awareness and drive more traffic to its site, its metrics will need to answer the following types of auestions:

Has the site's overall traffic increased?

Have our blogging efforts improved the rankings for the keywords inherent to our core business?

Have social media and link-building efforts translated into a worthwhile amount of referral traffic?

If lead generation and conversion is the goal, a company can monitor other metrics, namely:

Do our webinars attract sufficient numbers of registrants and live attendees?

For our ebook landing pages, what percentage of page visits convert into downloads?

What do the numbers tell us in terms of how to improve our lead generation efforts?

By building a process that utilizes inbound marketing's four core elements, we can improve the methods by which we target and communicate with our customers. Moreover, inbound marketing enables our customers to find us, to communicate directly with us and, importantly, to share their experience with others. Additionally, inbound marketing tools are valuable because they are measurable, scalable and repeatable.

The future of healthcare communications depends upon the strategic integration of inbound and traditional PR Repurposing traditional PR content for use via inbound marketing can make marketing/PR spending more cost-effective while monetizing vast amounts of otherwise one-dimensional content. Press releases, brochures, slides and video can be exploited through all available digital channels. The timely implementation of fast-tofail communication programs will enable maximization of the most effective tactics and discontinuation of the least effective.

To be sure, our clients will need to be educated about the benefits of inbound marketing strategies. We PR professionals must therefore shoulder the responsibility of breaking out of our stuffy analog boxes and breathing the fresh air of inbound marketing.

John F. Kouten is CEO of JFK Communications. •



# Integrated Communication HEALTHCARE

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# The push for patient-focused healthcare

The practice of engaging with patients isn't exactly novel. The idea of capturing a new voice from patients, however, by talking with them and asking questions in an attempt to refine a long-established dialogue, is a trend that has now been set fully in motion. Here are the most effective ways we can keep patients at the forefront of our healthcare communication endeavors.

By Kim Sammons

eing patient-centric is not a new idea, but it seems it has caught a new wind behind its sails. According to the 2014 Healthcare Marketers Trend Report, while many healthcare companies claim to be patient centered, 78% of respondents agreed that few operate that way. Is it just lip service? We don't think so. In our experience, there is an earnest desire to put patients at the center of communication efforts, yet theory and practice don't always align as we intend.

So, how do we better align our goals with our realities? What are the most effective ways of putting patients at the forefront of our endeavors? How do we redefine our health communication strategies to ensure we are meeting the evolving needs of patients? How can we get inside the mindset of patients to find out what they really need?

Evolution in how we work to better understand patient needs is in progress. Consider the approach undertaken by the U.S. Food and Drug Administration: the FDA launched a new initiative in 2013 with this goal in mind. By hosting "Patient-Focused Drug Development" — public forums focused on specific health conditions — patients are invited to share their perspectives and opinions. The forums to date have provided the FDA with a better understanding of various facets of diseases not formally measured in clinical trials, as well as cases where available therapies do not directly impact the aspects of disease that matter most to

In an effort to uncover how patient communication and engagement needs are evolving, GCI Health talked with a diverse group of esteemed patient advocacy groups — ranging from organizations focused on chronic conditions to rare diseases, as well as those solely focused on men's and women's health — to better understand the challenges they face in addressing such topics as how people learn about their health, how trends in health and wellness affect communication, patient education, the

impact of adherence on outcomes and the evolving role of digital communications. Several interesting insights emerged, and we learned what's on the minds of these well-established and savvy patient-focused organizations, the changes they are seeing in their constituents and the approaches that need to be taken when tailoring communication efforts to different audiences.

### She said, he said

Men and women not only think differently but, when it comes to managing their healthcare, there is a wide gap in their approach.

Men want you to give it to them straight — bullets, to the point, simple and direct. It's time to re-evaluate our assumptions around men's engagement with their health. What's driving their (generally speaking) hands-off approach, and what is our role and responsibility in changing the status quo? Once men enter the professional workforce, they have less time to see a doctor, whereas most women accept the need to see a doctor at least one day a year. Men also start feeling more family pressures around age 34-49, so they aren't necessarily thinking about taking a trip to the doctor. We need to send the right messaging about the importance of annual physicals for men. We need to start addressing men as consumers of their health, communicate with them through information packaged in a way that will engage them and connect with them where they already are.

Women want more details, more facts. Women want information to come to them, customized to their life stage and their unique needs. How do we adapt to this shift from a "seek and find resources" to a "serve it up to me for me" mentality? Women respond to the voice of vitality and the "younger age of wisdom" concept. She wants self-help expertise with an increased emphasis on overall wellness and prevention. We need to move away from general disease awareness and focus more on her life experiences, speaking directly to her based on her age and stage of life. We have to help her live well with her condition. She is not her disease.

### To be young again

In addition to gender differences, there are growing variations in how generations access and process health information. When faced with a health concern, each subsequent generation (Baby Boomers to Generation X to Millennials) is more likely to seek out information from friends, family and the Internet before committing to a course of action

with their physician.

Millennials are engaging with health information and their health-care providers differently than any generation before. Research indicates Millennials make treatment decisions based on what



Kim Sammons

they find online, appear to not be as compliant to treatment regimens as previous generations and have a different level of expectation during a visit to the doctor. We need to broaden our communication strategies and channels to reach and engage this generation.

### Talking healthcare, socially

It's no surprise that the role of digital in delivering health information is growing rapidly (isn't everything in the digital space?). Millennials are looking to their social networks to provide information or recommendations about their health, with 90 percent of 18-24 year olds trusting health information found on social media. In fact, Millennials seem to make decisions with online information only—stopping or starting treatments based on the experiences of others or what they read online.

But, the younger generations are not alone. A rising number of consumers — and notably, doctors — agree that social media has an increasingly important role to play in healthcare. Forty-five percent of consumers agree health information found via social media would affect their

Continued on next page

decisions to seek a second opinion from a healthcare provider, while 60 percent of physicians believe social media improves the quality of patient care. And we can't forget about the healthcare in your pocket. Even beyond the quantified self movement, average consumers are increasingly leveraging their mobile devices/smart phones for their healthcare

Of course there are numerous, and growing, communications channels available, and people want instant gratification, so the challenge becomes providing people with the information they need, in their preferred method of communication, exactly when they need it. We seem to be moving more and more toward not just personalized medicine, but also very personalized communication expectations. Engaging patients, be it through patient education or otherwise, will need to evolve as new generations develop chronic conditions. Millennials and Gen Xers are engaging with the healthcare system differently than Baby Boomers have in the past. Can we learn everyone's name and unique story in order to deliver personalized communication?

In addition to the gender and generation differences and the growing reliance on digital information, many insights emerged that apply to the broad audience of patients in general.

Wellness remains a lifestyle principle that engages the masses. Breaking through often requires embedding information into overall health and wellness content, putting our messages into places where people already are.

There is a critical need to teach people how to access and navigate the healthcare system better; we have the opportunity to create a new generation of health advocates.

Like never before, people need to see themselves within our communication; they need to find the information personalized to relate to and engage with our organizations.

As the U.S. demographics continue to shift over the coming years, we must focus more on adapting information to reach a culturally diverse audience; we must go beyond language to culture.

For patients to live better they need to be empowered with the confidence to talk to their healthcare providers in a productive way. We need to instill that confidence in order for them to take that step and take care of themselves.

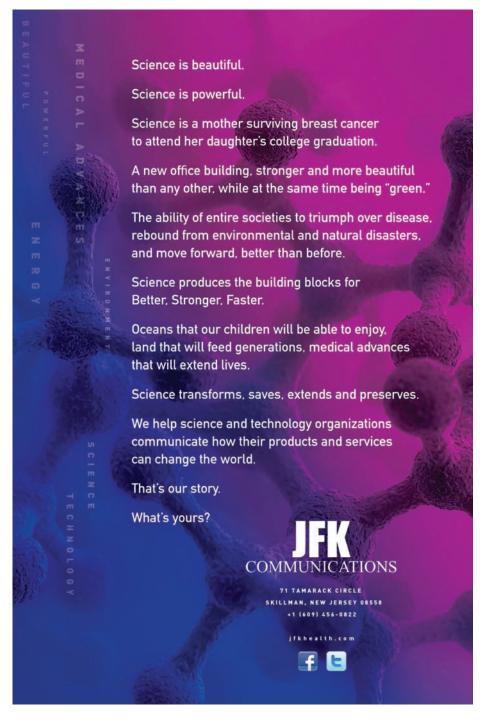
Patient-facing advocacy organizations are rarely able to gather insights around healthcare providers; they are missing the opportunity to see the full picture.

We must communicate the value of staying on therapy, for both acute and chronic illnesses, helping people understand that coming off medications causes diseases to progress and you can't always catch up. We need to educate patients on the effect of non-adherence on health status. New technologies and communication tools have helped manage adherence. Text messaging platforms are becoming more popular as reminders to take medications, as well as reminders of doctor appointments. We need to promote and utilize these readily available forms of communication to keep patients

engaged and compliant.

The discussion shows how much more there is to consider and how eager people are to discuss this topic to learn more. There's no silver bullet here. As an industry, we must continue to share experiences and best practices. We need to monitor trends and constantly assess which engagement strategies are working, or not. There's no destination either. Putting patients first, being patientfocused, is a journey. As life evolves, people evolve and so must our efforts.

Kim Sammons is Senior Vice President of Patient Initiatives and Advocacy at *GCI Health.* **o** 



# **Healthcare and the celebrity spokesperson**

Consumers today have unprecedented access to information, enabling better education, engagement and decision-making in everything from retail purchases to healthcare. While this access is empowering, it can also be overwhelming. Amidst this inundation, consumers look for guidance and leadership — and often find it from those with whom they can relate and trust. Enter the celebrity spokesperson.

By Gil Bashe

\_ xecuted thoughtfully and for the right campaign, a celebrity spokesperson a can capture consumer attention and inspire action. But in today's informationoverload environment, choosing the right person to carry the brand banner is a delicate matter. Bigger is no longer automatically better. After more than a decade of building peer communities such as PatientsLikeMe — in which patients are finding increasing information and community through 24/7 online access, and seeking out camaraderie with others who can relate to their experience — a celebrity must come across as genuine, relatable, and on a parallel health journey.

The potential for a recognized figure to reach and influence people to engage in a solution is understandably attractive. Yet while it's true that celebrities can drive attention, carry a call-to-action, and mobilize patients, physicians and advocates toward conversation, there is also tremendous potential for missteps.

Despite good intentions, if a celebrity is chosen solely for their star power, the campaign can flop — or worse, backfire. From Mickey Mantle to Paula Deen, the health-care sector has seen its share of celebrity spokesperson mishaps. In those cases, controversy heightened brand publicity in the short term, but lost authenticity — and therefore, staying power — in the long run. A celebrity who is authentic and willing to talk candidly about challenges faced is key.

Truly believing in the information and the health mission of the brand is not something that can be learned in media training (even for actors).

Another key component of a successful celebrity spokesperson is the ability to transmit critical information without overpowering it. The mission of the healthcare industry is not merely about products; it is about improving life. If the spokesperson overpowers content — if their fame or situation overshadows the healthcare call-to-action — then a star's sizzle can actually detract from the message you're trying to amplify. The "A-Lister" who excites consumers (including, perhaps, internal colleagues) may have gravitas and guarantee

media attention; however, if their connection to the medical condition is not believable or contrary to healthy behaviors that complement therapy, they're the wrong choice. Selecting someone else is the difference between being star-struck and being mission-oriented.

Companies must be committed first and foremost to the public health call-to-action itself, and the peer-review science that supports that rallying cry, before considering celebrities who might give the message voice.

The vetting process for a celebrity spokesperson must transcend beyond their O-Score. The background check, cost and product connection are givens. There are always risks to leveraging a star to convey a message, both known and unknown skeletons may appear suddenly — and these must be determined. Still, a strong spokesperson is effective not because of their stardom, but because they are an actual patient (or caregiver) who is conscious of the condition and willing to help others. Their personal story should exemplify the patient journey — reaching diagnosis, facing the challenges of being compliant, finding the right language to communicate with physicians or other patients, and frequently today, managing insurance company steps. In fact, consumers often look to "someone just like me" as their ultimate role model for health-related behaviors.

Consider the anti-obesity public health campaign spearheaded by First Lady Michelle Obama. An inspirational and leadership figure, the campaign leverages her office and visibility to propel the public health issue forward. Similarly, actor John O'Hurley's discussion of lipid health, and his journey to manage high cholesterol and medication compliance, leveraged his celebrity as a vehicle to share his genuine patient experience and help educate others — not as a gimmick to attract attention to a brand.

In planning a celebrity campaign, consider all the communication pieces that touch the patient and the health provider community as they journey together from information to call-to-action. Efforts must consider the needs of advocacy organizations, for-

mulary steps, and connection to online information and co-pay savings cards. Celebrities can amplify a brand or health message, but they only spark conversation around healthy choices — ultimately, pharma companies and their agency partners must consider the patient's path toward access to care.

Some of the most successful campaigns use the celebrity spokesperson as a complement to the medical experience, rather than the centerpiece of the effort. Pairing the spokesperson with a clinical expert is particularly valuable:



Gil Bashe

ultimately, it's the strong connection between patient and physician that determines the path to improved care. The celebrity can speak about their personal experience, but the doctor needs to be there to discuss the condition and treatment possibilities. In these settings, modeling the importance of "speaking with your doctor," as the link to strong and enduring care, is one of the benefits of letting the celebrity share the stage with the patient's ultimate hero — the health professional. Visibility without medical wisdom does nothing enduring for the brand — let alone for patient outcomes. The celebrity is there to spark conversation; therefore, successful campaigns leverage the opportunity to model the doctor-patient conversation in the media interview.

When our clients' products succeed in the marketplace, patient lives and public health benefit. At the end of the day, when a company steps back to evaluate its spokesperson campaign, the ultimate metric of success should be whether the message conveyed contributed to advancing public health. Certainly, promoting brand and category awareness are crucial. Yet, if the effort does not impact patient outcomes or quality of life, then even the brightest star will fizzle.

Gil Bashe is Executive Vice President and Practice Chair at Makovsky Health.

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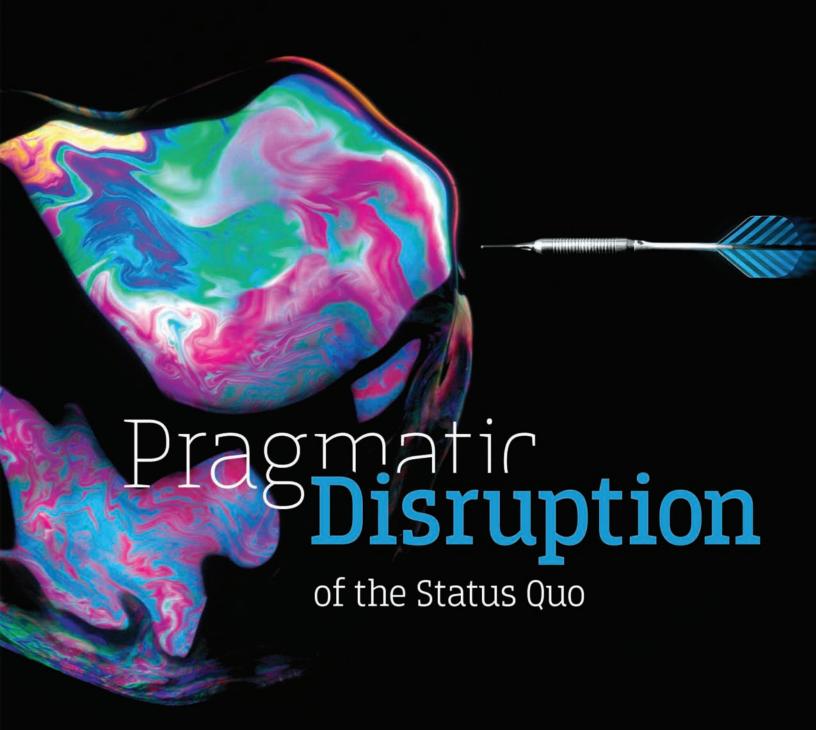
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# Lack of digital integration hurts healthcare

Healthcare organizations face serious challenges when implementing comprehensive communications strategies that combine content development and digital initiatives.

By Brad Dodge

recently heard a plug on national news radio for a global PR firm claiming that they specialized in social media. It struck me that it was kind of like a Michelin-rated restaurant saying they specialize in food.

Rather than promote the agency's capabilities, the piece did a great job of spotlighting its shortcomings — the inability to leverage subject matter expertise through integrated services. It might as well have said, "We're still your father's agency, but we've hired a few of his kids' friends to help us tweet."

Today, the most successful healthcare companies want more bang for their buck. They might not need agencies in Paris and London if they can tap a niche firm in North America with deep contacts and industry expertise. But what they do need and demand is an integrated approach to content marketing that combines content development, marketing automation and digital initiatives to increase brand awareness, thought leadership and demand generation. This capability is truly the mark of distinction.

When it comes to developing a sound content marketing platform, here are three best practices that the most successful companies employ:

### **Establish a consistent strategy**

Reaching buyers in the right channel with the right content at the right time is becoming increasingly complex. That's why successful companies make sure they zero in on content strategy.

First you need to focus on and leverage a compelling value proposition. Understanding how the content you are creating relates to your overall business goals can help you rule out projects that aren't going to be beneficial. Laying out the basic components of your business product and target audience can help you identify key messages and strengths around which to build content while helping you anticipate your greatest challenges. Any content you create should tie back to defined business goals, such as a campaign theme or some core corporate value. Identify your strengths. Know what sets you apart from your competitors and how to develop a consistent voice across your content.

When it comes to content creation, watch for tone inconsistencies. When many people are involved in writing and designing content, especially across a drip campaign, it's hard to maintain a consistent tone and message. It can also create a disconnect between the look and feel of the piece, with some embarrassing results, including mismatched collateral colors and fonts, variations in email templates, landing pages and other digital assets.

Great content takes time. Instead of working harder, work smarter — repurpose existing assets so that previous blog posts and recorded webinars, for example, can be used as collateral in emails. Keep them moving down the funnel by including a clear and subtle call to action in each piece of content, such as clicking a link or watching a video, so they always know how to take the next step and you always seize the opportunity to capture their contact information.

### Leverage a marketing automation tool

When you want to learn how to drive a car, you don't just turn the key and punch the accelerator. There are a lot of steps in between — videos to watch, manuals to study and cones to weave before you ever get on the road with other drivers. It's the same with content marketing: in order to avoid disastrous outcomes, it's essential to learn the basics, from website best practices to the right marketing automation system and customer relationship management tool

Like the switch from stick to automatic, marketing tools have gotten simpler and easier to use over time, but getting the right results depends on the strategy and process of the organization, not the tool's features and capabilities. Having a razor-sharp content strategy that includes persona development, content mapping and distribution will not only help further define your goals and vision, but also boost confidence.

With a documented strategy under the belt, marketers will gain insight into how to allocate resources to manage the system, including training for sales and marketing, designating an administrator to manage the system, carving out time for creating and deploying effective campaigns and extracting the data reports to see what's working and what isn't. This, in turn, leads to better, more tangible ROI and the ability to justify spending more time and money on content marketing.

### Drive your website to its full potential

More than 85% of B2B customers search the Internet before making a purchase, which means your website is often the first point of contact for prospective clients. They may come to the website via

search engines or from an email campaign, but if your website isn't capturing those prospective clients as leads, you risk losing them before you ever realize they're interested.



**Brad Dodge** 

Many sites have no strategy for increasing conver-

sion rates, the percentage of prospective customers who take an action you want them to, such as providing their email address. Moreover, you can't slap up a "Contact Us" page and expect the user will both find it and fill it out. As a result, businesses spend thousands of dollars driving traffic, but they don't do a very good job capturing any of the prospects' information. Successful companies capture information on prospects through a wide variety of forms and calls-to-action on their website that allow them to identify prospects, track their activity and communicate with them directly.

Content marketers need to work closely with designers and developers to embrace the trends and contemporary technologies that make sites faster to load, easier to maintain and friendlier to the latest platforms. Your web assets must include strategies that take advantage of ever-changing search algorithms to ensure optimal search engine page rankings as well as the tools that enable you to track and measure conversion rates. Together with ongoing analytics, your website will rise above the rest and reach that coveted number-one spot.

Healthcare organizations must find an integrated communications agency partner that can take these three crucial success drivers and integrate them into one cohesive function to build awareness, establish thought leadership and generate demand.

Brad Dodge is CEO of Dodge Communications.

# PR's reputation shredded at PRSA mock trial

A prosecution team shredded the reputation of PR during a September 8 mock trial of the profession held in New York City.

**By Kevin McCauley** 

he "jury" - comprised entirely of audience members — listened to

the argument about whether PR is "deceptive, non-transparent and of little value to clients or society."

PRSA's NY chapter staged the event SUNY's Global Center on E 55th St. It drew more than 80 people.

Paul Holmes, Editor of Holmes Report, served as prosecutor, while Michael Schubert, Ruder Finn's Chief Innovation Officer, countered as defense attorney.

Randy Cohen, who wrote the New York Times "The Ethicist" column. was the judge.

Cohen asked how the jury felt about the charges before testimony began and found "maybe four of you agree with these charges and the rest of you do not."

### Raps intellectual dishonesty

Holmes launched a spirited attack on PR, saying the profession at times relies on spin and practices intellectual dishon-

### PR news brief

### Cigna unveils branding push

Healthcare giant Cigna today launched a new branding campaign designed to reinforce the Connecticut-based insurer's commitment to serve as advocate 24/7/365 for the health and security needs of its 85 million global customer base.

McCann Erickson developed the ad push that carries the "Together All the Way" tagline and highlights the personal stories of individual Cigna customers.

The campaign has 60- and 30-second ad spots to air on national cable and print/digital/broadcast spots slated for Atlanta, Dallas and Miami

Ads kick off in China and India in October and November, respectively.

A micro site invites consumers to learn about forming a partnership with Cigna and explores specific services/benefits.

Stephen Cassel is Cigna's brand leader. Edelman handles the company's PR.

esty. Trouble mostly occurs when the focus is on "transactional" rather than strategic PR, said Holmes.



Panelists at the "trial of PR" conducted by PRSA/New York (L to R): Steve Cody, Michael Schubert, Randy Cohen and Paul Holmes.

Photos: Sharlene Spingler

PR is tarnished by hyperbole, lack of identification of paid spokespeople, failure to exhibit moral courage and omission of pertinent facts in order to burnish the reputation of clients, according to Holmes.

He decried the phoniness of Exxon promoting its efforts on global warming, while supporting groups like ALEC, which is dead-set against environmental safeguards.

Holmes cited a major PR firm that recently established a front group in support of management's view in Washington Redskins name controver-

Conceding that the vast majority of PR people conduct themselves in an ethical fashion, Holmes blamed a "relatively small" bunch of people who hurt PR's image and cheat clients, employees and communities.

He warned that the rise of social media calls for higher standards of ethical behavior, noting that PR people are now directly targeting consumers and completely bypassing journalists, the traditional media-gatekeepers.

To Holmes, consumers are not aware of the "game played between PR people and journalists," making them more vulnerable to hucksters.

### **Deceivers**, not liars

Fran Hawthorne, a regular contributor to the New York Times, and Delbert Spurlock, former Assistant Secretary of the Army and Executive VP at The New

> York Daily News, were witnesses for the prosecutions.

> Hawthorne commended the audience for "looking like very nice people," but then said "your job is to make me write about things you want me to and steer me away from bad news."

> She said PR people "rarely lie," but practice deception. They string along reporters from small publications with promises of access to the CEO, when in reality they are waiting for a call from The New York Times

Spurlock attacked PR as "monolithic" and a danger to civil society. He believes wrong

Washington for gridlock.

"The problem is New York," he said due to the city's role as center of world finance, commerce and communications.

To Spurlock, PR has led to the "destruction of journalism."

### Practiced by angels

Schubert acknowledged that PR may have some flaws but he's always acted in an open and transparent fashion.

Jacqueline Brevard, former Chief Ethics Officer at Merck & Co., said all communications at that pharmaceutical giant adhered to the highest code of ethics.

Steve Cody, Co-Founder & CEO of Peppercomm, is proud to be part of the industry. He's also "walked away" from potential clients who are engaged in questionable behavior.

"PR is largely practiced by angels" is how Cohen summed up the defense argument in the case.

The "jury" ultimately found PR to be "innocent" of charges that "PR professionals practice deception, are not transparent and do not offer a valuable service."

September was PRSA's National Ethics Month. •

# Healthcare communications in the e-patient age

Those who work in healthcare find themselves in a new communications ecosystem, where patients are now leading the conversation. The digitally engaged patient requires a new kind of communication approach, one that recognizes their hand in driving decisions regarding care, treatment options, and the way future healthcare conversations will unfold.

By Brian Reid

hen it comes to being a patient, the list of interventions that don't work can be soul-crushing. Echinacea doesn't work for colds. Many kinds of knee surgery appear to be useless. Popping ibuprofen does little to keep distance runners from agony. And some of the interventions have been proven to provide only slim benefits, apparent to statisticians but few others.

That's why it's worth celebrating the research that does show a benefit, such as a study presented earlier this year that found a strikingly effective way to make women with breast cancer and caregivers substantially smarter about cancer while simultaneously decreasing anxiety. Two in every three Breast Cancer Social Media (#BCSM) participants who had high anxiety before joining the group reported low (or no) anxiety after taking part.

The method used to boost smarts and quell nerves? An hour a week on Twitter, participating in the two-year-old #BCSM tweetchat, which brings together patients, providers, survivors and researchers for a directed but wide-ranging conversation. The topics change each week, and the group has tackled everything from humor to relationships to creativity.

#BCSM is just one example of the new communications ecosystem, where it's the patients leading the conversation. No longer content to simply receive advice and treatment, patients are engaging in two-way conversations about diseases now in a way that would have been unimaginable a decade ago.

According to the Pew Internet Project, 72% of adults with chronic conditions use the Internet. And those individuals are more likely than other adults online to gather information about medical problems, search for reviews about treatments and read the personal stories of others. In short, patients are not the passive recipients of medical intervention. They're managing their own care, and they're using technology to do it.

This creates substantial new opportunities — along with ample challenges — for those of us in healthcare communications.

The power of patients in communications has never been questioned, and older primary care physicians delight in telling tales of the "60 Minutes Effect": the phenomenon of a packed waiting room on the Monday morning after "60 Minutes" would broadcast a story about a new dread disease. But targeting patients via media relations has always been an indirect approach and an inexact science, one that has been made all the more difficult by the decline in mainstream reporting about health.

Instead, the new era of the digitally engaged patient requires a new kind of communication approach, one that recognizes that patients are now, more than ever, likely to be driving decisions about their own care (and the care of others) and likely to be connecting with other patients, creating new networks unbound by geography.

This new approach has three crucial components: identifying this new breed of e-patients, listening and understanding where and with whom those conversations are taking place, and engaging with those patients in a transparent and mutually beneficial way.

The first component, identifying patients online, is a job that requires both new and traditional skills. With an unbelievable amount of discussion of health topics online — our research suggests that cancer alone generated nearly 15 million pieces of online content last year — analytics are a necessity to find meaningful conversations taking place online. But that's not a replacement for the old-fashioned public relations skills: going to where the patients are, from charity walks to medical conferences.

The second element is related: it's not enough to find patients. Communicators need to listen. And with the richness of content that now exists, there is plenty to listen to (a good place to begin: those conversations taking place on #BCSM). An admonition to "listen" sounds intuitive, but it's not historically how the industry has worked. Much of communications strategy has been about oneway broadcasting to individuals,

through the media or doctors or advertising. While focus groups and one-off discussions with select patients may have been a part of the strategy, listening — broadly and constantly — hasn't always been a requirement. Today, it is.

The third component of a patient-centered communication approach is engagement. Everyone benefits from open and transparent conversations, and

it's critical that communicators open those discussions. It's worth noting that interaction with patients is fundamentally different from dealing with the media or other traditional communications audiences. They're not interested in



Brian Reid

being sold to. They're not interested in being pitched. Their needs will vary. Some patients need information. Some need access to experts. Others simply want to connect with others. Listening first — then tailoring the approach to the individual — is the only way to respect the unique perspective of patients.

Patients, unlike the usual targets of health care communication, are a heterogeneous group. They don't all read the same publications or attend the same conferences, the way that providers do. They don't spend the day sifting through information to find interesting tidbits to broadcast, the way that journalists do. Their impact can't be measured by circulation. And yet, they are a part of an increasingly powerful information network, one that requires the invention of a new set of communications tools.

Tapping into that network is no longer optional. The trend toward greater patient empowerment is no passing fancy. Last year, 1.2 billion visits were made to physician offices, emergency rooms and hospitals. That's a lot of patients. Ignore them at your peril.

Brian Reid is a Managing Director of Media at Twist Mktg. ●





















































### FROM 25 DISPARATE IDENTITIES TO ONE UNIFIED BRAND...

Moore Communications Group congratulates the CareerSource Florida network on a successful new brand launch.

MCG was honored to help Florida's nationally renowned workforce network re-brand and develop one cohesive identity for its 25 state and regional workforce boards.









# Choosing the right agency in a new environment

What healthcare clients need now more than ever — in addition to our communications expertise — is integration management. Given the specialization now at play in the marketing equation, finding the right agency leader to manage all the players is tantamount to success. So, what qualities should a healthcare client look for to manage their communications integration?

By Michael Roth

he role of communications in healthcare has undergone a tectonic shift in the last 20 years. As Amara's law of technology dictates, this evolution is similar to the movement of the hour hand on a clock: if you keep staring at it, the hand appears to remain stationary. If you leave and return after some time, you will see that it has moved a great deal.

In the blink of an eye, the increasingly complex healthcare environment has changed the way we need to do business. The most glaring example is the "Agency Summit" meeting that gathers agency partners from across the country to create a unified approach between company and consultants. Gone are the days where the summit table was relegated to a small, clearly defined group — ad agency, PR agency and the med ed agency.

Today's "Agency Summit" can resemble a giant, chaotic banquet table — including access/reimbursement specialists, digital content and social experts, web design, brand identity specialists, mobile consultants, traditional and online advertising, traditional and online PR, event specialists and patient and professional advocacy specialists.

Cacophony, boredom and restlessness often set in as each agency presents their plan in a vacuum to one another. The client is inevitably frustrated by the outcome, and the agencies are confused and nervous as to whether their plan aligns with the client's wants and needs.

A re-alignment and true agency integration is now tantamount to success.

Clients need a banquet table of collaborators who check their egos at the door. In this modern integrated communications era, excellent work product and flawless execution are table stakes, while emotional IQ and a collaborative mindset are game changers and paramount to the client's success. Each member of the elite group must understand that they are one instrument in the proverbial orchestra. To reign in this diverse group of experts, with big egos, strong opinions and insatiable desires for recognition, the

client needs a "right-hand" agency. This agency can help separate drama from reality, maintain the focus on achieving program goals and field both important and inconsequential questions with equal amounts of attention to ward off any inclination of favoritism and provide a clear vision.

### Identifying an ideal lead agency partner

The ideal, lead agency partner is one part master strategist, one part herder and one part diplomat. An optimal agency partner for integration is less likely a function of one discipline over another (i.e., solid arguments can be made for PR, digital, advertising leads) than an agency with strong industry knowledge, character, diplomacy, chemistry, strong capabilities and leadership. You want an agency leader whom you can trust with your business and insights from closeddoor internal meetings. Those at the agency must see beyond their own capabilities and understand the client's larger strategy. The ideal lead agency partner must be "channel agnostic"— the most effective communications approach will win the day, regardless of who handles its execution. In this integrated environment, all agencies will strive for the best work product for the client.

A few questions that clients should ask about who should help them lead an integrated healthcare communications team, include:

Do you trust the lead agency partner to roam the halls of your business? The lead agency's ability to be bold and speak frankly to a variety of personality types (and make them feel comfortable) is tantamount to its role. If leveraged effectively, your lead agency can drill deeper in a variety of areas that have not yet been explored. If done right, everyone internally will feel "heard" by the communications function.

Does your lead agency understand your overall business objectives? The most important job of the lead agency is to articulate the client's business objectives in a clear, concise way and make certain that messages are conveyed correctly and "internalized" by all agency partners. This, alone, will result in a

more integrated program and create greater cohesion among the multi-discipline group.

Can you trust the agency to keep company secrets? The lead agency must be a "lock box," since you are allowing

them access to the highest levels of company trade secrets, confidential interactions with legal and regulatory institutions, HR matters and, in some cases, exposure to less-than-successful business ventures. The lead agency



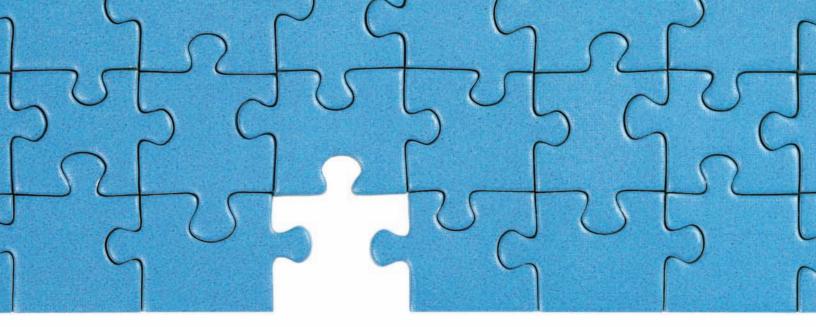
Michael Roth

must have your complete trust.

Is the Agency a Good Sounding Board on All Business Matters? Clients not only need to have good chemistry with the lead agency, but also need to have faith in the agency's common sense on critical business matters. Sometimes work calls for improvisation, in which momentary decisions must be made based on common sense and knowledge of business objectives. Your agency leader must offer superlative counsel, allowing you to feel confident in your decisions.

If a crisis occurs, would you want them as your partner in the trenches? Your agency lead should be the mouthpiece of all agencies in crisis, helping to decide who, among the consultants, is necessary in a multi-disciplinary crisis scenario. For example, the agency lead will make certain that internal communications is covered, that a communications liaise to legal and regulatory institutions is available, assist with an integrated digital/social approach on a moment's notice and, in some cases, a medical writer in addition to traditional agency release/statement writer on standby. The agency lead should calmly and effectively handle all of these tasks while the client is submerged in chaos

Michael Roth is Leader of the Healthcare practice at Bliss Integrated Communication. •





Some industries are simply more complex than others.

# Healthcare is one of them.

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# **Changing healthcare policies bring opportunity**

In the wake of one of the biggest changes in the U.S. healthcare system, the mindsets of providers have changed, thereby making it important for healthcare companies to change the way they talk to them.

By Charlene DeBar

n March 2010, the United States implemented the Affordable Care Act, the biggest change to the national healthcare system since the 1960s. The ACA has transformed the way healthcare providers conduct business and deliver patient care, and directly impacts the way providers are reimbursed for the care they provide.

Before ACA, providers were reimbursed based on volume — the number of visits or tests ordered. Today, reimbursement is evolving to a value-based payment model linked to performance. Reimbursement is based on the value and quality of care provided to patients, all while reducing overall costs.

### Partners, not vendors

The change has been steady, and over the last four years providers have engaged the medical imaging market in a completely new way. Where they may have been quick to buy high-end systems for the "cool factor" in the early 2000s, they are now evaluating the system features absolutely needed to deliver the best care at the lowest cost.

Providers are asking for clinical validation of high end features so they can determine whether or not the latest and greatest technology will actually change patient outcomes. And, they are closely evaluating imaging companies that provide the most comprehensive service and education to ensure maximum equipment utilization.

Put simply, providers' mindsets have completely changed, making it more important to change the way we, as healthcare companies, talk to them.

### Adapting to customers' needs

Toshiba America Medical Systems, Inc. has a reputation for listening to its customers and meeting their needs. We are well known for integrating customer feedback into our equipment, and Toshiba's Service organization regularly tops customer satisfaction lists from industry analysts. Yet, we were getting feedback from sales that they were having a hard time engaging customers and selling equipment because our marketing messages were not resonating.

As a communications team, we deter-

mined we needed to focus more on addressing customers' new needs under the ACA—their needs to drive change in provider settings to provide better patient care and reduce cost.

### Positioning for success

In 2013, Toshiba initiated a complete messaging overhaul. Our challenge was to find a differentiating way to connect to customers. Competitors were already using all of the right buzzwords — value, safety, efficiency — to garner attention. As a smaller player, we could not afford to blend in with them. We had to find a new angle that would resonate with providers.

Partnering with a well-known advertising agency, we conducted positioning sessions to uncover Toshiba's true identity. It was a worthwhile journey, and we learned that the competition wasn't addressing the market's partnership and adaptability needs.

We had an opportunity to capitalize on the fact that we understand our customers' business challenges, and that we are a partner that can adapt to their needs in a way that the competition cannot. Additionally, we held positioning sessions with all of our business units and developed key messages for the team to use.

In developing the messages, we asked ourselves the following: Does it communicate a customer benefit? If the answer was no, the message was reframed. Does it communicate a patient benefit? If the answer was no, the message was reframed. Does it talk about a Toshiba feature? If the answer was yes, the message was reframed.

Ensuring that all messages focused on customer benefits, we were able to demonstrate that we could partner with them to solve problems and achieve success for their organizations together. We enabled our sales force to engage in a different level of conversation with providers, without the need to lead with product features. Instead, they can confidently approach a customer and tell them how Toshiba can help them deliver better care and reduce cost.

### Message evolution with consistency

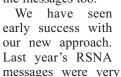
Our new, more customer-focused messaging launched at the 2013 Radiological

Society of North America, a highly influential event for Toshiba.

Since then, we have focused on integrating this messaging into all of our communication platforms. From press releases to website content to brochures, social media and advertising, we have ensured a strict policy of delivering the messages consistently.

We have integrated the language into all of our internal communications and executive communications as well. For example, the new messaging was reinforced at our sales national kick-off meet-

ing. We understand that we can integrate the messages perfectly in marketing materials, but we have to ensure that Sales is reinforcing the messages too.





Charlene DeBar

positively received with a high measure of recall by attendees (via survey), ranking number one in recognition against direct competitors amongst all attendees. And our eBlast advertisements for the last year have consistently exceeded publisher averages in open and click-thru

While consistency is key, redundancy is annoying. Building on the fact that we understand our customers' business and adapt to their needs, we are evolving the messaging to demonstrate that we give our customers a voice. This second phase of our message evolution will launch at RSNA 2014 accompanied by a new look for our booth and an overhaul to our advertising campaign that will deliver visually on everything we have come to stand for.

### Bad habits die hard

Launching new messages and driving consistency is not easy and requires a lot of discipline for any organization. During this time of major change, the ACA has transformed the healthcare industry landscape for all companies, making it more important than ever to speak to our customers and not at our customers.

Charlene DeBar is Manager of Corporate Communications at Toshiba America Medical Systems, Inc. •

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# Behavior change strategies for healthcare

Federal agencies, hospitals and health organizations are now faced with the task of motivating consumers to enact healthier behaviors. These challenges have forced healthcare marketers to rethink how consumers make decisions, and the best way to influence them.

By Denise Aube

ow more than ever, healthcare organizations are searching for better ways to engage and motivate customers and constituents. The Affordable Care Act and the industry's shift from fee-for-service models to value-based performance and reimbursement means health systems, payers and service providers are being measured and incentivized to keep people healthy. Meanwhile, public health agencies and advocacy groups are on bold missions to address a myriad of public health issues and crises from childhood obesity to Alzheimer's.

Meeting these challenges requires comprehensive programs to not only engage people in more effective ways, but motivate them to take meaningful, positive action. This mandate requires a new way of thinking and communicating and, in turn, a greater understanding of how people make decisions. What mental processes do most people use to choose what foods to buy, whether to take the stairs or the elevator, or to see a doctor or register for a screening? And what are the best ways to help influence their decisions or behaviors?

For many years, traditional economic theory portrayed people as essentially rational. They were thought to coolly weigh the facts and then make a decision. Communications professionals generally embraced this view, and their approach has been to "educate" consumers, hoping they will make the "right" choice.

Behavioral science holds that knowledge alone is not enough. Research indicates that the unconscious mind may control 95% of human behavior. Communications programs that are education-based are fundamentally flawed, says Neale Martin in his book *Habit*, because they focus on the "wrong mind." If decisions are indeed compelled by an unconscious agenda, they may appear to be irrational. Or as author Dan Ariley puts it, people behave in "predictably irrational ways."

This calls for communicators to think differently. Instead of just presenting compelling facts or logical propositions, we need to identify and tap into consumers' hidden motivations. Two approaches to this are social norming and loss aversion.

#### Social norming

We like to believe we make decisions solely on the basis of our own unique needs and beliefs, but the theory of "social norming" holds that people more often do what they think other people like them are doing.

At Crosby, we apply the principles of social norming in our efforts with the U.S. Department of Health and Human Services to increase the number of Americans who are registered organ donors. In the past, communications programs focused mostly on educating the public about the need for more donors using alarming statistics and pleas for action. In contrast, new campaigns that are grounded in consumer research focus on inspiring stories of recipients coupled with the message to "join the millions of Americans who are already registered to provide the gift of life." Positioning donation as an accepted social norm effectively provides that extra nudge people need to sign up. A recent campaign using this principle helped increase the number of visitors to organdonor.gov and referrals to state donor registration sites by 33%.

A similar strategy was used to encourage veterans to enroll for benefits with the Veterans Health Administration. In addition to dispelling misperceptions about eligibility requirements, Crosby's creative approach encouraged Veterans to join the majority of Vets (like them) who were already taking advantage of the benefits they'd earned and deserved. This campaign in the Mid-Atlantic region was a major driver in a 27% increase in enrollment over the previous year.

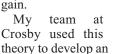
We've also seen measurably better results when applying this principle to local, grassroots public health campaigns designed to increase the number of women getting cancer screenings. One mailing for a local Health Department used a traditional health-education focus and produced fewer than 100 responses. A second mailing featured messaging that most local women get screened: "Last

year, 8 in 10 women over 40, right here in our county, had themselves tested for cancer." This creative approach motivated more than 600 women to respond and schedule a screening appointment, a dramatic increase.

#### Loss aversion

Traditional marketing campaigns are often based on the promise of "gain." Use this brand of toothpaste, they might say,

and people will find you more attractive. However, the "loss aversion" theory holds that the possibility of loss motivates people to action more than the idea of gain.





**Denise Aube** 

integrated marketing program to encourage cardiovascular checkups at Saint Agnes Hospital's Women's Heart Center in Baltimore. Past promotional efforts presented all of the startling facts about heart disease and encouraged women to make an appointment. While this approach surely generated awareness about heart disease, it did not motivate women to call the appointment line. In contrast, the new campaign focused on reminding women what they risked losing by not taking care of their hearts — their coveted role in their families as wives and mothers. This shift in communication produced dramatic results — all available appointments for heart checks were booked within just a few months of the

Social norming and loss aversion are just two of many behavioral science theories that can be used in the development of healthcare communications programs that actually drive what we refer to at Crosby as "actions that matter." Facts and support points still have their place in communications, but more as closers and rational ammunition for the decisions made on an unconscious level. As these examples show, targeting consumers' true motivations can powerfully impact their behavior, resulting in better outcomes for everyone.

Denise Aube is Vice President and Health Care Practice Leader at Crosby Marketing Communications. •

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# Is healthcare really a patient-centric industry?

In our industry — where we introduce innovative healthcare products, treatments that save lives, and new forums for consumer communication — we like to believe that we're focused on the needs of the patient. Patients have grown more educated and are increasingly proactive about seeking out information regarding diseases and treatment. Here's how healthcare communicators can continue making necessary changes to bridge the gap between patient and PhRMA.

By Peter Matheson Gay

n June, hundreds of creative marketers from around the world met in Cannes, France for the inaugural Lions Health Festival. More than just an awards ceremony to commend worthy campaigns, it was also a chance to meet and learn from fellow communicators about how the way we talk to patients is changing.

And why not, since our patients are also changing?

At the conference, I had the honor of hosting a panel dedicated to emerging groups of patients that are smarter, more connected and better informed than ever before. Featuring three special guests with experience in advocacy, activism and healthcare entrepreneurialism, the discussion focused on how industry should aim to reach the "new" patient, and how we need to foster creative approaches to drive real engagement, and ultimately better patient outcomes.

Those guests — Diem Brown, Renee Nicholas and Christian Kranich — were there for more than just to teach us about being good communicators to patients, though. At some point in their lives, they've all experienced what it's like to be patients of life-threatening diseases.

They, more than anyone else, recognize the importance of focusing on patients when delivering a message, and it's because those patients are not just consumers anymore. They're informed — so much so that we called them Very Informed Patients (VIPs) — and they're educated about their illnesses. They form support groups online where they can learn what works and what doesn't, where they can discover what to expect and where to go next.

In many ways, patients understand their own diseases better than we do, and some would argue, better than some of the healthcare providers who treat them. As healthcare communicators, we need to meet them with the information they want and packaged in a way they want to receive it.

Kranich exemplifies both sides of the situation, and as an HIV-positive patient advocate who has transitioned to the patient-relations side at AbbVie, he told us that it's time for the industry to take a more active role, but not to underestimate the importance of building relationships as a key component to effective patient engagement.

"If you want to provide information to patients, then the patient has to believe you. This means you also have to put a lot of time and energy into trust building," said Kranich.

The truth is, if patients aren't getting the information they need from industry, they'll get it elsewhere. They'll seek it out from each other, they'll look for it online and they'll cut industry out of the equation. Considering the ways we're positioned to give back to the patient community, it would be a shame if that happened.

With all that in mind, the panel discussion at Lions Health was framed with three strategic objectives: take action, engage the new patient and be daring.

Taking action, as Kranich explained, is not a spur of the moment decision, as talking to patients if we don't understand them can be more harmful than helpful. Luckily, our industry has already put in the legwork. We've met with advocates and we've listened to the patients on social media for years. The panel highlighted how important it is to do more than listen, and to turn these learnings into real programming that will have a meaningful impact on patients' lives.

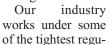
And when it comes to their health, patients want to be able to ask questions and receive answers quickly.

Breast cancer survivor and former Director of Corporate Engagement for the Livestrong Foundation Renee Nicholas added, "Patients don't want to be talked at. We deserve to be a part of the conversation and to share our perspective, and industry should embrace that as a way of improving their offerings."

"Most of all," she continued, "patients want to feel like the industry understands them, that they have compassion and a desire to listen and learn what it feels like to under-

go treatment."

That's why the third of the panel's objectives is so important. We can't be shy about saying what needs to be said in a creative way. We need to be daring.





Peter Matheson Gay

lations of any marketplace, but that doesn't mean we can't be courageous and talk to patients like actual people instead of a product monograph.

Earlier this year, we conducted interviews with those responsible for social media discussions, and this, above all, was a conclusion shared by all of them. "Of the FDA warning letters issued to pharmaceutical companies in the social space, very few were actually related to an activity that was 'social' in nature," said Stacey Bernstein, Senior Vice President and Director of U.S. Digital Health at Weber Shandwick.

Perhaps Diem Brown, two-time survivor of ovarian cancer and cast member for MTV, worded it best. "We've heard about the engaged patient for years — where is the engaged industry?"

We need to make the changes necessary to bridge the gap between patient and PhRMA to better our service offerings, of course, but also to rebuild and solidify our bonds with patients like her. With these philosophies in mind, the engaged industry is only a shift in strategy away.

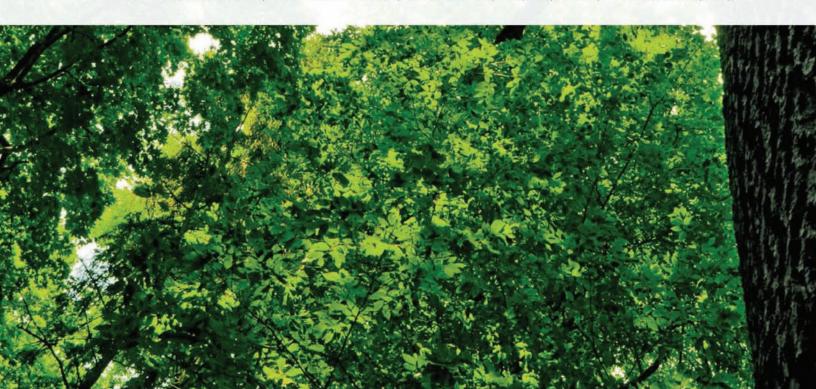
Peter Matheson Gay is Creative Director of Health at Weber Shandwick. •





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# New engagement channels in crisis' digital evolution

The rise of social media has changed the world of crisis management forever, rendering once triedand-true approaches vulnerable, even potentially obsolete. These new channels of communication in our digital world, however, also lend crisis management experts a key advantage: placing the conversation in new spectrum, where engagement with clients and the public is pervasive.

By Brad Herrick

risis Management, as a distinct discipline, is often traced back to the early 1980s, when the infamous Tylenol tampering incident was viewed as an exemplar case of a company successfully navigating through a crisis to regain marketshare. PR industry professionals further honed the craft during the 1984 Bhopal disaster, the Challenger accident in 1986, and the Exxon Valdez oil spill in 1989.

Throughout the last two decades, crisis management has evolved in terms of theories and tactics, but it has always been centered on two central assumptions: 1) Crises can be planned and managed with enough forethought; 2) The end goal is focused on reputation management and maintaining or regaining market share.

While these are worthy goals, practitioners did not fully anticipate how new forms of social media would level the playing field, rendering a heavily constructed approach to crisis management vulnerable and potentially obsolete.

#### Digital blows out the cascade

Anyone involved in the art and science of crisis management can attest to the value of planning and foresight. Conversely, anyone who is watching NFL Commissioner Roger Goodell squirm in his seat following TMZ's release of the video showing Raven's player Ray Rice knocking out his fiancée in an elevator, fully understands how one bad decision backed up by one piece of content can bring down a brand empire. In this new digital era, there is very little time to cascade communications to various audiences.

I was fully awakened to the digital disruption of crisis management in May 2011 when a tornado wiped out our hos-

pital in Joplin, Missouri. I was working for Mercy at the time, heading up their digital department and working closely with our PR folks on the ground. In an instant, the notion of cascading information internally grew difficult, then the



**Brad Herrick** 

same impared our attempts to communicate externally.

Instead, efforts to cultivate "official" spokespeople on the ground gave way to clinical witnesses and survivors posting their experience via Facebook, soon thereafter to be interviewed by CNN. With all traditional communications channels down, our only strategy was to communicate to all stakeholders, instantly, through existing and newly sprouted social media channels. This was my first personal experience at what I call the Crisis Conversation Continuum, a new perspective that places each crisis along a spectrum of conversation, never in isolation, and always having a beginning and end that is rooted in audience engagement.

This approach recognizes the different digital world we are in:

Control vs. conversation: There are limits to our ability to control our brand and message. Messaging and positioning cannot be so easily abstracted from the brand and manipulated. Your brand already resides online, among the customers and conversations taking place around it.

Authentic vs. manufactured: We must maintain authentic conversations, consistently with all audiences. While all information is not intended for public consumption, the most trusted brands understand there is a thin yeil between



Continued on next page

what is private and what may become a reputation nightmare online.

Linear vs. asynchronous: The cascade of communications has flattened. We must move simultaneously to communicate to all internal and external stakeholders at once. This means we are limited in our ability to "spin" the story for various audiences. Increasingly, the story is the story for everyone.

Brand focused vs. audience value: We must not be myopic in focusing on the message we want to deliver to traditional media outlets. Instead, we need to provide our audiences with direct information they need during a crisis. This transforms from a one-to-many broadcast to two-way conversations between and among communities, often bypassing established channels.

Organization created content vs. user generated content: There are limits to the amount of information and content we can produce to impact a crisis. Your employees and customers will naturally begin generating their own point of view online. The way we respond and react to user generated content and community conversation is an essential ingredient to effective crisis management.

External focus vs. internal focus: Because employees can communicate directly on social media and laws often protect their speech online, our internal audiences are just as important as our external audiences. We must recognize there are blurred lines between these two audiences and craft our planning accordingly.

#### A modern crisis blueprint

Today's digital era requires new thinking about crisis management. Planning is still essential, but a different type of planning than the crisis management constructs of the 1980s. Following are some steps to follow to architect your blueprint on the Crisis Conversation Continuum.

Step 1: Create an agile Crisis Conversation Continuum plan. An agile approach organizes nimble teams around specific audiences and conversations and adapts crisis planning and scenario development accordingly. These teams should have baseline plans, however; those plans should be always adapted to new conversations and events as they arise. Also ensure that your C3 plan includes both internal and external social media guidelines and rules of engagement.

Step 2: Listen until it hurts. Listening is inoculation against the spread of a viral crisis online. Setting up

social media listening posts online can help you assess the seeds of discontent where they exist and determine vulnerabilities. The good, bad and ugly sentiment should be reported at all levels in the organization, unfiltered and authentic. These listening posts will act as valuable channels of engagement should a crisis event occur.

Step 3: Engage in meaningful conversations and storytelling. A very intentional content strategy that is founded on telling authentic stories and facilitating meaningful engagement is an important component to crisis management in the digital age. First, it will balance negative content with a continuous stream of positive content, which is highly valuable for search engines. Second, it will open up channels of community sharing and engagement that you can tap into during crisis time.

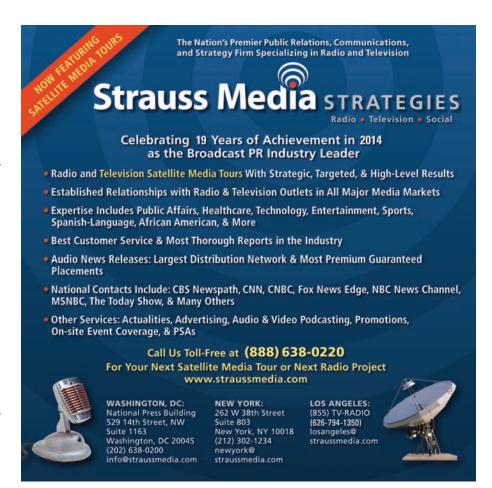
**Step 4: Respond and act.** When a crisis does happen, huddle your agile teams together quickly to determine rules of engagement and conversation. Each team should have at least three essential participants: 1) Subject Matter Expert; 2) Legal Counsel and HR; Communication Expert and Community Manager. There is an art and science to

know when to respond to negative opinion online and when to let the community conversation marginalize outliers. Teams should have continuous access to real-time analytics to evaluate the source and impact of negative sentiment.

Step 5: Rinse, wash and repeat steps **1-4.** Rinse and wash every crisis event in a reflection of its source, impact and reach. One rule of viewing crisis management as a continuum is that it never ends. Plans are continually adapted based on new conversations and listening posts are continuously monitored and expanded.

President John F. Kennedy once said that Chinese word for "crisis" is comprised of two characters — "One represents danger and the other opportunity." If that's the case, the opportunity for crisis management lies not in our ability to control a message and manipulate opinion and maintain marketshare; it lies in our ability to open up new channels of engagement with our employees and our customers. It depends on our ability to express the true essence of our brand, one story at a time. Put simply, it's a dialogue of trust.

Brad Herrick is Senior Vice President of Digital at ReviveHealth. •



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**Michael Roth**, *Healthcare Practice Leader* 

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At Capstrat, we have a 360degree view of healthcare, working with payers, hospitals, healthcare IT, pharmaceutical and medical device companies. This fullcircle perspective enables us to create better informed communications for healthcare clients. We thrive on simplifying the complex to tell stories with power and persuasion. And then we convey those stories through an integrated mix of paid, earned, shared and owned media. Knowing what to say and how, when and to whom to say it plays a central role in educating people, keeping them engaged and driving their behavior. Visit www.capstrat.com to learn more about us and the stories we are telling.

## CHAMBERLAIN HEALTHCARE PR

450 West 15th Street, Suite 405 New York, NY 10011 212/884-0650 www.chamberlainpr.com joneill@chamberlainpr.com

Jennifer O'Neill and Michelle Gross, Managing Directors

Chamberlain is a healthcare public relations company serving the healthcare sector exclusively. For more than 20 years, Chamberlain has worked to redefine and shape the standards by which health information is communicated. As counselors in this complex and evolving environment, we are passionate about translating science into meaningful messages empower and inspire our audiences to take action and make informed decisions about their health. Chamberlain's diverse client roster represents several sectors in healthcare — from leading Fortune 100 & 500 pharmaceutical companies, to nonprofit organizations, to biotechnology and medical organizations.

At Chamberlain, we offer a complete suite of communications services to reach target audiences through appropriate channels — fully matched to today's technological and geographic realities. An overview of services includes Brand Communications, Corporate Communications, Market Access, Traditional and Social Media Relations, Advocacy Relations, Data Strategy and Management, Public Affairs, Message and Content Development, National and Grassroots Programming, Issues and Crisis Management.

Chamberlain is an inVentiv Health company, and part of a global communications network with 13,000 employees in 40 countries.

## CHANDLER CHICCO AGENCY

450 West 15th Street, 7th Floor New York, NY 10011 212/229-8400 www.ccapr.com info@ccapr.com

Christie Anbar, US Managing Director Julie Adrian, Managing Director, LA Heather Gartman, Managing Director, DC

Chandler Chicco Agency (CCA) is a global team of healthcare communications specialists dedicated to helping clients solve their most complex challenges. Integrating an unmatched breadth of resources that enables a comprehensive, 360-degree approach, CCA serves clients that span the spectrum of healthcare from blockbusters to niche products; large pharma to emerging specialty companies; biotech to devices and diagnostics; healthcare technology, hospitals, non-profits and academic centers.

CCA sets the standard in delivering best-in-class communications in a collaborative, flexible environment where creativity reigns and clients come first. Highly valued as a natural extension of clients and winner of *PRWeek*'s 2013 Healthcare Campaign of the Year, the CCA team is passionate about the work and proud to be making a real difference in people's lives.

Our communications programs are driven by the need to motivate behavioral change among stakeholders. We achieve this by bringing the right people to the table — healthcare professionals, thought leaders, advocates, patients and loved ones — and then building alliances, communities, and champions motivated to act.

CCA is fully integrated globally with operations in New York, Washington, Los Angeles, London, and Paris, supported by a pure-play global network spanning 45 markets. The network is truly best-in-class and, through ongoing collaboration and knowledge sharing, stays one step ahead of the local and regional social, economic and policy trends to ensure the delivery of integrated communications solutions for clients who seek global reach while demanding local relevance.

## COMMUNICATIONS STRATEGY GROUP

.....

44 Cook St., Ste. 450 303/433-7020 www.csg-pr.com/ourpractices/health-wellness sfern@csg-pr.com

**Shannon Fern**, Senior Vice President, Health & Wellness

In the rapidly growing health and wellness industry, the organization that understands its audience, conducts targeted outreach and speaks with clarity and authority will stand out from the crowd. Regardless of the product, service or message, the goal is the same: to help people live healthier lives.

Whether educating consumers, driving new business or rallying stakeholders, Communications

Continued on page 46



The Christopher & Dana Reeve Foundation charged Coyne PR with generating media coverage for a new study that supports its mission to cure spinal cord injuries. The study found that four young men with spinal cord injuries were able to move their legs, hips, knees and toes, and also regained major bodily functions, after being implanted with an epidural stimulator. Working with researchers at the University of Louisville, UCLA, National Institutes of Health and the Pavlov Institute of Physiology, Coyne PR executed a campaign that resulted in more than 5,000 media placements, including traditional and social media, for approximately 300 million impressions.

#### COMMS. STRAT. GROUP

\_\_ Continued from page 45

Strategy Group's (CSG) awardwinning Health & Wellness practice has the breadth of experience to craft strong, simple messages from complex matters, handle delicate subjects, position clients as subject matter experts and generate measurable results. CSG's passion, track record and realworld experience enable us to create targeted measurable content-based influencer relations campaigns, including PR, online PR and social media, which tie directly to the overall marketing and strategic objectives of any health-focused organization.

Clients we have worked with: Assisted Living Federation of America, Cochlear Americas, CorePower Yoga, HealthONE, Holiday Retirement, Kaiser Permanente and the National Sleep Foundation.

## **COONEY/WATERS GROUP**

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

Timothy Bird. President/COO

Anita Bose, Chief Strategist Karen O'Malley, President, The Corkery Group Sherri Michelstein, President, Alembic Health

Cooney/Waters Group (CWG), ranked among the top healthcare agencies in the U.S., 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 issueoriented communications to healthcare clients in non-profit, government and industrial sectors throughout the world. CWG offers our clients, regardless of size, senior management attention to their needs. We are comprised of three innovative sister agencies:

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

Cooney/Waters 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 groundbreaking initiatives to improve patient care.

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

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



Tim Bird, President and COO of Cooney/Waters Group.

## **COOPERKATZ & COMPANY**

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 & Company is an award-winning agency that combines a nuanced understanding of the fast-changing healthcare market with high-impact communications strategies. Our expertise extends across the healthcare ecosystem, with experience supporting providers, payers, services, technology, non-profits and management consultancies.

Healthcare clients have included: The Alliance to Advance Patient Nutrition, an interdisciplinary partnership to improve patient outcomes through nutrition intervention (with Abbott Nutrition); The Physicians Foundation, a nonprofit supporting practicing physicians; AHIMA (American Health Information Management Association); Capgemini Health (acquired by Accenture), top consultant to healthcare organizations; Center for Health Noblis Innovation, a non-profit focused on health organization performance; and Queens Vanguard Center of the National Children's Study, a federal research project.

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

materials.

## **COYNE PR**

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

5 Bryant Park 28th Floor New York, NY 10018 212/938-0166

604 Arizona Avenue Suite 10 Santa Monica, CA 90401 310/395-6110

Kelly Dencker, Senior Vice President, Director of Healthcare kdencker@covnepr.com Linda Bernstein Jasper, Vice President lbjasper@coynepr.com Janet Schiller, Vice President jschiller@coynepr.com Kevin Lamb, Senior Vice President, Digital Strategy klamb@coynepr.com Chris Cullmann, Director of Digital Strategy ccullmann@coynepr.com

Today's healthcare industry is undergoing significant changes. Healthcare costs are up, R&D investments are down, and regulatory oversight is on the rise. Combined with a communications landscape that demands authentic, real-time engagement, today's brands and organizations deserve a partner that can anticipate change and convert market challenges into ownable opportunities.

Our award-winning Coyne Health group delivers full-service

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Personalization / Variable Data



TARGETER®
Broadcast Faxing
E-mail Targeting
Media Contact System



From left to right: Crosby Executive Creative Director Joel Machak, EVP/Healthcare Practice Leader Denise Aube, and President Raymond Crosby.

#### **COYNE PR**

Continued from page 46

strategic, creative and multi-channel engagement solutions across the spectrum of healthcare including, health & wellness, medical & science, and advocacy & cause. Using our proprietary strategic planning model, ActivationHealth™ we drive activation for industry-leading healthcare businesses, brands and services

•••••

Notably, our seasoned, insight-driven team creates breakthrough programs that deliver measurable outcomes against a brand's business goals, while navigating clients through the rapidly-changing marketplace. Come explore the healthy side of Coyne.

# CROSBY

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

Raymond Crosby, President Denise Aube, Executive Vice

President, Healthcare Practice Leader

**Joel Machak**, Executive Creative Director

For 40 years, Crosby has helped healthcare clients Inspire Actions That Matter<sup>TM</sup> — 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, social media, 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 Communities and National Investment Center for the Seniors Housing & Care Industry. Crosby has offices in Annapolis, Md., and Washington, D.C.

# DNA COMMUNICATIONS

909 Third Avenue New York, NY 10022 212/537-8760 www.dna-comms.com mrinaldo@dna-comms.com

**Michael Rinaldo**, EVP & General Manager

dna is a global healthcare public

relations agency that delivers business results by embracing the differences that define marketplace challenges and opportunities.

Every patient, every disease, every breakthrough and every cure is different — and what makes science so incredibly fascinating, dna believes that the companies who use science to change lives are as different as what they make. Our mission is to create outstanding marketing and communications solutions that are uniquely suited to each client, stakeholder and situation.

Our team is comprised of experts in scientific communications, corporate reputation, creative strategy and messaging, advocacy relations, health policy support, issues management, internal communications, lifecycle brand support and integrated digital communications. We represent some of the biggest companies in the life sciences industry through six offices on four conti-Affiliated with Weber nents. Shandwick and The Interpublic Group, dna offers a small agency experience with access to large agency resources.



Michael Rinaldo, Executive Vice President and General Manager of dna Communications.

# DODGE COMMUNICATIONS

11675 Rainwater Drive, Suite 300 Alpharetta, GA 30009 770/998-0500 www.dodgecommunications.com

Brad Dodge, CEO Brian Parrish, Executive Vice President & Principal Elisabeth Deckon, Vice President Chowning Johnson, Vice President

You innovate. We'll tell the world.

Dodge is an integrated B2B healthcare communications agency that helps innovative companies build strong brands, generate demand and become thought leaders.

Founded in 2001, Dodge's full-service, integrated approach combines public relations, marketing and digital media as one cohesive function to position our clients for growth in the healthcare space.

Dodge's exclusive focus means we come prepared to lead our clients across an increasingly complex landscape. We leverage proven strategies tailored to the business needs of the companies we serve, enabling them to deliver a more consistent message and better engage prospects at critical points throughout the sales cycle for sustainable, measurable results.

With a passion for providing excellence in client service, we have a great track record of client growth and retention. Over the last 13 years, we've worked with more than 200 U.S.-based healthcare companies and won numerous awards for creativity and content development.

#### **EDELMAN**

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

**Kym White**, Global Practice Chair, Health

As the healthcare landscape rapidly evolves, Edelman continues to offer our clients industry-leading communications solutions that are rooted in our deep knowledge of the health sector. Our expertise in communications is equal to our expertise in the health industry. Our health specialists are intimately familiar with a host of medical, scientific, business, policy and societal issues and complemented by our colleagues with equally deep expertise in marketing, public affairs, corporate reputation, digital, issues management and research, just

starters. Underpinning all of these capabilities is a strong desire to help our clients show up differently and ensure that their contributions to health stand out from the competition.

Edelman clients represent virtually all aspect of the health sector — pharma, life sciences, government, hospital providers, retailers, wellness, NGOs, associations and others - and this diversity of experience ensures a big picture view on health. Whether it's helping to navigate a rare disease state, make sense of a new policy or clearly articulate a product's value proposition, our experience and diversity of talent equips us to deliver real business results to our clients. We are constantly exploring new communication channels in the pursuit of telling our clients' stories in new and innovative ways that resonate with the wide array of stakeholders who collectively determine the success of a product, idea or enterprise. We believe our health sector and communications expertise, combined with our firm's independence, collectively drive our success in making an impact for Edelman clients.

#### ..... **EXPONENT**

400 First Avenue North Suite 700 Minneapolis, MN 55401 612/305-6000 www.exponentpr.com

Tom Lindell, Managing Director Bob Gagne, Practice Leader, Crisis Management

Exponent is a fast-growing public relations agency based in Minneapolis, Minn. The agency has developed a dynamic, modern approach to PR — one that infuses creativity and leverages the power of digital and social media to create believers in a brand.

Exponent has an impressive track record with a range of leading healthcare organizations, including pharmaceutical companies, medical device manufacturers and not-for-profit health care associations. Clients include Medtronic Foundation, Novartis, Starkey Hearing Technologies and IBA Particle Therapy.

Exponent's understanding of this complex industry ensures

that clients have visibility and a strong voice in the fast-moving marketplace. The agency has shaped professional relations programs, designed public awareness campaigns and counseled clients through crisis situ-

Exponent is a division of Colle+McVoy, which is owned by MDC Partners (NASDAQ: MDCA).

## **GCI HEALTH**

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

#### Wendy Lund, CEO

Recently named one of the Top Five Healthcare Agencies in the World by The Holmes Report, GCI Health is a 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 uncovering the most effective ways of "putting patients first," and has been honored for our creative and innovative programming — including back-to-back SABRE awards 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 client roster spans 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, nonprofit and patient advocacy groups.

GCI Health offers clients an accessible senior level leadership team, a commitment to "beating" client expectations and a communications approach firmly centered on engaging the patient. 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 second to none.

## GOODMAN MEDIA INTERNATIONAL

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

Tom Goodman, Founder & CEO Henry Miller, COO

Goodman Media International 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, design and implement awardwinning communications campaigns, orchestrate advocacy initiatives, elevate thought-leadership, promote research, and manage event promotion. Current and recent clients include, among others, Hospital Special Surgery, for Intermountain Healthcare, Columbia University's Mailman School of Public Health, Lustgarten Foundation (for pancreatic cancer research). Institute for Healthcare Optimization, Harvard University's FXB Center for Health and Human Rights, for Institute Healthcare Improvement, National Patient Safety Foundation, Spectrum 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 awardwinning 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, organiand technologies. zations Recognized in the industry with more than 75 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.

#### ..... **GREENOUGH**

One Brook Street Watertown, MA 02472 617/275-6500 www.greenough.biz

Phil Greenough, CEO & Founder Jamie Parker, President

Brand storytelling is the unique differentiator that makes Greenough one of the industry's best-kept secrets. The difference starts with its agency model: each client is assigned a seasoned account services leader who taps distinct media, content and social media teams. As clients navigate headline issues ranging from healthcare reform and personalized medicine to managed care, big data analytics, EHRs and the rise of urgent care, Greenough's disciplined teams keep a 24/7 watch. The media team, comprised entirely of former journalists and editors, does nothing but engage media. Meanwhile, the social media team is listening to the voice of the customer, helping set and reset content strategies and identifying opportunities for maximizing insights across the marketing mix (from web and print collateral development to video production, digital marketing and paid media). With a diverse, but strategically interconnected client base that includes organizations such as

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Uncovering the insight that allergies affect not just the way you feel but also the way you look, Hunter PR generated top-tier media headlines and beauty coverage for the ZYRTEC® Brand during spring allergy season. As a sponsor of the Macy's Flower Show, ZYRTEC® helped 'beauty bloom' for allergy sufferers by providing makeovers and beauty tips at the ALLERGY FACE® Beauty Counter, helping Flower Show attendees feel and look beautiful despite their allergies.

#### GREENOUGH

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Inovalon, Thermo Fisher Scientific, BMC HealthNet Plan, CareWell Urgent Care, Sheridan Healthcare and New England Baptist Hospital, Greenough is singularly focused on driving awareness, affinity and action for its carefully selected clients in healthcare and related disciplines.

#### **GREGORY FCA**

27 West Athens Ave. Ardmore, PA 19003 610/642-8253 www.GregoryFCA.com blog.GregoryFCA.com

Greg Matusky, President Kristin Elliott, Vice President, Business Development

Gregory FCA is an awardwinning, full-service public relations firm with over 24 years of experience working with international and national life sciences firms, from start-ups to global corporations. Comprised of 50 professionals, Gregory FCA understands how to position, articulate, and translate scientific speak into a business value story that results in measurable visibility and tangible generation. Servicing biotechnology, pharmaceutical, healthcare technology, consumer health, and hospital industries, Gregory FCA provides strategic public relations, integrated digital marketing programs, lead generation campaigns, social media campaign development, investor relations management, trade show support and speaking engagements, issues management, reputation management, press tours, and media training services.

## 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, SVP Michael Warner, VP Peter Perl, Senior Counselor Nick Ferreyros, Hieu Nguyen, Amy Martin, Tamara Parr, MS

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



**GYMR Partners Patrick McCabe and Sharon Reis.** 

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 Psychiatric Association, Avalere Health, Banner Alzheimer's Bravewell Institute. Collaborative, Campaign For Tobacco-Free Kids, Digestive Disease Week, Duke University, Health Affairs, Institute of Medicine, National Institutes of Health, Peter G. Peterson Foundation, Robert Wood Johnson Foundation, Society for Healthcare Epidemiology of Nemours America, The Foundation, and The Vision Council.

# HUNTER PUBLIC RELATIONS

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

Relations' Consumer 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 360-marketing 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.

Celebrating our 25th anniversary in 2014, our 100-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 bestknown brands. Clients have included the American Heart Association, Johnson Johnson, McNeil Consumer Healthcare, and Church & Dwight.

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

## **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.jarrardinc.com

Based in Nashville, Tenn., with an office in Chicago, Jarrard Inc. is the premier strategic communications and public affairs firm for any hospital or health system in the nation experiencing a time of significant change, crisis or opportunity. 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; physician engagement and integration; and government relations. We understand the complex pressures 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**

71 Tamarack Circle Skillman, NJ 08558 609/456-0822 jfkouten@jfkhealth.com www.jfkhealth.com

John F. Kouten, CEO David Patti, SVP

JFK Communications, Inc. delivers creative communications solutions for the life sciences, healthcare and medical technology industries. Our unique communication services add value to our clients' corporate images, strengthen their brands, and improve the lives of customers, patients and communities throughout the

JFK employs the latest in digital, interactive and social media strategies in concert with traditional media channels to achieve communications objectives in increasingly complex and dynamic global business and regulatory environments. Ultimately we are passionate storytellers — whether it's communicating groundbreaking clinical data, advancing drug and device development programs or creating awareness within an underserved patient community.

JFK partners with an array of global pharmaceutical, device and diagnostics companies, as well as CROs/CMOs and professional medical patient advocacy organizations. Our team of seasoned professionals has broad and deep expertise in numerous therapeutic areas including oncology, cardiology, endocrinology, infectious diseases, neurology, dermatology and respiratory health. JFK's corporate culture is one of superior service, creative programming and measurable results. Our working environment is fast-paced, supportive, creative, challenging and team-oriented. We are singularly focused on helping our partners meet today's challenges, and helping them envision and prepare for the future.

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

#### JPA HEALTH COMMUNICATIONS

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

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

JPA Health Communications is an award-winning PR agency known for crafting targeted, high-impact programs for nonprofit, pharmaceutical and government clients. By applying the influencer relations model, JPA identifies and engages key stakeholders to most effectively deliver our clients' messages and drive change within their field.

Using its model for influencer engagement, JPA is able to provide its clients with better, faster, smarter communication solutions. Additionally, firm's exclusive focus within

healthcare promises experience, expertise and a deep understanding of a changing landscape.

JPA is a woman-owned small business with offices in Washington, Boston and London; it is a member of the Council of PR Firms and IPRN, the world's largest independent public relations agency network.

### **KAPLOW**

19 West 44th Street, 6th Floor New York, NY 10036 212/221-1713 liz@kaplowpr.com www.kaplow.com

Liz Kaplow, President and CEO

For more than two decades, Kaplow has been changing conversations through innovative storytelling that helps consumers fall in love with clients' brands

We are experts at lifestyling brands to make them relevant to a broad consumer audience. Although rooted in earned media, Kaplow has been pushing the boundaries of social media, branded content and visual storytelling to help clients build an emotional bond with consumers.

Our fully integrated programs in consumer health care, wellness and lifestyle have served such best-in-class brands as CVS/pharmacy. We support the Laura Mercier Ovarian Cancer Fund, help the Avon Foundation mobilize women in the battle against breast cancer; and work with CEW's Cancer and Careers reach people navigating work life with cancer.

Mid-sized and independent, Kaplow is nimble and flexible in today's ever-changing communications landscape, reaching consumers at every touch point to create an emotional bond with client brands.

#### ..... **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.

### LAVOIEHEALTH **SCIENCE**

One Thompson Square Suite 503 Boston, MA 02129 617/374-8800 www.lavoiehealthscience.com

Donna LaVoie, CEO David Connolly, Vice President

LaVoieHealthScience provides strategic communications programs that integrate public and investor relations, marketing and communications to engage target stakeholders to create behavioral change.

With a passion for innovation, LaVoieHealthScience is an award-winning health science focused strategic communications and marketing firm, partnering with Biotechnology & Pharmaceutical, Medical Technology & Devices, Public Health & Wellness clients.

These capabilities have won the firm twenty-two awards in the last four years for our work with industry leaders and emerging companies, such as the State of Massachusetts, Chelsea Therapeutics, Rockwell Radius Medical. Health. Aegerion Pharmaceuticals, DARA BioSciences, Nuron Biotech, Olympus Biotech and other emerging health science companies.

'iew and download entire issues of O'Dwyer's magazine in PDF format, as well hundreds of company profiles in our search-able online database.

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#### **LIPPE TAYLOR**

215 Park Avenue South New York, NY 10003 212/598-4400 mlippe@lippetaylor.com www.lippetaylor.com

Maureen Lippe, Founder & CEO Gerald Taylor, General Manager Jessica Goldberg, Managing Director

We are Lippe Taylor... the independent, brand communications agency that specializes in marketing to women. Today and every day, our team is obsessed with "cracking the code" on what motivates women to buy one brand and not another... on influencing them to share their opinions and engage on social channels. For OTC and Rx healthcare brands, we leverage our "HealthStyle" methodology to create deeper engagement with the media and consumers.

Founded by Maureen Lippe, a former health and beauty editor at magazines such as Vogue and Harper's Bazaar, Lippe Taylor is committed to delivering superior ROI. With practices in Health & Wellness, Beauty & Fashion and Home & Lifestyle, we specialize social/digital marketing, trend-forecasting and delivering unsurpassed media results for clients. Our teams are led by former editors, bloggers and producers so we're experts at creating content. Through a partnership with SheSpeaks, we established the "SheSpeaks/Lippe Women's Taylor Buying Behavior Index," proprietary research that helps uncover trends and insights for clients. Research findings are at the core of our creative, effective, award-winning client solutions.

At Lippe Taylor, we abide by the simple principal of mutual trust and respect and believe that the best work comes from those who are happy and given the tools and incentives to succeed. Our open, home-like office environment fosters creativity and collaboration, and allows our talented team to deliver exceptional client service. Therefore, our employee and account turnover is very low, which allows us to deliver unsurpassed, consistent results for our clients.

Lippe Taylor is committed to excellence and has received multiple industry awards for PR and Social/Digital Media. We are a

two-time winner of *PR Week*'s Consumer Launch of the Year Award and have won multiple Sabre Awards. One of our Pinterest campaigns has recently won 12+ awards. Speak to us about speaking with her!

Health & Wellness Client Experience Includes: Allergan, BOTOX Cosmetic, Cetaphil, Vitamin World, Reckitt Benckiser, Nature's Bounty, Johnson & Johnson, Pravachol (Pravastatin Sodium), Osphena (ospemifene), Cynosure, George Forman Grills, Jenny Craig and Digene HPV test, to name a few.

#### **MAKOVSKY**

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

Ken Makovsky, President & CEO Gil Bashe, EVP, Health, Practice Chair

Lee Davies, SVP, Health Tom Jones, SVP, Health Mark Marmur, GVP, Health Lindsey Thompson, GVP, Health Arielle Bernstein, MPP, VP, Health

Named "2014 Healthcare Agency of the Year" by *The Holmes Report*, Makovsky leads the healthcare communications field 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.

Makovsky staff are experts in product communications, consumer 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. Owing to its expertise, in 2013 Makovsky was tapped to introduce 25% of all FDA product approvals.

Our integrated communications approach enables clients to navigate the complex healthcare marketplace with clear results. The firm's award-winning efforts show creativity in connecting audiences via social media, news coverage, and thought leader events such as TEDMED, Prix Galien and medical congresses including ACOG, ASCO, ACC, ESC, NLA, AHA and ICAAC.

Makovsky is recognized consistently for its creativity and insight by clients and industry peers; in the past year alone, we have received several 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" and "Best Place To Work."

The firm's annual survey on patient use of social media is guiding industry decisions on investment in online platforms.

Our commitment to client delight has resulted in a 90%+client-retention rate since 2004. Select 2014 Makovsky Health clients include: Actavis, Affinity Health Plan, Amarin, *The BMJ* (formerly the *British Medical Journal*), Bristol-Myers Squibb, Duchesnay USA, H. D. Smith, The Jed Foundation, Kowa Pharmaceuticals, The Medicines Company, Merck, 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.



Lindsey Carnett, CEO and President of Marketing Maven.

# MCS HEALTHCARE PUBLIC RELATIONS

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

Joe Boyd, CEO Cindy Romano, Sr. VP Karen Dombek, VP Eliot Harrison, VP Laura de Zutter, VP

Creativity. Service. Results.

For three decades, MCS Healthcare Public Relations has focused solely on healthcare. Our young, creative and passionate team has its fingers on the pulse of the most important healthcare policy, media and technological trends shaping the industry.

With experience in virtually every therapeutic category, our areas of expertise include product and corporate communications, issues management and crisis communication, media relations and media training, advocacy relations, business-to-business PR and social media counsel. Our agility, ingenuity and ability to anticipate opportunities and challenges helps us efficiently navigate our clients through today's evolving healthcare environment, while providing measurable and meaningful results.

Current clients include ALK, CSL Behring, Genentech (Roche), Head & Neck Cancer Alliance, Horizon Blue Cross Blue Shield of MannKind New Jersey, Corporation, Merck and St. Jude Medical. For more information, visit mcspr.com or follow us on Twitter @MCSHealthcarePR.

## **MOORE** COMMUNICATIONS **GROUP**

www.moorecommgroup.com Tallahassee - South Florida -New Orleans

Karen Moore, APR, CPRC, Founder and CFO Terrie Ard, APR, CPRC, President Jim Hunt, Vice President of Business Development

Moore Communications Group connects questions with answers and challenges with solutions powering clients to new levels of business success. Headquartered in Tallahassee, Florida, Moore Communications Group is a nationally ranked integrated communications firm — achieving success for clients in branding, public affairs, crisis communications, issues management, advertising, marketing, media relations and digital strategy. Specialty areas include social, advocacy, healthcare, and Hispanic marketing. Since its inception in 1992, the firm has steadily built a reputation for success and a portfolio of award-winning work, utilizing unique strategies such as Dynamic Flexible Teams<sup>©</sup>, Innovation Incubation, and Strategic Ideation and Mind Mapping. Moore Communications Group is recognized by O'Dwyer's as one of the "Top 75" agencies in the nation. For more information about Moore Communications Group, visit www.moorecommgroup.com.

#### 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 Practice

To help foster greater wellbeing among consumers and stakeholders, brands turn to MWW to help them Matter More<sup>TM</sup> in the global health & wellness conversation. We leverage a deep network of expert relationships, a heritage of award-winning education campaigns and over 25 years of health & wellness experience to help develop markets, create categories and shape behaviors.

Our team has been associated with some of the largest product launches and ingredient deals in the industry for a range of clients, from fitness and food, to hospital systems and health management, to those specializing in supplements and health technologies. Our team is trained in international regulatory requirements and versed in scientific research marketing and consumer purchase decisions. Our experience reinvigorating brands, managing issues, building relationships with medical community constituencies and working with government agencies stands out to health & wellness brands looking to create relevancy for their offerings. Leading our clients to a new future and a healthier world is what matters most to us.

#### ..... **PADILLACRT**

1101 West River Pkwy., #400 Minneapolis, MN 55415 612/455-1700 PadillaCRT.com

Janet Stacey, Senior Vice President Lisa Kersey, Vice President

PadillaCRT is one of the top 10 independent health care agencies in the country with expertise in B2B and B2C health care, medical device and technology, nutrition, and health education and awareness. Our team includes medical industry experts, specialists in hospitals, health systems, 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, UnitedHealthcare, Optum, Cardiovascular Systems, Sandlot Solutions, Valley Dental Arts, American Physical Therapy Association, VCU Health System, Holy Redeemer Health System, Dohmen Life Science Services, Blue Cross and Blue Shield of Minnesota, Lake Region Medical, among

#### ..... PAN COMMUNICATIONS

255 State St. Boston, MA 02109 617/502-4300 Fax: 617/502-4343 www.prspeak.com www.pancommunciations.com Twitter: @PANComm LinkedIn: www.linkedin.com/company/pan-communications info@pancomm.com mnardone@pancomm.com

Philip A. Nardone, Jr., President & Founder Mark Nardone, Executive Vice President Elizabeth Famiglietti, Senior Vice President, Human Resources Gene Carozza, Vice President Lisa Astor, Vice President Nicole Messier-Marino, Vice President Dan Martin, Vice President Mark Malinowski, Vice President/Group Director

PAN Communications is a public relations, content marketing, and digital agency providing technology, healthcare and consumer brands with award-winning, integrated marketing communications programs. For two decades, PAN has delivered insight-driven, measurable public relations pro-

grams for leading and emerging brands nationally and globally. We provide marketers with communications, influencer relations, social media and creative services that tell our clients' story and extend brand equity, positively impacting their customers' path to purchase and reinforcing connection. For more information visit our website at www.pancommunications.com, follow us on Twitter (@PANcomm) or call 617/502-4300.

## **PASCALE** COMMUNICATIONS

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Mike Elofer, Assistant General Manager mike@pascalecommunications.com

267/519-9340 Mobile: 484/620-6167

Pascale Communications. LLC (PC) is a ten-year-old PR firm specializing in developing and implementing strategic, effective press campaigns for its diverse roster of healthcare industry clients. All targeted communications are crafted individually considering the client's needs and a deep understanding of where and how the story needs to be told. The company's specialties include pharmaceutical, medical device and non-profit marketplaces, with a client roster featuring groundbreaking startups, industry giants, and organizations in between.

PC achieves impactful results by understanding the healthcare industry's unique intricacies and leveraging invaluable relationships with industry experts, key opinion leaders and the media. Senior level strategists provide expertise in story placement, writing, event planning, media relations and social media strategy, providing a range of valuable skill-sets while operating in a progressive, cost-effective virtual workplace.



Members of the Pollock Communications team encouraged Nurse Practitioners to Get Picky about their Fiber Choice® at the AANP 2014 National Conference.

# 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 public health, Health Care Reform, access to prescription medicines, foster youth access to healthcare, ACA implementation 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: Allergan, Bonnie J. Addario Lung Cancer Foundation, California Association of Health Underwriters — No on 45 Campaign, 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 Ipollock@pollock-pr.com www.lpollockpr.com

Louise Pollock, President

Pollock Communications is an independent PR and marketing communications agency that offers cutting edge expertise for food, beverage, nutrition and health & wellness clients. Founded in 1991, Pollock pioneered communications for the functional food movement, creating some of the major food trends of the past 10 years, including making tea the healthy drink of the new millennium and making chocolate a healthy indulgence. We know how to capitalize on emerging health and wellness trends and create new ones that interest media, consumers and health professionals. Our knowledge of the latest health & nutrition research and science and our understanding of the foodservice and healthcare industries enable us to deliver impactful results for our clients, such as earning top-tier media coverage for brands and increasing cranberry sales by making America's Original Superfruit a hot commodity for school foodservice professionals across the coun-

In addition to PR practitioners and marketers, our staff includes

media-savvy Registered Dietitians who address health & nutrition issues that are top-of-mind for today's print, broadcast and online journalists. We have developed traditional and social media programs, as well as in-store and influencer promotions that reach target influencers, media and consumers. Over the last two decades, Pollock Communications has cultivated long-term relationships and trained a network of spokespeople, including media Registered Dietitians, celebrity chefs, medical doctors and scientists, who are available and ready to deliver key messages for a variety of our clients in broadcast, print and social media.

Clients include: Ajinomoto Food Ingredients, LLC, American Society of Hypertension, Brassica Protection Products, LLC. Cranberry Institute, Cranberry Marketing Committee, Dairy Management, Inc., Gourmet Nut, PepsiCo Global Nutrition Group, Prestige Brands: PediaCare, FiberChoice and Beano, Purdue Products: Senokot and Colace, Tea Council of the USA, The Dannon Company, Unilever Brands: Promise, Country Crock and I Can't Believe It's Not Butter!, USA Rice Federation.

# PUBLIC COMMUNICATIONS

INC.

PCI is a Partner in The Worldcom Public Relations Group 1 E. Wacker Drive, Suite 2450 Chicago, IL 60601 312/558-1770 ideas@pcipr.com www.pcipr.com

Dorothy Oliver Pirovano, CEO Jill Allread, President Pamela Oettel, CFO

With clients from advocacy organizations and medical and allied health associations to Fortune 100 corporations and startups; 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 52+ years, PCI has had a concentration of healthcare clients; today it represents more than half of our business.

Healthcare is a national/interna-

tional 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 turnkey basis; develop professional relations campaigns designed to draw referrals; create and manage social media platforms including efficient online newsrooms and content-rich websites.

More than a third of our healthcare clients have stayed with us 10 years or more (with a number exceeding 20 years).

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

#### **REVIVEHEALTH**

209 10th Avenue South Suite 214 Nashville, TN 37203 615/742-7242 thinkrevivehealth.com learnmore@thinkrevivehealth.com

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

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

Agile, innovative, integrated, and boldly human. ReviveHealth brings your brand story to life. We activate the world's leading health-care brands, creating new value by transforming awareness into engagement.

We see the world inside out, combining inside knowledge about where healthcare is headed with an outside perspective that breaks traditional insular thinking.

Every brand begins as an inside job, activating employees as ambassadors. And every brand lives outside of its control, as conversation in a socially engaged world.

We help translate and transform brands through: Big Data & Deep Insights, Purposeful Positioning, and Total, Immersive Brand Experiences. Our deep expertise across the healthcare continuum uniquely positions us to help predict problems, protect reputations, and craft the right stories to drive business growth.

ReviveHealth is consistently rec-

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1271 Avenue of the Americas Suite 4300 - New York, NY 10020 646-693-7404 - nlananna@owt.net









#### REVIVEHEALTH

Continued from page 54

ognized by O'Dwyer's, PRWeek, and The Holmes Report for creating strong agency culture, strategic excellence, and client results. Named PRWeek's Small Agency of the Year and Best Agency to Work For in America by The Holmes Report, ReviveHealth is among the nation's top firms for marketing and communication strategies for health systems, health services, health technology, and healthy living companies.

#### 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

Ruder Finn — one of the world's leading independent global communications agencies — provides global, national and regional communications services to the majority of the world's leading pharmaceutical companies, as well as other pharmaceutical and biopharmaceutical corporations, medical device companies, trade associations and non-profit organizations in the healthcare sector. In its third consecutive year of double-digit growth, Ruder Finn Healthcare combines deep insights into the transformations driving the healthcare sector with forward-thinking and customized offerings to build programs that measurably advance our clients' business.

With extensive experience 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 high-impact 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.

Partnering with our digital prac-

tice 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 has spearheaded the development of online advocacy and patient communities assisted pharmaceutical clients in navigating the complexities associated with the current social media environment. 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.

# SOLOMON MCCOWN & COMPANY, INC.

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

54 West 40th Street New York, NY 10018 917/336-7427

Helene Solomon, CEO Michal Regunberg, 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& 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, digital and social media, thought leadership, strategic partnerships and issues management. We have worked in partnership with physician groups, hospitals, dental benefit providers, insurers, thinktanks, nonprofits and advocacy groups among others. Our work has also involved coordination and collaboration with government agencies, state legislators and advocates, especially as we tackle healthcare reform.

#### **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**, Founder & CEO Chair, GLOBALHealthPR

Spectrum is an independent. full-service strategic communications firm channeling the power of science and storytelling to build brands and move target audiences to act. Headquartered in Washington, DC and lead partner of global health communications network GlobalHealthPR, Spectrum's clients are innovators in the consumer, social and health sciences. Our work with major brands in the biopharmaceutical and medical device industries, consumer goods business and with government, health systems and coalitions triggers gamechanging conversations.

We are an experienced team of more than 40 health communications professionals — scientists, journalists, techies, artists and born-and-bred agency folks. We understand the complex science behind our clients' products and issues, and how it adds value to the brand.

Spectrum is a science-based organization, and we do our research. We use data and analysis to build client strategy, and employ intellectual curiosity, scientific know-how, creative thinking and skillful execution to bring our clients' stories to life.

#### **TOGORUN**

220 East 42nd Street, 12th Floor New York, NY 10017 212/453-2311 Fax: 212/453-2070 www.TogoRun.com G.Janata@TogoRun.com

**Gloria Janata**, President & Senior Partner

TogoRun is an award-winning, full-service global health and well-being communications and public affairs agency with offices in New York, Washington, D.C., Los Angeles and London. The agency specializes in integrated marketing, branding, advocacy and government affairs covering the pharmaceutical, biotech, medical device, health insurance, hospital, non-profit/association, medical aesthetics and beauty industries.

TogoRun was named PRWeek Global 2014 International Agency of the Year, and PR News' 2014 "Best Places to Work in PR." TogoRun is also the recipient of the 2013 Public Relations Society of America's (PRSA) Silver Anvil Award for Excellence in Public Affairs; PRSA's NY Chapter Big Apple Awards for Public Affairs and Best Use of Research, Measurement and Evaluation; and the 2012 Communique Excellence Award in International Media Relations. TogoRun is a sister agency to FleishmanHillard and is a part of Diversified Agency Services, a division of Omnicom Group Inc.

# TONIC LIFE COMMUNICATIONS

One South Broad, 12th Floor Philadelphia, PA 19107 215/625-0111 www.toniclc.com

**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 well-being brands). Whether it is a breakthrough medicine, medical device, or consumer product, Tonic has the experience and insight to educate

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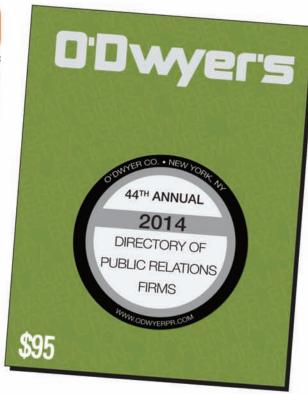
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O'Dwyer's is the #1 source for researching public relations firms and outside PR counsel. We've been connecting clients and PR firms for 44 years through our directory of PR firms.

You get quick access to large, medium-sized, and small PR firms and even experienced freelancers who work out of their homes. Whether you seek a long-term, worldwide relationship or need extra help on a project, O'Dwyer's Directory is the place to shop.



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- Howard Rubenstein, President Rubenstein Associates
- "The O'Dwyer Directory is an excellent tool when searching for outside PR counsel."
- Art Stevens, Managing Partner StevensGouldPincus LLC
- "Up-to-date, indispensable resource. Saves time and money. Every PR pro should have one."
- Robert L. Dilenschneider The Dilenschneider Group
- "A phenomenal job-seeking aid."
- Marie Raperto Cantor Integrated Marketing Search
- "Single most important source of information on PR firms."
- Thomas L. Harris, Author Choosing and Working with your PR firm



The Philadelphia Executive Team of Tonic Life Communications.

#### TONIC LIFE COMMS.

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and engage key audiences that matter most.

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Headquartered in Philadelphia and London, Tonic has global reach. 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 MKTG

199 Water Street, 14th Floor New York, NY 10038 212/301-7200 info@twistmktg.com www.twistmktg.com

Jennifer Gottlieb, President
Megan Svensen, Managing Dir.,
Account
Colin Foster, Managing Dir., Digital
Mary Claire Duch, Managing Dir.,
Account
Brian Reid, Managing Dir., Media
Amber Edwards, Managing Dir.,
Integrated Marketing
Danielle Whitney, Group Dir.,

Established in 2012 as an integrated global communications agency within W2O Group, Twist Mktg is focused on creating modern, highly customized solutions for clients. Twist offers a comprehensive range of communications services while focusing on creative approaches and collaboration, enabling us to create truly personalized and integrated solutions for clients with a nimbleness to adapt as the world changes.

Twist's diverse roster of clients

span healthcare, digital health, corporate and consumer industries and the firm proudly represents companies of all shapes and sizes. The secret sauce of the Twist team is the fusion of industry knowledge, relevant business expertise and next practices to deliver measurable success and meaningful outcomes. Twist's seasoned professionals specialize in research and analytics, strategy, communications, content development and engagement and emerging media solutions.



Jennifer Gottlieb, President of Twist Mktg.

#### WCG

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

Jim Weiss, Founder and CEO, W2O Group Bob Pearson, President, W2O Group Diane Weiser, Practice Leader-Healthcare, W2O Group WCG is the largest company of W2O Group, a global independent network of marketing, analytics and communications firms that delivers integrated business solutions in the areas of innovation and growth for the world's leading companies and brands.

Established in 2001 by Jim Weiss, a 25-year veteran in health-care communications, the agency has grown to over 400 employees serving clients through a network of offices in Austin, Boston, Chicago, London, Los Angeles, Minneapolis, New York, San Diego, San Francisco and Silicon Valley.

At the core of WCG's culture is the concept of the "un-agency," where diverse voices generate real discourse, leading to bold ideas that pragmatically disrupt the status quo. For more than a decade, WCG's seasoned professionals have specialized in providing expert research analytics and measurement, content, engagement and strategy to a diverse set of clients across the consumer, corporate, technology, healthcare and pharmaceutical industries. For more information, visit www.wcgworld.com.



Bob Pearson, President of W20 Group.

## WEBER SHANDWICK

909 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 launches, sustained patient awareness programs, disease awareness and prevention, clinical trial recruitment support, crisis management, advocacy group relations, health policy initiatives, alliance building and corporate communications/executive visibility.

Our Element Scientific Communications<sup>™</sup> capability differentiates Weber Shandwick from competitors. Comprised of 14 fulltime 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.

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

Biopharmaceutical Boehringer Ingelheim, Daiichi, Johnson & Johnson, Lilly, Merck Serono, Novartis and Roche Public. Health clients: 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 organization clients: American College of Surgeons, Society for Cardiovascular Angiography and Interventions (SCAI), American Academy of Periodontology, American Academy of Orthopedic Surgeons, Florida Hospital Association and American Academy of Pediatric Dentistry Industry organization clients: PhRMA. Research institutions: The Gladstone Institutes, the Broad Institute. Hospitals: Children's Hospitals and Clinics of Minnesota, Stanford O

Global

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

П	Firm	Net	Fees (2013)		Firm	Net F	ees (2013)
1.	Edelman	New York \$1	14,410,747	35.	Singer Associates	San Francisco \$	51,250,000
2.	W2O Group	San Francisco	57,112,000	36.	LaVoieHealthScience	Boston	1,010,606
3.	Ruder Finn	New York	25,508,000	37.	Bliss Integrated Comm.	New York	975,000
4.	APCO Worldwide	Wash., D.C.	22,902,463	38.	Gregory FCA	Ardmore, PA	950,000
5.	Cooney/Waters Group	New York	14,020,940	39.	Jackson Spalding	Atlanta	931,862
6.	Makovsky	New York	7,800,000	40.	Lewis PR	San Francisco	896,000
7.	Waggener Edstrom Worldwide	Bellevue, WA	7,543,000	41.	L.C. Williams & Associates	Chicago	880,455
8.	Dodge Communications	Alpharetta, GA	7,006,911	42.	CooperKatz & Co.	New York	832,166
9.	Zeno Group	New York	6,152,376	43.	Perry Communications Group	Sacramento	831,892
10.	Spectrum	Wash., D.C.	6,102,379	44.	Fahlgren Mortine	Columbus	808,841
11.	PadillaCRT	Minneapolis	6,095,625	45.	Seigenthaler Public Relations	Nashville	738,091
12.	GYMR	Wash., D.C.	6,064,518	46.	Standing Partnership	St. Louis	730,674
13.	ReviveHealth	Nashville	5,300,000	47.	Sachs Media Group	Tallahassee	710,793
14.	Jarrard Phillips Cate & Hancock	Brentwood, TN	5,054,163	48.	LEVICK	Wash., D.C.	579,410
15.	Crosby Marketing Comms.	Annapolis	4,804,999	49.	Rosica	Paramus, NJ	553,800
16.	Racepoint Global	Boston	4,487,292	50.	Regan Communications Group	Boston	484,500
17.	Public Communications Inc.	Chicago	4,025,867	51.	Schneider Associates	Boston	408,075
18.	MWW	New York	3,352,000	<b>52.</b>	Trevelino/Keller	Atlanta	360,000
19.	Coyne PR	Parsippany, NJ	3,305,000	53.	Highwire PR	San Francisco	343,000
20.	Allison+Partners	San Francisco	3,300,000	54.	Beehive PR	St. Paul, MN	331,979
21.	Finn Partners	New York	2,830,092	55.	rbb Public Relations	Miami	329,035
22.	5W Public Relations	New York	2,800,000	56.	VPE Public Relations	S. Pasadena	310,786
23.	SS PR	Northfield, IL	2,700,000	57.	Bridge Global Strategies	New York	296,292
24.	Seven Twenty Strategies	Wash., D.C.	2,495,542	58.	Marketing Maven PR	Camarillo, CA	270,686
25.	Rasky Baerlein Strategic Comms.	Boston	2,388,689	59.	Linhart Public Relations	Denver	256,920
26.	Kyne	New York	2,249,844	60.	Maccabee	Minneapolis	223,024
27.	RF   Binder Partners	New York	2,222,975	61.	TransMedia Group	Boca Raton, FL	175,000
28.	Hunter Public Relations	New York	1,970,964	62.	Idea Grove	Dallas	127,553
29.	Lambert, Edwards & Associates	Grand Rapids, M	1,586,943	63.	Landis Communications	San Francisco	110,000
30.	Moore Communications Group	Tallahassee	1,537,440	64.	Red Sky	Boise, ID	70,567
31.	French   West   Vaughan	Raleigh	1,475,000	65.	Weiss PR	Baltimore	66,000
32.	Dye, Van Mol & Lawrence	Nashville	1,268,636	66.	OCG PR	Ft. Worth, TX	56,366
33.	McNeely Pigott & Fox PR	Nashville	1,261,353	67.	BizCom Associates	Addison, TX	36,000
34.	Pan Communications	Boston	1,260,000	68.	Hope Beckham	Atlanta	34,589

# PR perils of the 21st Century press conference

By Fraser Seitel

f you'll pardon the expression, the "denouement" of NFL Commissioner Roger Goodell's disastrous September press conference came when a reporter from TMZ.com pleaded righteous indigna-



Fraser P. Seitel has been a communications consultant, author and teacher for 30 years. He is the author of the Prentice-Hall text, *The Practice of Public Relations* 

tion about the NFL's failure to retrieve the telling elevator video of Ray Rice knocking out his fiancé.

After a hopelesslyexasperated commissioner hemmed and hawed about why the league wasn't able to discover the smoking gun video, the ill-dressed young man from TMZ piped up: "Mr. Commissioner, we found out by one

phone call. You guys have a whole legal department. Can you explain that?"

Goodell could not, and the press conference went downhill from there.

The point, however, wasn't lost on observers. When TMZ, arguably the sleaziest, slimiest, most ethically-challenged "media" organization in the history of man-and-womankind seizes the moral high ground — then the organization from which it has seized said morality has a real problem!

And the NFL does, indeed.

#### PR news brief

## Brunswick aids \$9 billion Dollar General hostile bid

Dollar General is leaning on PR counsel from Brunswick Group as it takes a \$9.1 billion hostile takeover bid for rival Family Dollar to straight to shareholders.

Goodlettsville, Tenn.-based Dollar General initially went public with a \$78.50-per-share cash offer to Family Dollar's board in mid-August, a bid to break up a planned \$8.5 billion merger of Family Dollar and Dollar Tree.

But on Tuesday, Dollar General announced a tender offer at \$80 per share, pitching the hostile bid as having "significantly greater value than the existing agreement with Dollar Tree, as well as immediate and certain liquidy for [shareholders'] shares."

As previously reported, Sard Verbinnen & Co and Joele Frank, Wilkinsom Brimmer Katcher are working the Dollar Tree-Family Dollar deal, respectively. Seventy-five-year-old Dollar General has 11,500 stores in 40 states.

But on the bright side, as horribly as the Goodell performed at his press conference, Baltimore Ravens CEO Steve Bisciotti was every bit as horrific at his press conference a few days later to explain that the team didn't try to get special treatment for Rice.

The highlight of Bisciotti's press conference was when he thought it timely to make a joke when asked about women in management.

As *The New York Times* reported, asked if any women had been involved in the Ravens' decision-making process concerning the Rice case, Bisciotti said, "Unfortunately, we don't have a female president, G.M. or coach," before joking that maybe if his "head public relations man would leave, there would be an opening."

Har. Hardy. Har. Har.

All of which underscores to public relations professionals that press conferences are dicey, dangerous and often a complete waste of time and money — as the NFL and the Ravens found out this month.

Also, reporters hate 'em.

Journalists want to be first with the news. Since everyone attending is privy to the same information at the same time, the possibility of reportorial initiative is lost. So reporters turn mean and nasty and ask impossible, holier-than-thou questions. (Ask Goodell and Bisciotti.) Plus, every word one utters — or wishes he hadn't — gets played back instantly on Twitter and YouTube. And occasionally if the venue is as big as Goodell's was, you've even got to contend with the inevitable moronic party crasher, screaming out that Howard Stern still is on the radio somewhere.

No, unless you're Derek Jeter, press conferences are rarely positive. But if you simply have no choice but to hold one, here are a few things to remember.

#### Have a script.

Sure, reporters complain, but as long as they report accurately what you've said, no problem. Appearing at a press conference is similar to testifying in court. As long as you stay within the bounds of your prepared talking points, you'll be fine. Once you begin to wander and digress, game's over. If you don't believe me, ring up Bisciotti's disaster on YouTube.

#### Have a point.

It makes no sense to hold a press conference merely to reiterate what you've already said, e.g., "The NFL messed up." If all you have is material that's already

been made public, then for goddsakes don't hold a press conference. You will get skewered. Just ask Goodell.

#### Be specific.

The media, the bloggers, the tweeters want facts, specifics, examples, yard-sticks, benchmarks. So be ready to give 'em what they want; feed the beast. In Goodell's case he should have been ready with new policies to treat future domestic/child abusers. He should have been ready to say what would be done with current NFL alleged abusers. He should have been ready to opine on whether abusers would be allowed back in the league. The fact that he wasn't ready means he shouldn't have had the press conference.

#### Dress seriously.

If you're a rapper with a name like Kanye or Fat Trel or Drake, you can wear what you want to your press conference. But if you're an executive talking about one of your employees getting convicted of cold-cocking his fiancée in an elevator, you don't walk in looking like you just got your yacht, festooned in a casual shirt and jacket, blue jeans and no socks, like Steve Bisciotti! That just doesn't comply with the requirements of the situation. At least Goodell wore a suit to his press conference crucifixion.

#### Announce the time allotted.

Reporters at a press conference must be kept on a short leash, or else they will continue to bite. It's important, therefore, that someone other than the executive in the spotlight — the public relations person — serve as moderator. One important function is to announce to the assembled multitude that, "The press conference will conclude promptly at \_\_\_\_\_." That's how the President of the United States conducts press conferences, and if it's good enough for him ...

#### Announce that the end has come.

Always announce there is time for only one more question. And then end it. Don't allow your speaker to linger. Have him say his piece and get out. It's the public relations person's responsibility to read the riot act to the chief at the danger of going on and on. Doubt it? Ravens CEO Bisciotti's press conference lasted an interminable 47 minutes of the mostly pathetic, pandering pap. After about 40 minutes of observing his boss's self-immolation, the Ravens' public relations manager finally, mercifully tried to end the press conference. Bisciotti kept right on talking. •

# Final IRS capitalization regulations will impact PR

By Richard Goldstein

he purpose of this month's column is to inform you about an important development that will affect every PR firm. The IRS has issued long-awaited tax regulations on the tax treatment of



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amounts paid acquire, produce, or improve tangible property. The regs explain when those payments can be deducted, which confers an immediate tax benefit, and when they must be capitalized. The column is based on Buchbinder tax alert sent to clients.

These final regs retain many provi-

sions of the temporary regs that were issued in 2011. However, the final regs refine and simplify the temporary regs and add new safe harbor provisions that will help you to nail down expense deductions. The regs must be followed for tax years that begin after Dec. 31, 2013, whether a calendar or fiscal year. The regs are lengthy and com-

Capitalization or deduction. The regs set forth the general rule that amounts paid to improve a "unit of property" must be capitalized. An improvement is defined as an expenditure that betters a unit of property, restores it, or adapts it to a new and different use.

On the other hand, the regs allow a current deduction for repairs and maintenance to property. Deductible repair and maintenance expenses are defined in a negative way — they are deductible if not otherwise required to be capitalized.

Unit of property. One key concept in the regs is the "unit of property" (UOP) that is being improved or repaired. The smaller the UOP, the more likely it is that costs incurred in connection with it will have to be capital-

For example, work on an engine of a vehicle is more likely to be classified as an expense that must be capitalized if the engine is classified a separate UOP. By contrast, if the UOP is the vehicle, the engine work has a better chance of passing muster as a repair.

Property other than buildings. In general, for property other than buildings, a single UOP consists of all components that are functionally interdependent, such that one component can't be placed in service without the other components.

Say a business buys a battery-powered golf cart for its foreman to use in getting around a large warehouse. It buys the chassis from one vendor and the battery from another, and then assembles the two components. Here, the cart is the UOP, since the chassis can't be placed in service without the battery.

Buildings. When it comes to buildings, the regs generally treat each building and its structural components as one UOP-the "building." The regs also list nine specific building systems that are treated as separate from the building structure. An improvement to the building is defined by its effect on those systems, rather than on the building as a whole.

If a taxpayer restores a building structure, such as by replacing the entire roof, the expense is treated as an improvement to the single UOP consisting of the building. If the taxpayer makes an improvement to a building system, such as the heating, ventilation, and air conditioning system, that expense is also an improvement to the building UOP. These rules will also apply to tenants.

Deducting materials and supplies. A deduction is allowed for amounts paid to produce and acquire materials and supplies that are consumed during the year. Materials and supplies are defined to include five specific categories of property used or consumed in the business opera-

UOPs with an economic useful life of no more than 12 months qualify as materials and supplies under this rule. Likewise, certain inexpensive items qualify as materials and supplies. Under the final regs, this rule applies to UOPs that cost \$200 or less to acquire or produce. PR agencies for the most part will meet the 12 month test.

De minimis safe harbor. The regs allow a taxpayer to deduct certain limited amounts paid for tangible property that are expensed for financial accounting purposes. Under the 2011 temporary regs, this de minimis safe harbor was only available to taxpayers that had an Applicable Financial Statement (AFS), which can be a Certified Audited Financial Statement used for credit purposes, reporting to partners, or other non-tax purposes. The final regs change this by allowing businesses without an AFS to use the de minimis safe harbor.

A taxpayer with an AFS may rely on the

de minimis safe harbor if no more than \$5,000 per invoice, or per item as substantiated by the invoice, was paid for the property. For businesses without an AFS, the maximum figure is \$500 rather than \$5,000. Therefore, smaller PR firms that do not have audited financial statments will be subject to more stringent rules.

To use the safe harbor, the business must have accounting procedures in place at the beginning of the tax year that treat as an expense amounts paid for property that costs less than a specified dollar amount or has an economic useful life of 12 months or

Routine maintenance safe harbor. The regs include a safe harbor that allows certain expenses of routine maintenance to be deducted rather than capitalized. Routine maintenance means recurring activities that keep business property in ordinarily efficient operating condition, such as inspection, cleaning, testing, and replacement of damaged or worn parts.

Under the 2011 temporary regs, this safe harbor wasn't available for building maintenance. The final regs expand the safe harbor to cover buildings as well.

For a building structure or system, the PR firm, or a building owned by the firm or its principals, must reasonably expect to perform the maintenance more than once during the 10-year period that begins when the structure or system is placed in service. For property other than buildings, the agency must reasonably expect to perform the activities more than once during the property's class life for depreciation purposes.

Per-building safe harbor for qualifying small taxpayers. The final regs add a new safe harbor that allows qualifying small taxpayers — those with average annual gross receipts of \$10 million or less in the three preceding tax years — to deduct improvements made to a building property with an unadjusted basis of \$1 million or less. This safe harbor applies only if the total amount paid during the tax year for repairs, maintenance, and improvements to the building doesn't exceed the lesser of \$10,000 or 2% of the building's unadjusted basis.

This safe harbor may be elected annually on a building-by-building basis. It is elected by including a statement on the tax return for the year the costs are incurred for the building.

Accounting method change. Many PR firms may be required to apply for an accounting method change to comply with the above rule. Speak to your tax advisor! •

# Political hatred weakens U.S.

By Joseph J. Honick

t's difficult to recall another time when the entire world was engulfed in crisis and potentially on the brink of interna-

tional conflict.



Joseph J. Honick is President of GMA International in Bainbridge Island, Wash.

American political leadership failed to find some means to show we all care for the good of the nation more than knocking off political opponents.

We ourselves have always sought the weaknesses in other nations in order to realize military and/or political benefits.

So what's different today?

The vitriol of this political campaign against a sitting President goes against most of history, given the fact this President cannot avoid the leadership demands of extremely dangerous international realities ... regardless of his domestic popularity or lack thereof.

In fact, the word "hatred" would hardly be too strong for the attacks of those in the Republican leadership and their minions around the country.

Do not mistake this analysis as some promotion for opponents to see President Obama as the hero of this or any other century, but, it was the same Republican leadership that once very correctly berated then Senator Obama who flew to Iraq to meet with American field generals during that conflict. Their strong public words were:

"We only have one President at a time." And that was at a time when President George W. Bush was struggling both to justify the Iraq invasion and to find some means for success as we were deploying, redeploying and redeploying thousands of men and women with resulting record military suicides and other dangerous results. So bad were the realities, orders had gone out to avoid televising the arrivals of hundreds of coffins for those killed in battle.

To be sure, public debate was strong, and, lacking any coherent message suggesting danger to the United States, the debate raged on but never with the kind of hatred for the president currently part of the opposition strategy that encourages our enemies, whoever they may be.

The morning after the Republicans were victorious in retaking the House of Representatives, it might have been lost that the Republican leaderships of both Houses declared they had only two missions: to do all necessary to undermine the President and frustrate anything and everything the Democrats might advance, suggesting the elections had given the victors the power to do both.

Even though I called that conduct a "Victory Without the Pride," it would have been difficult to accord those actions as really dangerous to our international reputation as the current actions are without qualification. But it did lack statesmanship and would have been true had the Democrats tried the same thing.

Now it is not merely different, it is dangerous.

There is nothing that should frustrate the exercise of free speech in one more energetic political election campaign. We expect it. On the other hand, while contestants at Congressional, state and local elections fight hard against each other, it would be not merely seemly but critical that the national leaders of both parties find some means to show the world that, when the chips are down, we are truly a "united" collection of states in defense of the nation.

I have had enough years of experience working the Washington and international scenes to know how naïve that might seem to the most partisan. But, when I, along with millions of others, put on the uniform of one service or another, I did not swear allegiance to a political party, only the nation.

Of course such commitments might require some heavy duty power bidding, but, then, what would be so bad or new about that?

What would be new and powerful would be the confirmation of the Republicans' own very legitimate sermon to an Illinois Senator some years ago about how many heads of the American nation are in existence at any one time.

The question is whether we are in fact mature and loyal enough to stand that tall when it means so much as it does today. •



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## **Smith succeeds Graves** as Ogilvy chief

tuart Smith, chief of Ogilvy PR's EAME region has taken over for CEO Christopher Graves effective immediately. Graves, who spent 18 years at Dow Jones' news & business side, took

the Ogilvv CEO slot in 2009. He's upped to chairman.

Smith joined Ogilvy in 2010 as Global Managing Director of its corporate practice. He'll relocate to New York early next year.



Smith

Miles Young, CEO of parent Ogilvy & Mather, said in a statement the move is designed to "adapt our management structure" as PR "continues rapidly to evolve and unlock fresh opportunities."

He said Ogilvy's EAME operation enjoyed "phenomenal development in scale and creativity" under Smith's guidance.

O&M is part of WPP. •

## Weisenburger steps down at Omnicom

mnicom EVP and CFO Randall Weisenburger is leaving the marketing conglomerate after 16 years to return to the private equity sector.

OMC's board tapped SVP of finance and controller, Philip Angelastro, to take over Weisenburger's role.

Weisenburger played a key role in Omnicom's rise and he was rewarded handsomely — 2012 compensation topped \$31 million in pay and stock sales. Media reports the scuttled



Weisenburger

Omnicom-Publicis merger earlier this year centered on a power struggle over Weisenburger and his Publicis CFO counterpart, Jean-Michel Etienne.

Angelastro is a 17-year OMC vet, joining its DAS Network as VP of Finance in 1997. He became Controller of OMC in 1999 and SVP in 2002. He is a former Partner of Coopers & Lybrand.

Omnicom CEO John Wren said he and Weisenberg "have long agreed" that Angelastro would take the CFO post. •

## **Top Walmart PR exec** resigns in resume flap

Tovar, VP Communications and top

spokesman for retail giant Wal-Mart Stores, has resigned after the company discovered that he never graduated from college, as stated on his resume.



Tovar

The 40-year-old

exec joined Wal-Mart in 2006 as director of media relations after a stint as spokesman for Philip Morris and parent Altria. He stepped down at the end of September.

Bloomberg reported Sept. 15 that Tovar claimed he earned a bachelor's degree from the Univ. of Delaware in 1996, but a routine Wal-Mart screening found that he never received the degree.

Bartlett heads Wal-Mart Communications as EVP-Corporate Affairs, a post he took last year on the exit of Leslie Dach.

Tovar was a ubiquitous spokesman for Wal-Mart and drew kudos and catcalls among PR circles in June when he dissected a critical New York Times op-ed with a post at walmart.com.

In an internal email released by Wal-Mart, Tovar said, "I have loved every second of every minute I've been with the company and I don't have enough room in this e-mail to give justice to the life-changing experience of working for the world's largest retailer."

A Wal-Mart spokeswoman told the Northwest Arkansas Business Journal Sept. 12 that Tovar was "just ready to move on to his next adventure."

Bloomberg reported Wal-Mart discovered the problem during due-diligence screening standard for employees who reach a certain level.

Tovar was promoted last November to VP on the retirement of longtime PR head Mona Williams. •

# Volkswagen elevates **Guerreiro to top slot**

ith the departure of Scott Vazin for Toyota, Volkswagen has elevated International Communications head Mario Guerreiro to its top American PR slot.

Guerreiro, a Portugal native who has been stationed in VW's home country of Germany as head of international communications, moved to Volkswagen Group of America in Herndon, Va., Oct. 1 as executive VP to head communications for the group and brand stateside, including PR, corporate media relations and internal communications.

Volkswagen makes cars Chattanooga, Tenn., and counts 6,000 US employees and around 1,000 dealers. In addition to the flagship VW, it owns Audi, Bentley, Bugatti and Lamborghini.

Guerreiro is a former auto journalist who did director of comms. stints at Audi in Los Angeles and Volkswagen's Spanish carmaker SEAT S.A. o

## Scandal-plagued **NFL** brings in CMO

he scandal-plagued National Football League has brought in former Pepsi-Cola North America CEO Dawn Hudson as Chief Marketing Officer.

NFL commissioner Roger Goodell said Hudson will handle development, direction and implementation of all marketing activities for the league in a



Hudson

bid to "help further connect the NFL with fans."

Hudson, a former ad agency executive, President and **CEO** of the PepsiCo unit. where she spent 11 years, including

as CMO. Pepsi is a large sponsor of the NFL. She also has sports experience as chairman of the board of the LPGA and has been vice chair of consulting firm The Parthenon Group for the past five years. Earlier, she was an EVP at Omnicom's DDB Needham and Managing Director at DMB&B.

She will report directly to Goodell, starting October based in New York.

The hire is the latest by the NFL to contain its simmering domestic violence crisis. Last week, the league brought in former Obama policy advisor Cynthia Hogan to head policy and government affairs. •

# Washington ups spending on marketing, PR

he Small Business Government Communications Network has released its Federal Communications & Creative Services Report, finding that 2013 spending rose 17.2% to \$1.7 billion.

The gain is the first rise in contracting since tracking began in 2010.

The report gauges outlays at 25 federal agencies and departments for services such as PR, marketing, advertising, consulting, graphic design, video, market research, and event management.

Small businesses grabbed 42.3 percent or \$724.4 million of the total outlays, which were up 15.2% from 2012.

Contracting dollars for PR and advertising rose 43% and 30.9%, respectively.

Smaller PR shops got 50.8% of the PR spending, while their advertising agency counterparts took 38.8 percent.

The federal government has established a goal of spending at least 23% at small firms.

Jim Krol, Executive Director of SBGC, said the survey results are "a great sign for creative and communicators."

He also noted that the 42.3% share for small business shows "the federal government continues to recognize small firms can help agencies and departments meet their communications contracting needs." •

# **Legendary D.C. lobbyist Tommy Boggs dies at 73**

egendary lobbyist Tommy Boggs, "who sat for years at the epicenter of Washington legal and political circles as the city's marquee name in lobbying and political fundraising," according to the *Washington Post*, died September 15 of a heart attack in his Chevy Chase, MD., home. He was 73.

Boggs joined Patton Boggs in 1966 and earned a place *National Journal* list of top lawyers in

the US in every year since its inception.

He forged the K Street model by positioning Patton Boggs at the intersection where business meets government.

Boggs counseled tax, health care, trade, telecommunications and restructuring clients. His work for US approval of the 1979 government bailout of Chrysler is among his career highlights.



Boggs

Boggs served on corporate boards such as Eastern Air Lines, Chemfix Technologies and Washington Bancorp.

Due to financial concerns, Patton Boggs merged with the bigger Squire Sanders firm effective June 1.

Vanity Fair profiled Boggs as "The King of the Hill," while CBS labeled him "the fattest of the fat cats."

Boggs served on corporate boards such as Eastern Air Lines, Chemfix Technologies and Washington Bancorp.

Boggs is the son of former New Orleans Congressman and Majority Leader Hale Boggs, who disappeared in a plane crash in Alaska while campaigning for Representative Nick



Begich, father of The Fronter State's Senator Mark Begich. Lindy Boggs, Tommy's mother, was elected to succeed her husband.

Broadcast journalist Cokie Roberts is Boggs' sister. •

# **Glover Park turns on TV One**

lover Park Group is handling TV One, a top cable TV network aimed at African-Americans on a range of federal matters.

Susan Brophy, Managing Director of government affairs at the WPP property is spearheading the team.

She was Deputy Director of legislative affairs in the Clinton White House, Senior VP in Time Warner's global policy office in DC and counselor to its ex-CEO Dick Parsons on politics and policy.

Matt Mandel, Aide to former Majority Leader Eric Cantor, and Gregg Rothschild, Deputy Chief of Staff to Democratic heavyweight Congress John Dingell when he chaired the Energy and Commerce Committee, join Brophy on the business.

TV One, which launched in 2004, chalked up its best monthly rating performance among the key 25-54 year-old age group. It credited the upbeat viewer level to the debut of "Girlfriends' Getaway," and the second season of "Fatal Attraction." •

# DCG gets "boots to business" PR pact

he US Small Business Administration has awarded a seven-figure pact to The District Communications Group to handle marketing and outreach for a campaign to encourage entrepreneurship among veterans.

TDCG is the firm of Adam Clampitt, a former PAO reservist who was Director of PA planning and social media for the NATO security force in Afghanistan under Gen. Stanley McChrystal. Ogilvy and FleishmanHillard vet Lyn Schultes is VP.

The SBA released an RFP in August for the work to support the year-old Obama administration program, part of the Transition Assistance Program to help veterans return home from active duty.

TDCG will tackle PR, event marketing, social media, PSAs and other duties under an initial task order of \$1 million."

# **B-M helps Islamic Group image**

urson-Marsteller is working to improve the US image of Tunisia's Ennahda Party ahead of the country's parliamentary elections slated for Oct. 26.

The Muslim Brotherhood-inspired organization is the front-runner in the vote. The party won the 2011 election that triggered the ouster of strongman Zine El Abidine Ben Ali.

Ennahda officials say they want good relations with the White House and Congress. Its leader plans to visit Washington the end of this month to meet with State Dept., National Security Council and Congressional staffers.

The US has guaranteed \$1 billion in loans to Tunisia since it kicked off the Arab Spring revolution.

BM has neither a formal written contract nor letter of agreement with its client. Fees/expenses for B-M's media support and stakeholder outreach are to be determined.

BM's Amit Khetaurpaul and Bill McQuillen are working Washington for Ennahda. •

## **Qatar nabs Portland for DC push**

atar signed up Portland PR for a communications/political push targeted at Congress and federal agencies to improve ties with the US.

The Gulf State, a major customer of America's defense sector, recently closed an \$11B deal for Apache helicopters and antitank/Patriot missiles.

The country has been criticized for its financial backing of

groups deemed by the US to be terror organizations. Those benefactors include Islamic-affiliated rebel groups in Syria and Hamas

Earlier this year, Saudi Arabia, Bahrain and the United Arab Emirates recalled their ambassadors from Qatar to protest its support of terror organizations.

Portland's \$150,000 campaign also includes media outreach, event management, research, policymaker/influencer meetings and event management. It began Sept. 15 and runs through yearend. •

# **Brunswick fronts climate push** for Chinese power company

runswick Group has supported the \$300 billion State Grid Corporation of China's presence at the UN Climate Summit in New York as the world's largest state-owned power company seeks to position itself as a leader against climate

Brunswick staff in China and Washington advised the No. 7 company on the Fortune 500 list and handling PR.

SGCC Chairman Liu Zhenya delivered a keynote at the event on Sept. 23, highlighting the company's "smart grid" technology which incorporates ultra high voltage transmission lines and renewable energy.

Liu gave a speech in Washington in August proposing a "Global Energy Internet" capable of sharing renewable energy.

SGCC, which has global ambitions, delivers power to about 80% of China. Revenues top \$298 billion. •

#### **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.

Orion Strategies LLC, Washington, D.C., registered Sept. 22, 2014 for Embassy of Mongolia, Washington, D.C., to assist the Ministry of Foreign Affairs with strengthening bilateral economic ties with the U.S.; improving the Ministry's public relations capacity at highlighting the investment opportunities in Mongolia; assisting the Ministry in identifying and targeting prospective businesses for investment in Mongolia.

Calex Partners LLC, Washington, D.C., registered Sept. 17, 2014 for Ali Hatem al-Suleiman, Shaykh of the Dulaimi tribes of Iraq, to actively seek Congressional support for the formation of a semi-autonomous region for Sunni tribes in Iraq.

#### **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.

Ryan MacKinnon Vasapoli and Berzok LLP, Washington, D.C., registered Sept. 18, 2014 for Cox Enterprises, Washington, D.C., regarding legislation related to rewriting the Telecommunications Act of 1934.

Lincoln Policy Group, Washington D.C., registered Sept. 16, 2014 for SAP America, Inc., Washington, D.C., regarding issues related to the Farm Services Agency modernization efforts and technology upgrades.

Cannae Policy Group LLC, Washington, D.C., registered Sept. 15, 2014 for Veterans Assembled Electronics, LLC, Newport, RI, to facilitate creating job opportunities for unemployed veterans.

Gephardt Group Government Affairs, Washington, D.C., registered Sept. 15, 2014 for Lyft, San Francisco, CA, to advocate for the removal of barriers that inhibit ride sharing.

Heather Podesta + Partners, LLC, Washington, D.C., registered Sept. 11, 2014 for Fitbit, Inc., San Francisco, CA, to educate lawmakers regarding health and fitness devices.

#### SEARCH ENGINE OPTIMIZATION



Monument Optimization, Washington, DC. 202/904-5763. john@monument optimization.com; www.monument optimization.com. John Stewart, President.

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Impact Communications, 11 Bristol Place, Wilton, CT 06897-1524. (203) 529-3047; cell: (917) 208-0720; fax: (203) 529-3048; JRImpact@aol.com. Jon Rosen, President.

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#### WEBSITE DEVELOPMENT



At Point, Inc., P.O. Box 361, Roseland, NJ 07068. 973/324-0866; fax: 973/324-0778. services@atpoint.com; www.atpoint.com. Mick Gyure.

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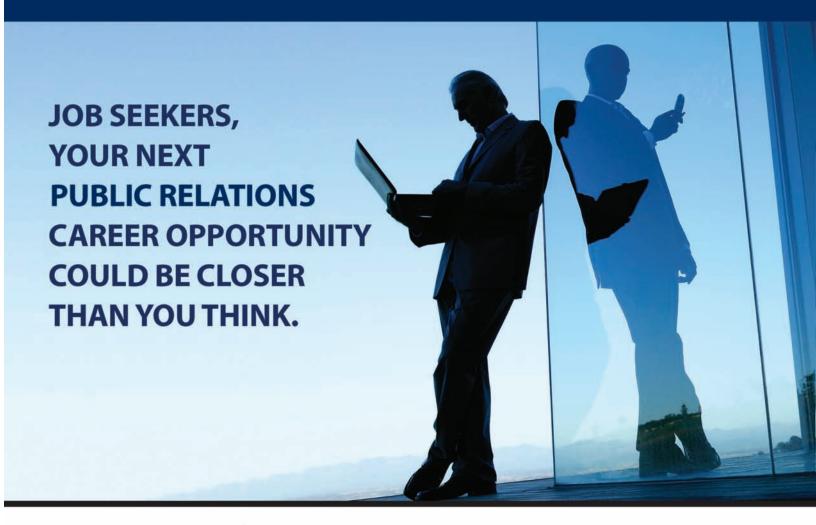
#### 2014 Editorial Calendar:

January. PR Buver's Guide/Crisis Comms. February, Environ. PR & Public Affairs March, Food & Beverage April, Broadcast Media Services May, PR Firm Rankings June, Multicultural/Diversity July. Travel & Tourism August, Prof. Svcs. & Financial/I September, Beauty/Fashion & Lifestyle 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

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