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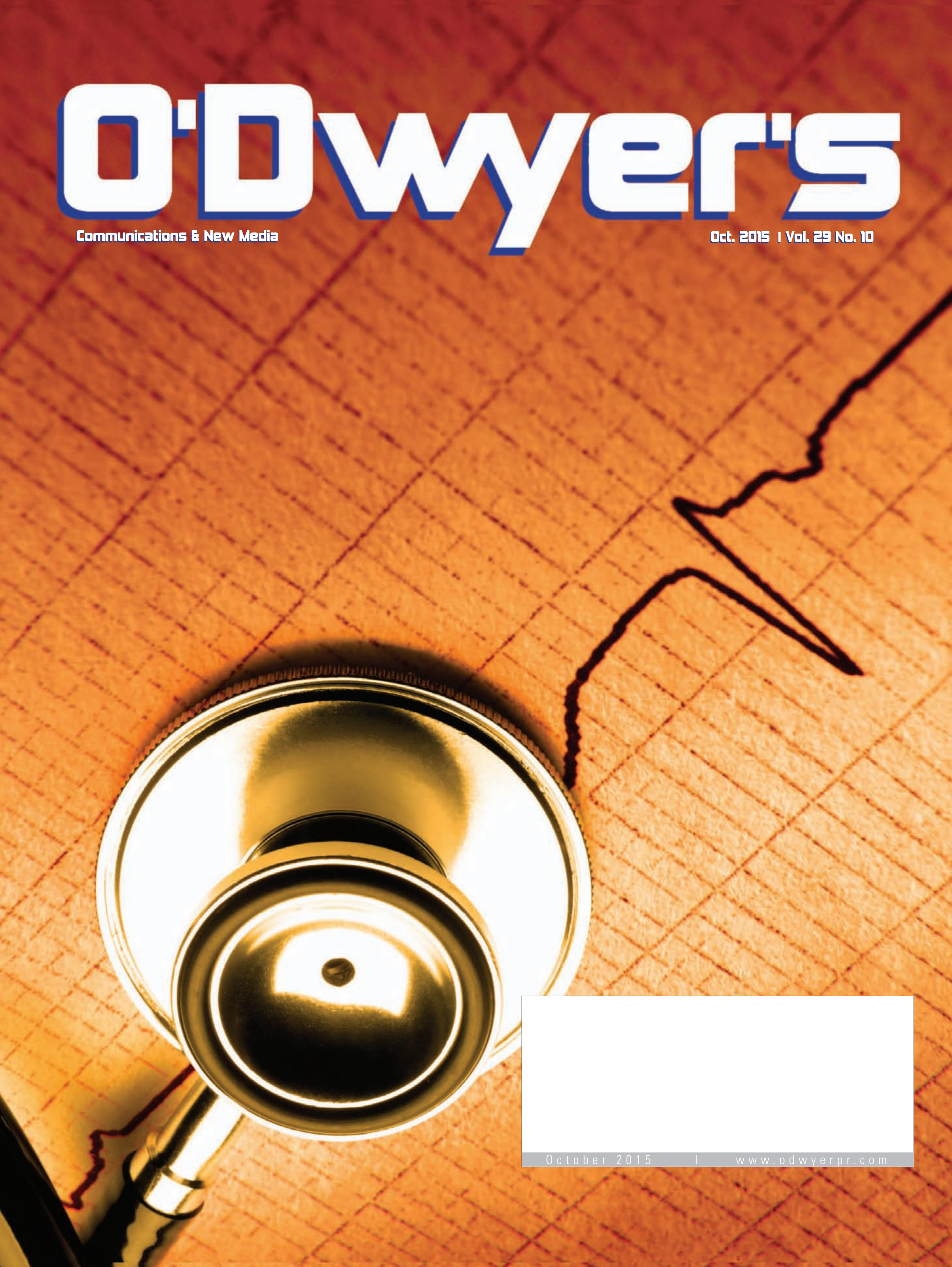

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Boehner's exit signals new era of GOP unrest

The bombshell September announcement that House Speaker John Boehner would step away from the gavel in October won't quell a fractious Congress nearly as much as it will widen an already historic rift within the Republican Party.

Boehner, the victim of an ongoing bullying campaign within his own caucus, announced September 25 that he'd vacate the Speaker's chair, after three-dozen hard-line House Republicans pressured him to sign on with their plans to defund Planned Parenthood as a key bargaining chip in their budget talks to keep the government open through October. If Boehner didn't comply with the Planned Parenthood cuts, they'd explore a procedural motion to remove him from the seat and call for the election of a new Speaker.

Looking back, we might notice the first fissures in the current Republican divide began appearing around the time former House Majority Leader Eric Cantor lost his reelection in a historic primary upset to a Tea Party candidate last year. Today, we're now witnessing a political party in the inchoate stages of self-destruction, torn apart by constant infighting between business-loving RINOs and Tea Party-affiliated extremists who bring the legislative process to a grinding halt anytime policy issues don't appeal to the furthest fringe corners of the right. The latter repeatedly threatens a government shutdown anytime they don't get their way, and when they do pass a bill, it's often utterly pointless, entirely for symbolic measure, like the aforementioned Planned Parenthood cuts or countless attempts to repeal the Affordable Care Act. The Republican label has since become synonymous with dysfunction. All signs point to a party on the verge of devouring itself.

Those in liberal circles cheering the news of Boehner's departure have missed the point entirely. Boehner was no Sam Rayburn, but his surprise exit is only a win for antiestablishment extremists. Both *The Wall Street Journal* and *The New York Times* on September 28 drew a keen parallel between the current mood within the House of Representatives and the three current GOP Presidential election frontrunners, each "outsider" candidates who has never held a position in elected office. Conservative voters' disdain for government and Republican moderates, as first evidenced by Cantor's defeat last year, is a prescient omen of things to come. One look at Donald Trump's polling numbers shows that these are the sorts of leaders many Americans want, and all signs indicate that our new Speaker — the most likely contender being Majority Leader Kevin McCarthy of California, who announced his candidacy September 28 — will be much worse than Boehner.

For lame duck Boehner, however, there is a silver lining to all this. For the first time in years, he now finds himself in a somewhat enviable position of doing pretty much whatever he wants without suffering the consequences from those in his caucus. Indeed, on the last day of September, Congress passed a temporary budget as a means of keeping the government open through December. Boehner has never subscribed to the notion that government shutdown threats are a viable negotiating tactic, so a short-term funding of Federal agencies was pretty much certain after the news of his departure.

Meanwhile, Boehner, along with Senate Majority Leader Mitch McConnell, initiated a series of budget talks with the White House to set spending levels for the next two years, much to the chagrin of Tea Party-affiliated House members. For outgoing Boehner, these negotiations could be his swan song, a last-ditch effort to square a deal with the President before he abdicates the throne. The question now is not whether Boehner and the President will come to some sort of agreement, but how badly the terms of these budgetary negotiations will irritate many Tea Party-related members of the House.

A year ago, we were told that once the GOP takes over Congress things would "get done." Fast forward to today, and the House of Representatives current boasts the largest Republican majority in 87 years, and they can't agree on so much as a highway bill without digging in their heels.

As the GOP scrambles to find a new Speaker, we might say that Boehner is heading toward a potentially Pyrrhic victory. For the time being he still controls what bills reach the floor, and with one foot out the door, maybe this will be his chance to stick it the members of his party who called for his ouster. The guy has nothing to lose at this point. Political site The Hill on September 29 posited that Boehner might use the opportunity to clear some "trickier issues from the docket"; in other words, he may move on policy that would otherwise be blocked by Tea Party votes but has Democratic support. With this kind of freedom — and with an end to his personal role in the consistent GOP infighting in sight — he might ask himself why he didn't bow out a long time ago. ○

— Jon Gingerich

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Cablevision falls to Altice for $18 billion

Cablevision is being acquired by Europe's Altice for a reported $18 billion, which includes assumption of $14.5 billion in new and existing debt.

By Kevin McCauley

Cablevision, which generated $6.5 billion revenues for the year ended June 30, is being acquired by European cable giant Altice for $17.8 billion.

The New York Times called Long Island-based Cablevision "one of the last remaining trophies of the American cable industry."

The acquisition of Cablevision's 3.1 million customer base in New York, New Jersey and Connecticut combined with Altice's recently acquired Suddenlink makes Founder Patrick Drahi's company the No. 4 cable system in the US with 4.6 million users in 20 states.

The acquisition includes assumption of $14.5 billion in new and existing debt.

"The strategy of Altice in the large and highly strategic US market is reinforced by Cablevision," Drahi said in a statement. "We will be in a stronger position, as in all other markets in which we operate, to deliver the best services, invest in the most advanced technology, and develop innovative products for the benefit of our customers."

The acquisition includes Cablevisions' News 12 Networks, a local news network reaching 3.7 million households in metropolitan New York, as well as properties *Newsday* and *amNew York*.

James Dolan, Cablevision CEO, released the following statement from his family.

"Since Charles Dolan founded Cablevision in 1973, the Dolan family has been honored to help shepherd our customers and employees through the most extraordinary communications revolution in modern history.

'"Now, nearly half a century later, the time is right for new ownership of Cablevision and its considerable assets. We believe that Patrick Drahi and Altice will be truly worthy successors, and we look forward to doing all we can to affect this transition for our customers and employees. We expect that Cablevision will be in excellent hands."

Teneo Strategy's David Vermillion is handling press for Altice, which has cable systems in France, Belgium, Luxembourg, Portugal, Switzerland, Israel, Dominian Republic and French Caribbean.

Media news brief

NY Times launches fellowship in honor of David Carr

David Carr, *The New York Times* media columnist who died earlier this year, will be honored with the David Carr Fellowship, the newspaper announced in September.

The David Carr Fellow, the *Times* said, will "spend two years in the *Times'* newsroom covering the intersection of technology, media and culture." It's an opportunity, the *Times* added, "for a journalist early in his or her career to build upon Mr. Carr's commitment to holding power accountable and telling engaging, deeply reported stories."

Dean Baquet, Executive Editor of the *Times*, said the paper will be looking for candidates who share his interests, and his openness to new ways of telling stories, "and also people who maybe have an unusual background. David Carr was a recovering drug addict who came to us from the alternative news media world. That's very unusual for *The New York Times*."

Carr, 58, died after collapsing in the newsroom in February. The cause was later revealed to be complications arising from lung cancer. He was later cited as a finalist for the Pulitzer Prize for commentary.

Generational preferences differ for branded content

As more companies adopt the "brand as publisher" model, PR managers and communicators should know which media channels are resonating most with their audiences.

By Matthew Schwartz

Call it the digital generation gap. Younger generations are more likely to trust social channels than their older counterparts, according to a new survey conducted by Acquity Group, part of Accenture Interactive.

"The Next Generation of Commerce" found that 29% of college-aged consumers (ages 18-22) and 32% of Millennials (ages 23-30) rank Facebook as the most trusted source of branded content while only 16% of Baby Boomers (ages 52-68) do the same. Older consumers are more likely to trust traditional media, such as print (27%) or online news (20%).

Overall, older audiences are more likely to have tried a new product as a result of a brand's sponsored ads or native advertising via traditional forms of media (like TV or newspapers), while younger generations are much more likely to have tried a product after seeing brand content on social or new media.

The study, which took the pulse of 2,000 consumers, examined how consumers interact with various media channels and consumer preferences for so-called branded content

As a growing number of companies adopt the "brand as publisher" model, PR managers and communicators need to know which media channels most resonate with their audiences and which are the most trusted among consumers so, as they develop original content, they can think strategically about the distribution.

Overall, 23% of consumers said they are influenced by content in news outlets, such as print and online media, when it is written by a brand. Brands looking to target audiences across platforms will need to pay attention to where content is most trusted in order to reach their audience most effectively.

When it comes to media coverage these days Facebook, Twitter et al. suck up a lot of the oxygen. Nevertheless, traditional media channels continue to hold sway with consumers.

"While social media is gaining ground, TV and print media advertising still own the market as key influencers that drive new customers," the survey said.

Indeed, among consumers who have tried a new product or service as result of a campaign or advertisement on various media channels, TV ranked the highest (57%), followed by print magazines or newspapers (38%) and social media (34%). Both blogs (10%) and Snapchat (1%) were low on the totem pole.

Equally important to developing a content marketing strategy, brand managers need to be cognizant about where their content is most likely to be shared.

On that account, don't underestimate the pull of family and friends online, particularly with regard to younger crowds.

According to the survey, 63% of college-aged consumers (ages 18-22) and 67% of Millennials (ages 23-30) would view a video shared on a family member's or friend's wall, whereas only 23% and 21% of those respective age groups would view a post by a favorite brand.

What medical marijuana teaches us about disruption

California blazed a trail when it legalized medical marijuana in 1996. Today, nearly half the country — 23 states and Washington, D.C. — permit medical marijuana use, and 11 of those have passed their legislation since 2010. However, controversy around the issue remains thick.

By Mark Thabit

The Drug Enforcement Agency labels marijuana a Schedule I drug, a classification for "drugs, substances or chemicals with no currently accepted medical use and a high potential for abuse."

Most in the United States disagree. The Pew Research Center reports that just over three-quarters of Americans believe marijuana has legitimate medical uses, and significant majorities within states think it should be legalized.

This puts pharma businesses in an awkward position, as new product development or even external communication could rankle the DEA.

Fortunately, controversial topics generate buzz and data, which brands can use to better understand the marketplace. The Cision Global Insights team analyzed more than 360,000 medical marijuana discussions around the world.

By researching blogs, forums, social channels and digital publications from 14 countries, they discovered where medical marijuana conversations took place, the most popular topics discussed and people's most widely-held beliefs.

The insights from this data show brands within and outside the pharma industry about the importance of localization and the opportunities and hazards of market disruption.

Localization of messaging

Like apple pie and football, discussion of medical marijuana is supremely American. The U.S. has dominated much of the online discussion around the topic, producing 93.7% of it.

That number likely stems from its large population, widespread Internet usage and the social, political and emotional turbulence surrounding the issue within its borders, according to Mathilda Joubert, a Vice President of Cision's Global Insights.

Outside of the U.S., conversation about medical marijuana was nearly nonexistent, with the Netherlands (3.5%) and Canada (1.7%) following closest behind. Many countries, including Colombia, the Czech Republic and Switzerland, had virtually no digital conversations about medical marijuana.

What does this show brands? Communication isn't one-size-fits-all. A message that resonates to one audience may fall flat with others.

For example, the messaging a pharma company uses to reach an audience in a country that has completely legalized medical marijuana will differ from that used in the United States, where communication would likely heavily center on education or advocacy.

In fact, our research shows pharma companies have an opportunity to erase prejudices that exist about their brands. Many discussing medical marijuana online believe pharma companies aren't providing it because a non-patentable product doesn't match its money-making interests. Discussing the controversy between the state and federal governments could ease criticisms and engender loyalty.

As digital communication progresses, brands must aim for targeted messages that reach niche audiences. Using marijuana as an example, online conversation in Alaska, Colorado, Oregon and Washington will differ from states in which it is completely prohibited. That's where the geolocation options provided by many social networks, including Facebook and Twitter, come in handy.

Of course, geography is only one factor influencing the message. Identify the networks, forums, publications and influencers where your target audience go for information and what they specifically talk about while there.

In the U.S., Facebook is a large forum for medical marijuana discussion, and people tended to post about three topics: how medical marijuana helped them cope with seizures and pain, why they chose marijuana over pharmaceuticals, and how to dose THC and CBD, the two main ingredients in cannabis.

Having this type of information enables brands to cultivate the most effective content and engagement strategies.

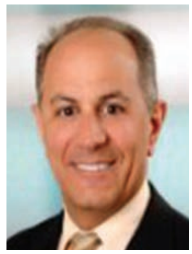
Whether a native advertisement or post to a forum, furthering conversation can establish your brand as a thought leader. Never pander to your audience though; they will recognize insincerity and quickly point out inconsistencies.

Market disruption

Conversations on Facebook revealed that much of the appeal of medical marijuana derives from its weak side effects and the perception that it matches or exceeds the effectiveness of prescription drugs. Additionally, medical marijuana has a cost advantage over prescription drugs.

In medical marijuana, many see only positives, so what should pharma brands do?

A strategy of staying the course has doomed many businesses. Taking a proactive approach to identify disruptions before they become mainstream preserves brand health and often opens doors to new business opportunities.



Mark Thabit

Adopting the disruption into your business plan, which would be difficult for pharma companies to do in light of competing laws, isn't always the right move or even possible as companies deal with patents, a collaborative economy and myriad other variables.

However, brands can clarify misunderstandings within their target audiences, message around pitfalls and position or pivot products in a unique way so they don't compete directly with the disruptor.

The earlier a brand can identify a disruptor, the better. Brands don't have the luxury of time. Reacting too late is often as effective as not reacting at all.

This makes monitoring social and digital media key because they provide real-time views of trends, evolving perspectives and emerging technologies. As more and more people take to social media, it elevates the need for brands to have a comprehensive social listening tool like Cision's.

Almost 20 years has passed since California legalized medical marijuana, and more than half the country still hasn't approved it. However, slow change is rare in this day and age. Look at Uber and Lyft, Netflix and Hulu, and Google and Amazon. They have reshaped industries in just the last few years. A disruption that catches a brand off guard has serious consequences, including a significant loss of market share.

Though competing legislation may have tied the pharma industry's hands from public action, it still has options for behind-the-scenes moves that could position it for success when and if the medical marijuana disruption stretches from coast to coast.

Mark Thabit is CMO of Cision.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Effective healthcare communications for vaccines

Patient engagement is an essential component of population health management, and this requires leveraging communications as a means of motivating positive behavior. One particular challenge is prevalent this time of year: convincing people to get their flu shot.

By Denise Aube

Healthcare organizations are now in the population health management business. 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. This requires more than gathering and analyzing patient data, or developing care coordination and network strategies. Effectively managing population health requires comprehensive patient engagement initiatives. These include programs that not only involve patients in real ways, but motivate them to take meaningful, positive actions.

In this new world, understanding the importance of effective communications is critical. Patient engagement requires a new way of thinking and communicating and, in turn, an awareness of how people make decisions. What mental processes do most people use to choose what foods to eat, how often they exercise, if today is the day they stop smoking, whether or not to take certain preventive medications, or to schedule a health screening? And what are the best ways to help influence their decisions or behaviors?

In the past, health communicators focused on increasing knowledge and education to spur a desired result. Today, effectively engaging patients requires an arsenal of insights. We all need to dig deeper, using research and evidence — cognizant that knowledge is often not enough to inspire action.

When it comes to influencing consumer behavior in healthcare, it's important to uncover the underlying motivators of behavior. Many behaviors are often habitual or predictably irrational. Studies have shown that the unconscious mind controls as much as 95% of human behavior. Neurologists and behavioral scientists have shown that habitual behavior is largely happening outside our awareness.

Behavioral science also tells us that most people are unwilling to expend effort today to reduce the risk of a future event — an event they believe is unlikely to happen. This is why too many people forego that screening, won't pay for important preventive medications, or choose not to get a flu shot.

A case of the flu

Over the next few months, up to 20% of Americans are expected to get the flu. Tens of thousands will be hospitalized with severe flu symptoms, and thousands may die. It is estimated that the cost to treat people suffering from the flu exceeds $10 billion annually.

Despite widespread awareness of the flu's risks, the CDC reports that less than half of U.S. adults get vaccinated each year, and just over half of children under 18.

Vaccination avoidance

Research shows some people don't get vaccinated against the flu because of negative perceptions, such as believing the vaccine can cause the flu or other diseases. However, many other people aren't against the vaccine — they just have excuses. They don't have time. They keep forgetting. They think they're healthy and don't need it as much as others. They think chances are slim they'll get the flu. And if they do, they reason, they can handle it.

The point is, it's difficult for many people to expend effort today to reduce tomorrow's risk of what they see as an unlikely event. If they think their chances of getting the flu are low, or its effects won't be severe, they can justify delaying or avoiding vaccination.

Motivating healthy behavior

One way to address the reluctance to act today to prevent a potential health risk in the future is through our need for immediate gratification — cognitive bias. Offering incentives or rewards such as coupons, gift cards or giveaways could be considered as a way to motivate people to get a flu shot.

Another approach is one our firm recently used in working with a healthcare organization with more than 500,000 members. Our client asked for assistance in creating a communications strategy to help boost flu vaccinations among its patient base. In 2014, only 30-40% of patients got vaccinations, and the result was an increase in flu-related hospitalizations and urgent-care visits. The client's goal was to greatly increase vaccinations for patients and staff during the 2015-16 flu season — improving the overall health of the population they serve.

The goal of our communication campaign is to overcome people's reluctance to act. We employed a two-prong approach: first, remove the perceived barriers of time/access and make it as convenient as possible to get the vaccine; second, identify and leverage the unconscious factors that, according to behavioral scientists, drive 95% of our decision-making.

The client helped accomplish the first objective by making no-cost flu shots available during all doctors' visits and setting up walk-in vaccination stations in the lobby of its health centers. Over the course of several months, anyone entering the centers can quickly and easily get vaccinated.

Denise Aube

In addition to these operational strategies, we developed a communications program that tapped into people's inherent desire to do what is "socially expected and acceptable." This kind of peer pressure touches every part of our lives, from cutting the lawn because your neighbors cut theirs to donating to a charity supported by your friends.

Elevating flu shot to social responsibility

Our messaging appealed to a sense of community by pointing out that getting immunized decreases your chance of infecting others. It's not just about you, the communications said. If you carry the flu virus, you can spread it to others (who might be more vulnerable) even if you don't feel sick. By getting vaccinated, you help protect yourself, your family at home, your friends, your coworkers.

The campaign incorporated creative, engaging, social responsibility messages: Share the love, not the flu; Stop the flu, save your crew; Friends don't flu friends.

Preliminary results are encouraging. Within the first 30 days of campaign launch, tracking shows that patient and staff flu vaccination rates have increased nearly four times over the previous year.

Tapping into a sense of social responsibility is just one of many behavioral science theories that can be used to develop more effective health communications programs that support patient engagement and motivate positive behavior change. Facts will always have their place in communications, but more as closers and support for the decisions people make on an unconscious level. Targeting patients' true motivations can have a powerful effect on behavior, result in better outcomes, and have real impact on population health management.

Denise Aube, APR, is the Healthcare Practice Leader for Crosby Marketing Communications.

Digital innovation plays role in empowering patients

Consumers, particularly in the US and UK, are increasingly relying on wearable technology and online patient gateways to manage their health, track weight loss and communicate with primary physicians. But what role has digital technology played in the evolution of general practices, and can a digitally empowered patient ultimately reduce the financial burden on healthcare globally?

By Niki Franklin, Sally Bain, and Victoria Winstanley

In the UK, primary care finds itself under a spotlight within the healthcare system. The British Secretary of State for Health, Jeremy Hunt, is under fire from General Practitioners as he tries to introduce a new policy of seven-day GP appointments for all patients. It's a topic of fierce debate in both the UK Parliament and amongst all UK health practitioners. Is it realistic, achievable or even desirable? And as the health secretary wants the UK's National Health Service "to be a world class showcase of what innovation can achieve," what role can digital health innovation play in the evolution of general practice?

Access to GP appointments is controversial. The GP patient survey, published in July 2015 by NHS England, reported that more than one in 10 people in England could not get an appointment with a GP or nurse. Early trials of seven day openings at GP practices, however, have suggested that uptake of weekend appointments is very low — one trial in Yorkshire was abandoned after just one Sunday appointment was filled over the course of ten weeks.

According to media reports, GPs are overwhelmingly opposed to weekend openings. The head of the British Medical Association, Dr. Chaand Nagpaul, called the seven day plans "insulting" given GPs' current workloads, and a campaign has been launched to oppose the policy.

Additionally, with the backdrop of economic austerity, the cost of prescription medication provided by the NHS is also gaining attention. UK taxpayers are charged £8.20 per prescription medication, regardless of the actual cost of the drug, which is usually much higher. Prescription medication is also provided free of charge to children, the elderly and those with low incomes and with long term conditions such as diabetes. There's an increasing suggestion that patients need to be more cost-aware and take an active role in their own care. With this in mind, the UK is planning to print the actual cost on packets of medication exceeding £20 in a bid to ensure patients take more personal responsibility for the use of resources.

So what is the answer to an outdated primary care system? Digital health offers powerful tools for GPs, including e-records, e-prescribing and remote e-consulting. With the rise of wearables and self-monitoring apps, should we encourage patients to use mHealth resources to take responsibility for their treatment and work in partnership with GPs? Is the digitally empowered patient the way forward for healthcare systems globally?

In the US, the story is similar while the cause remains different. The Affordable Care Act enrolled millions of uninsured Americans in insurance plans, providing access to care beyond the emergency room, which was often the only resource for many of the uninsured. A story Racepoint Global secured for its Stanford Children's Health client in Modern Healthcare details the very real issues around access to specialty pediatric care. While the wait time for scheduling an appointment with a primary care physician is slowly getting shorter, a recent survey conducted by healthcare research group, Merrit Hawkins, revealed an average wait time of three months in 2009 and today, that wait has been shortened to an average of 19.5 days in the top 15 markets. Is the digital empowered patient making a difference?

Certainly, many healthcare industry leaders are hoping that technological ingenuity will continue to infuse the healthcare sector to not only create efficiencies between providers and payers but also with the patients.

Patient portals/gateways

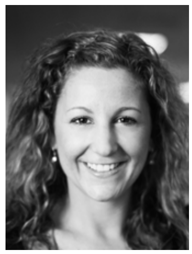
The influx in popularity of patient portals/gateways doesn't appear to be slowing down any time soon. From gateways that had the potential to allow patients to communicate directly with their PCPs, change appointments and ask questions, the digitally empowered patient has graduated to accessing test results and telemedicine. This is an exciting angle Racepoint Global is actively pitching right now for our client, Stanford Children's Health, which is doing amazing things via telemedicine.

The patient gateway is also exploding around diagnostics tools such as genetic screening. Diagnostic testing companies are creating portals for patients to be screened for genetic disorders they could develop or they carry. Patients can merely pay for a kit that is mailed out to them. They send in their saliva sample and the test results will determine the patient's unique reproductive risks. Will this type of online functionality empower patients and reduce the burden on GPs? Or, will mayhem ensue as patients are not sure how to process the new information they can gather as a result of technology?

Wearables

The healthcare technology wearables sector is also booming. IDC Research predicts that by 2018, 70% of healthcare organizations worldwide will invest in consumer-facing technology including apps, wearables, remote monitoring and virtual care. A recent *U.S. News and World Report* article, secured by Racepoint Global's own healthcare team, entitled, "How Big Data is Driving the Consumerization of Health Care," depicts the value of wearable devices and how technology is enabling better care.


Niki Franklin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That growth is matched by consumer consumption. According to an October 2014 PricewaterhouseCoopers study, one in five Americans own wearable technology and over 80 percent of consumers said an important benefit of wearable tech is its potential to make healthcare more convenient.

So who are the consumers using healthcare wearables? According to PricewaterhouseCoopers, millennials are 55% more likely to own wearable technology compared to adults age 35 and over. And what are they using it for? According to the same survey, PricewaterhouseCoopers found that the top three pieces of information consumers wanted from wearables are health related. 77% want wearables to help them exercise better, 75% want them to collect and track medical information and 67% want wear-

Continued on page 17

Healthcare's new era of consolidation, collaboration

The healthcare industry finds itself in the midst of immense change. Our national hospital system is merging, and medical institutions are expanding in size. With referrals and reimbursements at stake, healthcare organizations have realized that reputation and branding are vital, and PR now plays an essential part in helping the industry navigate this change.

By Nicole Cottrill

The healthcare industry's current evolution is being driven by reform, fluctuating reimbursement, innovations in care, and the evolving needs of people at every stage of life. Organizations of all sizes are committed to enhancing access to care and making it more efficient and effective. They also want to strengthen their operations and find new ways to differentiate themselves in order to attract patients and increase revenue.

This shifting environment is driving collaboration, consolidation and convergence in healthcare, which includes:

Unique partnerships among diverse organizations. Examples are joint ventures, clinical affiliations and integrated networks that are bringing together what might have been strange bedfellows a few years ago. Now, regional competitors are joining forces, for-profit and non-profit providers are finding common ground and other groups are scouring the nation to find the right partners to meet their needs.

Significant numbers of mergers and acquisitions, particularly in the hospital sector. An analysis by Kaufman, Hall & Associates showed that 49 transactions involving U.S. hospitals were announced in the first half of 2015, an increase from the 43 and 46 transactions announced for the same time period in 2014 and 2013. Mergers and acquisitions offer a competitive and operational edge to hospitals and provide vital lifelines to struggling facilities. They can be exciting and harrowing for all, requiring careful engagement of employees, doctors, patients, and the general public.

Blurring geographic and operational lines. Healthcare organizations are reaching beyond traditional geographies. Institutions such as the Mayo Clinic, Duke University Health System and Hackensack University Medical Center are expanding into new regions and, in some cases, internationally. Similarly, companies are evolving beyond their traditional roles. For example, providers like Ascension Health are transitioning into the payor space, and payors like Highmark Health are expanding into the provider sector.

For all healthcare companies, communicating effectively — and involving public relations professionals in organizational growth — is essential. Branding, internal communications, community relations, media relations, and interactive marketing are not just valuable supplements supporting business goals. They ensure success. More so, they can help solve some of the biggest challenges healthcare organizations face as they grow: how to become trusted in unfamiliar territory, how to maintain relationships with existing audiences as new ones are courted, and how to tailor outreach to different constituencies.

Branding for the future

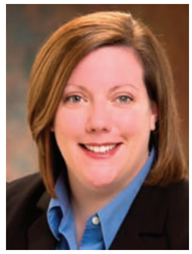
Companies expanding beyond their historic geographic and operational boundaries often have no reputation preceding them, and must develop one. The Cleveland Clinic has created a global brand rooted in science and best practices in patient management that extends beyond its origins in northeast Ohio. This has been critical as the organization has extended its reach to new patients through its clinics and affiliates across Florida and in cities such as Las Vegas, Toronto and Abu Dhabi that have no longstanding local connection to its work.

Organizations like Ascension Health are establishing similar, broad-reaching brands. Many understand Ascension as a compassionate provider of quality healthcare. Through transactions such as its acquisition of U.S. Health and Life Insurance Co. and the creation of subsidiaries such as MissionPoint Health Partners, it is making significant inroads into new service areas, including providing health plans and cost- and care-management.

So how do other expanding organizations position themselves in regions and arenas where they are not known? Where they have no legacy or connection?

Public relations teams lay the foundation for this kind of growth into unfamiliar terrain with effective brand positioning that ensures the organizations they support have a defined purpose that transcends geographic or operational history. They establish messaging that expresses a company's culture and demonstrates tangible things — best practices, quality resources, a commitment to charity care, an approach to service line expansion — which make sense for the new market and its constituencies.

This is particularly important in mergers and acquisitions. While we often think about the growing healthcare market and expanding healthcare companies in national and even global terms, all healthcare — like all politics — is local. Employees, patients and partners may be impressed by a big name, but they trust the local institutions they work for and receive care from. So, the impetus is on the company coming into a new market to make a connection around value and ensure this explanation proves true as it begins to get to know and serve its new neighbors.



Nicole Cottrill

Employees are community

In times of growth and change, organizations can fall into the unforeseen trap of ignoring their existing employees, physician partners and volunteers. The all-consuming work of establishing new relationships, getting to know new regions and markets, and integrating new companies, staff members and partners into the fold can mean the needs of those already on board receive short shrift.

Internal audiences can be a healthcare company's best asset or worst detractor. Overlooking those already in the fold can have long-term consequences, including lowered morale, reduced retention and productivity and, ultimately, compromised growth.

Public relations teams are vital in keeping internal audiences top of mind and ensuring that periods of growth and change are paired with an increased — rather than a waning — focus on internal communications and engagement. They recognize the importance of educating existing audiences about organizational changes: why a move into a new market or the addition of a new company or service line makes sense, and what role they play — and will continue to play — in their organization's growth.

They also are mindful to carve out time and space for these audiences to ask questions, express concerns and be a part of

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conversations about change; and to ensure that communications are consistent, relevant, multi-channel, and two-way. In many healthcare organizations, this requires several levels of engagement to reach all employees, doctors, volunteers and others, and involves a combination of print, electronic and in-person communications.

Planning for growth

Just as engaging internal audiences requires different types of outreach, so does engaging patients and partners in new markets and regions. No community or market sector is the same. Not only is it impossible to create a template that will work for every situation, it is counterproductive.

Growing healthcare organizations must educate themselves about the idiosyncrasies of each market they enter and anticipate challenges — from market confusion to opposition. They must be prepared to communicate with audiences frequently, and be ready to modify plans as unexpected issues arise. They also must be prepared to connect with constituencies in diverse ways — at meetings, in the community, in print media, via broadcast advertising, online, and through a broad range of social networks.

Public relations professionals are drivers of this process. They are adept at tailoring communications best practices to an infinite variety of scenarios. Through research and experience, they identify opportunities and challenges, examine important audiences, and decode how to reach and influence them. They establish messages and then craft and execute plans to disseminate these messages so as to drive growth, ease market acceptance, and set their companies apart from others trying to claim the same market or mindshare.

Case for over-communicating

Healthcare's new era of collaboration, consolidation and conversion requires communication and engagement. While others on the leadership team focus on the critical nuts and bolts of change, the public relations team recognizes that communication about change must exceed the pace at which it happens.

It is not enough to draw up strategic communications plans, refresh brands, develop messages and identify multiple channels for distributing them. It is not enough to simply check these boxes. An organization's brand isn't what it believes and says about itself. It is what others believe and say about it.

Communications professionals understand this, and take responsibility for ensuring that organizations focus on two things as they make change happen: articulating their missions, and demonstrating that they are living these missions.

Without a commitment to over-communicate regarding these two fundamental areas of focus, organizations operating in this era of fast-paced change may flounder. With it, they will succeed.

Nicole Cottrill is a Partner in Finn Partners' healthcare practice.

DIGITALLY EMPOWERED PATIENTS

_Continued from page 14

ables to help them eat better.

Talk to many healthcare industry leaders and they will tell you how wearables are going beyond health and lifestyle tracking to more acute medical situations like blood sugar and heart monitoring.

While the healthcare industry seems so "burdened" and "broken," when you consider the role technology has already played in empowering the patient, the future seems bright as ultimately, empowering patients may be the solution.

These are just some of the questions that our clients are currently posing and answering as they challenge the way that healthcare systems operate with new and disruptive technology. It is our job at Racepoint Global to ensure that these messages are being communicated in the right way and to the right audiences to drive positive change in healthcare.

Niki Franklin, Sally Bain and Victoria Winstanley are Vice Presidents within Racepoint Global's Healthcare Practice.

PR news brief

FTI works $4.6B global semiconductor deal

FTI Consulting's strategic communications operation is advising Silicon Valley's Atmel Corp. in its $4.6B acquisition by London-based Dialog Semiconductor.

The companies said they expect to be a $20 billion powerhouse by 2019. "By bringing together our technoogies, world-class talen and broad distribution channels, wel will create a new powerful force in the semiconductor space," said Dialog CEO Jalal Bagherli.

Dialog makes circuits for smartphones, tablets, LED lighting and other smart home applications, while Atmel manufacturers microcontrollers, touch solutions and other components for electronics.

Atmel is based in San Jose.

FTI's PR role includes London and Frankfurt.

Why a sense of purpose is vital for health messages

Public health messages used to consist of reminders for physical wellbeing: brush your teeth, don't drink and drive, don't take drugs. Goals such as building a healthy society were an afterthought. Now we've entered a phase where health is considered a public budgetary concern, and in the process, some experts believe health messages resonate best when listeners feel they have a purpose.

By Lisa Stockman

Obesity, drug abuse, nicotine addiction, and their associated adverse health effects drive up insurance premiums, inflate national health spending, sap workforce productivity, and stigmatize people.

There's never been a greater need for experts and policymakers to master the art of public health messages. Public shaming and fear mongering simply don't work. Indeed, widely reported studies have shown that teens who watched anti-drug ads that were part of a massive $1 billion National Youth Anti-Drug Campaign of the late 1990s were actually more likely to try marijuana. Why? The takeaway, for many, was that their peers were also smoking weed.

Not surprisingly, many are now turning to neuroscientists for signposts in public health messaging. Earlier this year, an article in the *Proceedings of the National Academy of Sciences* showed that people at risk of chronic diseases could be motivated to adopt healthy behavior without being badgered, frightened or shamed. The secret is pairing health messages with simple self-affirming mental exercises that reinforce the subject's core values. Other research has demonstrated the power of this strategy, but the PNAS study is one of the first in which functional MRI data illuminates dynamic processes in the brain as the subject responds to the message.

It's all about purpose

Vic Strecher, co-author of the PNAS study, is professor at the University of Michigan's School of Public Health, and a consultant to the inVentiv Health Public Relations Group. Over the years, he's synthesized and promoted some of the most persuasive theories about how to entice people to make healthy choices, lead happier lives, and generally act in their own best interests.

Strecher's mission is to get people to think about the values (family, religion, politics, etc.) that matter most in their lives as they set out to change their behavior. When health goals are connected to core values, adverse responses to sound advice seem to melt away. The PNAS study describes precisely how these core values can be identified and rehearsed in order to prepare the ground for effective health-related messages.

Some of the theories behind this research are eloquently captured in Strecher's autobiographical graphic novel, *On Purpose*. It channels the philosophy and psychiatric insights of Victor Frankl, among others, to demonstrate the importance of discovering a purpose in life and allowing it to be a guide. While this book narrates a deeply personal story of grief and recovery, its core concepts have profound implications for public health.

In his book and in talks he's given in TEDx forums, Strecher acknowledged that fear and shame in many public services messages can be powerful attention grabbers. Nothing draws viewers and ad dollars more dependably on TV news than outbreaks, including the obesity epidemic, which ranks alongside earthquakes, heat waves, droughts, wars and the ever-reliable stormaggedon.

The problem is, fear arousal causes stress, and people often respond to stress by smoking, drinking too much, and eating poorly. In other words, fear causes people to lose, not gain, self-control.

The emotion card

It's no surprise media and advertisers often use emotions like fear. Solid behavioral-science data shows emotion can increase intention for change. However, the impact tends to be short lived, and the gap between intention and actual behavior change is large, according to Kathleen Starr, a behavioral psychologist at Adheris Health, a unit of inVentiv Health. As the largest provider of medication adherence programs in the U.S., Adheris has an urgent interest in what motivates patients to make the right choices.

"The science does show that our values are important," Starr said. "But the psychological process that determines if we make that leap is complex."

Indeed, in the PNAS study, scientists confirmed that, with the right preparation, psychological responses to messages did translate into action. Not only did the fMRI scans document changes in brain processes, but "these neural responses predict objectively measured behavior changes in the month following the intervention," according to the authors.

Starr pointed out that clinical psychology has long leveraged this association between deeply-held values and behavior change.

"It's a core component of scientifically validated therapeutic techniques such as motivational interviewing and acceptance and commitment therapy," Starr said.

What's interesting is the variety of research now focusing on the importance of discovering life's purpose. That includes scientists who are tackling Alzheimer's disease, an illness that inflicts incalculable anguish on patients and their families, and is associated with more than $200 billion in direct costs each year — a health crisis that will only increase as baby boomers age.


Lisa Stockman

With no cure in sight, many researchers believe that living with purpose can make a measurable difference. At Rush University Medical Center in Chicago, Patricia Boyle and her colleagues are running the world's most extensive longitudinal study tracking the therapeutic potential of conscious purpose in warding off Alzheimer's disease.

As a first step, the team performed annual clinical evaluations on 246 adults who did not have dementia over a period of 10 years, including cognitive testing and neurologic work-ups. These participants also answered questions about the purpose and meaning they found in their lives.

Reporting in the May 2012 issue of the *Archives of General Psychiatry,* Boyle found that subjects who reported a strong sense of purpose were far less likely to exhibit signs of dementia. And the effect was observed even in cases where signature formation of protein plaques and tangles was in an advanced state.

As these theories gain traction, we may finally experience a sea change in how we design and deliver health messages to drive behavior change. The keys to success will be figuring out the best way to prime audiences to recognize their values, and then to link these with other psychological processes involved in long-term behavior change, such as implementation intentions and action planning. Communication experts, as well as healthcare professionals, should be open to any and all proven approaches that help us get to the goal.

Lisa Stockman is President of Global Public Relations and Medical Communications at inVentiv Health.

Communicating value: a primer for healthcare M&A

M&A has emerged as a major healthcare industry trend that doesn't show signs of slowing. Here's why communicating a deal's value to critical audiences is the best treatment for healthcare M&A.

By Bob Yedid

Deal-making activity for the sector reached a record-high value of $388 billion in 2014 — $136 billion higher than 2013 levels, according to Hammond Hanlon Camp.

The M&A frenzy has touched all corners of the industry. AbbVie kicked off 2015 with an eye-popping $21 billion acquisition of Pharmacyclics. Medical device giant Medtronic completed the $43 billion acquisition of Covidien in January and recently announced plans to acquire vascular aneurysm player Medina Medical — its eighth acquisition this year. Two significant combinations were announced with Anthem's million merger with Cigna and Aetna's merger with Humana.

From payers, to pharma and biotech giants, to healthcare IT players, consolidation is sweeping the industry, making it important for PR and IR pros in the space to understand the macro factors driving change as well as the best practices for successfully navigating a transaction from an integrated IR and PR perspective.

Why the boom?

The Affordable Care Act is a leading driver of market transformation as the overall utilization of healthcare services among consumers rises. More than 11 million previously uninsured Americans now have or are in the process of obtaining health insurance coverage. This growing demand requires new efficiencies, cost savings and expanded capabilities that consolidation and integration with others in the space can offer.

On the payer side, Mark Pauly, professor of health care management at The Wharton School, recently noted that insurers are consolidating as a way to counter the ACA's goal of increasing competition and lowering costs. On the provider side, hospitals are merging and more physician practices are being acquired by Integrated Delivery Networks in order to form Accountable Care Organizations, allowing them to bargain more aggressively with insurers.

In the specialty pharma sector, M&A has been driven by the desire to increase scale and reduce tax rates through tax "inversions," where companies make strategic acquisitions that allow them to move their headquarters to low-tax countries like Ireland. Lower tax rates stimulate more M&A activity since acquirers with low tax rates can generate higher returns by buying companies based in higher tax jurisdictions.

In the biotech and pharma spaces, the ability to raise capital with relative ease over the last four years, along with low-cost debt, have facilitated the rate of M&A activity.

Two additional macro factors impacting the entire industry are talent and technology. As healthcare and biomedical developments, treatments and technologies advance, the competition for the best talent and technology assets has intensified. IT-related costs are burdening healthcare providers on the whole. Demand for sophisticated, tech-enabled systems to improve care and operations is growing speedily and many smaller, less profitable healthcare providers lack the capital to keep up.

The role of communications in M&A

With unique complexities and a multitude of audiences, it is particularly important for healthcare industry communicators to clearly articulate the strategy behind a transaction and be prepared for questions about how various stakeholders will be impacted. An integrated IR/PR approach to explaining the strategic and financial rationale for the deal in a compelling way is critical to instilling confidence and generating broad stakeholder buy-in.

While there are a number of audiences to consider depending on the magnitude of the deal and the type of company, the following three should be top of mind for any public company going through a transaction:

Investors: Is this acquisition going to drive near- and long-term value? Any successful transaction must have a compelling business rationale. For public companies, securing confidence from the investor base and the analysts following the company is imperative for supporting the company's long-term market value. IR pros should work hand-in-hand with PR counterparts to develop persuasive messages that address strategic fit, market position, operations and financial impact (EPS accretion/dilution, revenue or cost synergies and leverage). IR should work with management to set reasonable financial targets that the combined company will have a high probability of exceeding. Lastly, communicate strategically and communicate often. Get on the phone immediately after the deal is announced with large shareholders, and then visit in person shortly thereafter to reinforce messages.

Media: What's the big story and why does it matter? Create a media strategy that targets the most important audience and will be most likely to reinforce key messages. Depending on the significance of the transaction, the media might not be knocking down your door to cover the news. If this is the case, be prepared to go after a targeted, high-impact exclusive. Get the story into the hands of the reporter who knows the company best and will understand the strategy and bigger picture of the deal. This is an instance when the relationships you've cultivated over the years will demonstrate immense value.


Bob Yedid

Employees: How will this impact my job? Small missteps can easily cause unnecessary consternation for employees. Carefully craft communications to employees of companies on both sides of the transaction, working closely with HR and legal. Be thoughtful about the tone of communications, aligning the voice of company messages with that which employees are accustomed, and make sure that vehicles used to deliver information will be most likely to reach employees in a timely fashion. Anticipate tough questions and develop a thorough Q&A to make sure messages are consistent and accurate across the organizations.

Depending on what part of the healthcare ecosystem you occupy, you must also be prepared to address a variety of audiences including clinicians, hospital systems, regulators, customers and vendors. The same themes hold true for all audiences. Anticipate concerns and proactively convey the impact of the deal through the most successful channels. While audiences will focus on varying aspects of the transaction, all messages must be aligned to tell a clear story.

Above all, an integrated approach is key to successful communication for any transaction. When senior management works thoughtfully with PR and IR professionals, the likelihood of a successful and smooth announcement are multiplied many times over.

Bob Yedid is a Managing Director in ICR's Healthcare Investor Relations practice.

Strategy is key for global healthcare communications

We've seen unprecedented shifts in the past decade regarding the ways in which audiences receive, share and interact with information. What's often overlooked in this stream of PR innovation, however is the important role of global context and a shared vision of the communications strategy at all points.

By Tim Goddard

Despite an ability to instantaneously exchange news and information, global healthcare communications campaigns often lack innovation and cross-border relevance. Local affiliates may be less motivated to act on "global's" platform and, as a result, assets and bright ideas end up sitting on a shelf.

Today, more than ever, there's a need for companies to work collaboratively with a diverse range of stakeholders to capture the value of their medicines across very fragmented regulatory and reimbursement environments. Without deep local knowledge of who those stakeholders are, how to engage and what stories to tell, the huge investment in innovation will often fall by the wayside.

To avoid these pitfalls, communications teams around the world must function seamlessly or risk missing the wave when there's news to share. I've been exposed to some of the best of global communications out there, but I've also witnessed a fair amount of dysfunction. In thinking about what makes for strong global communications, five basic — but critical — things stand out.

Talk to each other

This point should come as no surprise, as it's a fundamental aspect of any successful business. Whether due to internal politics, time pressures or oversight, I see massive breakdowns in basic communications among professionals within the same organization sitting in different countries. When brand, communications and advocacy relations teams work in silos, they risk wasting resources as well as opportunities. Internal alignment sets the stage for clear messaging and strategic, more powerful programs. While each group and each region has its unique needs, there is a tremendous amount of overlap and opportunities for synergy.

Look beyond the United States

The United States is a key market in the biopharmaceutical sector, accounting for roughly 50% of industry revenues. Driven by a large private payer system and the proliferation of direct-to-consumer advertising, there's no question the United States is important to a company's bottom line. However, many U.S.-based global communications professionals overlook differences in healthcare systems, regulations and cultures when developing global programs. A successful global strategy goes far beyond adapting resources that have been developed for a U.S. audience and rolling them into a "toolkit" for other countries. We must understand the differences among key markets and build strategies and tactics that can help to overcome local barriers. In doing so, it's critical to engage affiliates early and often, incorporating insights into plans and building equity in programs that they will ultimately implement.

Acknowledge differences, similarities

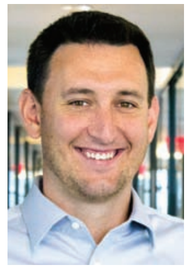
Anyone who has sat around the planning table with colleagues from Latin America, Europe, Asia and the Middle East would agree that building a global communications program is a huge challenge. Differences abound, even within regions. Take the Asia-Pacific region, for example, where pharma communications regulations around media outreach vary widely by country. But while there is a diversity of needs among regions, it also may be possible to find clusters of countries with commonalities. Identifying these similarities and shaping plans around them is key. Working with in-country experts in a handful of prototype markets to gauge nuances of the healthcare system and culture provides a good sense of what will work for each region. Teams can then build a few distinct strategies that can be extrapolated to similar markets and tailored for each country.

Think global, act local

It's an overplayed cliché, but one that really applies here. Some of the best programs I've seen are global in scope, but have arms and legs that allow for deep penetration in local markets. Industry-sponsored coalitions that build international consensus around urgent health issues while simultaneously forging deep relationships with key advocates and opinion leaders are one example of global programs that can be implemented locally. I often hear there's no such thing as a "global" disease awareness campaign, but it simply isn't true. A successful program hones in on an urgent global concern and creates compelling opportunities to engage advocacy groups, research centers and policymakers in multiple markets. While it may take investment in time and resources, it is possible to meet the needs of diverse markets with one single program.

Be prepared to do the right thing

As a communications counselor, I've always believed that issues preparedness is as important, if not more so, than any proactive programming a company can do. Years of dedication and goodwill among patients, healthcare professionals and advocacy groups can be wiped out with a single issue if a company isn't prepared to respond quickly and appropriately. Today, issues are no longer confined to the country in which they occur. A pricing misstep in one European market can quickly lead to upheaval across the continent, as payer systems reference pricing discounts in other countries and regions.



Tim Goddard

Mismanaging a crisis can threaten a company's reputation, yet doing the right thing has the potential to strengthen customer loyalty and boost competitive standing. While the pharmaceutical industry has been slow to use and master social media tools, these are precisely the channels where issues will be aired, so it's critical that a company not only be prepared to respond, but have protocols and procedures in place to do so where the conversation is happening.

A successful global program is built around a unified communications strategy, driven by global teams that adapt it at the regional or country level based on distinct market dynamics. It's imperative that team members throughout the world have a keen understanding of the strategy and in turn, know how to make it relevant in their markets. A shared vision among team members who know and trust each other can set the stage for a global program that rings true throughout the world.

Tim Goddard is SVP at GLOBALHealthPR and Spectrum, GlobalHealthPR's Americas hub.

The critical importance of giving patients a voice

With the presidential election a year away, we can count on three things: an onslaught of campaign ads, hilarious Saturday Night Live candidate parody sketches, and a deluge of debate regarding the future of healthcare in the United States. From the highly divisive Affordable Care Act to the Medicare program, candidates have already introduced their plans for overhauls or support of these programs. Candidates and pundits will always take sides, but the most unifying voice, and the one we need to hear, is that of the patient.

By Karen Moore

Patients represent a critical network that all healthcare organizations — hospital systems, non-profits, for-profits, associations — should be engaging through grassroots advocacy. Grassroots engagement is often associated with political campaigns, but outside of the campaign world, grassroots support is an essential part of any successful public affairs campaign. When it comes to getting your story told, grassroots advocacy is the most important tool that companies should consider employing. The patient voice is necessary to shed some light on public health issues in order to gain national awareness.

Without the patient voice, delivering meaningful results would be difficult, if not impossible. From earned media opportunities to speaking engagements, these grassroots advocates become your team of champions. They are passionate about the issue because it has affected them directly and can communicate this experience.

To create a successful grassroots patient advocacy network, it is necessary to identify, educate and engage advocates. Here are a few best practices to execute a successful grassroots patient advocacy campaign.

Position your patient advocates for success. To help your advocates be well informed on the issue, it is necessary to provide resources, such as talking points, templates, leave-behind items, a website and social media platforms. These arm your team with the knowledge to not only tell their story, but to be informed on the issue as a whole and deliver consistent messages to align all parties involved.

Recruit diverse representatives to help build your cause. Diversity in your advocates means a variety of experiences that will help others to identify with your issue. Health care issues tend to impact different people in different ways, so diversity in your advocate team means you're representing the cause for each target audience. Additionally, a diverse team can help ensure your communication is relevant and culturally sensitive. Make sure to seek out advocates of varying race, ethnicity, gender and age.

Effectively communicate ways to take action. Once a patient advocate commits to championing your cause, they want something to do. Immediately giving them a simple task makes them feel needed and is a great strategy to retain your volunteers for future needs — whether it's help on social media or visiting an elected official's office. Although you may not have an immediate need, keeping advocates involved at some level is vital to their participation when you do have a fire drill. The worst thing you can do with a willing volunteer is nothing. Remember, patient advocates are passionate and truly believe in the cause.

Social media outreach is one of the most effective ways to engage existing supporters and identify prospective advocates. By utilizing social media, your champions cannot only share their work on your behalf but also can help identify and recruit more advocates to expand your base of supporters. Social media is also one of the quickest ways to break crucial news related to your campaign, allowing you to rally your troops quickly.

However, use social media correctly. Far too many organizations jump to build a Facebook page, with no research to determine if that's the platform their target audiences actually use. Identify the social media platforms your audience uses most regularly, conduct an analysis of your competitors' presence, and build a plan to launch and maintain the platform(s) with regular content and updates.

Hold your patient advocate team accountable. If a patient advocate accepts a task, ask them to keep you updated on the result of their outreach. Receiving this feedback is vitally important to the overall effort of the public affairs campaign as it allows you to understand the results that have been generated. It gives the patient advocate ownership of the issue. Feedback can also allow you to preemptively identify a potential roadblock to adjust your strategy as needed.

Karen Moore

Provide regular updates to your team. Communication is an easy way to build a relationship of trust between your team and the advocate. While you don't need to (and sometimes can't) divulge every detail of the strategy, it is important to share some insight so they are empowered by a sense of ownership. Whatever the ask, patient advocates need to know why it is important and to be continually updated on the results of their action.

Remember the power of a simple "thank you." Advocates are simply volunteers who are giving their time and energy to something about which they are passionate. An unexpected "thank you" not only makes them feel appreciated, but energizes them to continue to advocate for your issue and ensure it is a success.

Amplifying the patient voice is a necessary complement to any advocacy effort to ensure a winning strategy is delivered and impactful policy change is adopted. As you develop your outreach strategy for 2016, consider how you can leverage these unsung heroes to tell the story of your cause and recruit additional supporters. You'll be rewarded by loyal champions with the authenticity to gain the public support you want.

Karen Moore, APR, CPRC, is Founder and CEO of Moore Communications Group.

PR news brief

Sitrick aids Bankrate through SEC probe

Bankrate, the New York-based personal finance information provider charged with accounting fraud by the SEC, relied on Sitrick and Co. for PR counsel through the probe.

The company settled the SEC charges for $15 million Sept. 8, while former CFO Edward DiMaria reached a deal to pay more than $180,000. Two other Bankrate execs, former accounting director Matthew Gawsey and ex-VP of finance Hyunjin Lerner continue to face SEC charges.

All of the charges related to allegations that the company fraudulently increased its revenue on paper to meet analyst expectations in 2012.

Sitrick firm member Thomas Mulligan, a former senior financial writer for *The Los Angles Times,* has advised Bankrate from New York on the PR front.

Bankrate, which restated its 2012 earnings in June 2015, in a statement said it did not admit or deny the SEC's findings in agreeing to pay the civil penalty.

The "Rule of Seven" in a multichannel marketing era

Today's communications landscape is characterized by incredible complexity, but often an adage from the past can help marketers navigate our nuanced multichannel marketing environment.

By Kristin Cahill

We're in the midst of a revolution in healthcare communications — an expansion beyond the two-channel paradigm of traditional and online media that has dominated the last decade — to one that encompasses a much broader spectrum of content distribution strategies. This sea change represents a huge opportunity for those of us in the healthcare public relations industry. For the first time, healthcare communicators have the opportunity to expand our scope beyond earned and "social-only-in-name" media, and embrace truly social media, paid strategies and owned content. Yet, these changes also present a new and unique set of challenges, as each channel requires its own customized content and distribution plan.

To help guide our clients and colleagues through this new reality, we have actually looked to the past. You might be familiar with the "Rule of Seven," the old marketing adage stating that a consumer (or, in our case, a patient, physician, other healthcare stakeholder) needs to hear the same message seven times within a twelve-month period to truly absorb it. While the applications of the Rule of Seven have dramatically shifted, we believe the spirit of this theory has great relevance in the era of multi-channel marketing and can serve to guide us as communicators through an increasingly complex landscape.

After all, given the onslaught of information aimed at our audiences today, the idea that consumers today need repetition still makes perfect sense.

What has changed about the relevance of the Rule of Seven is the way message repetition is generated.

The latest data from the Meeker Internet Report — Kleiner Perkins Caufield & Byers (KPCB) Mary Meeker 2015 Internet Trends Report — indicates that consumers' consumption of information via their mobile devices increased nearly tenfold over the last eight years, which should come as no surprise. Interestingly, this rise did not coincide with a decrease in desktop media consumption. So it's not that the smartphone replaced the desktop for consuming media — it added to it. Data clearly show that it's not an "either/or" but an "and" when it comes to consumption.

Further, stakeholder creation of content on various online channels has skyrocketed exponentially. Take a look at the latest data on social media content creation from 2013 to 2014 and you will see that the pace of content development is still increasing. Instagram saw a one-year increase of 76% in content creation on their platform. Even YouTube, one of the oldest mainstream social networks, is still enjoying incredible content growth, with nearly a 200% increase in new content created year over year. And it's no surprise that many of the channels that are growing the fastest are the ones that feature highly visual, immediate content.

As we like to say at GCI Health, syndication — the idea that a media outlet can push out a single message across all of their channels and be effective — is dead. Media outlets have had to adapt their content distribution strategies to an increasingly cut-throat environment and more sophisticated audiences, who are no longer willing to accept information from a single source. Indeed, audiences today have an expectation that they can find relevant "on-demand content" on their channel of choice. If a patient sees something in an advertisement, they are going to ask a friend about it. If their doctor tells them something, they are likely to look it up online. If they see something on their social media channels, they might turn to a credible third-party organization to verify. And so on and so on.

Against this backdrop, public relations has evolved from a discussion of "traditional" and "online" media to a four-pronged paradigm consisting of earned, owned, shared and paid channels. As communicators in the healthcare space, we must embrace this new world and understand how best to leverage each channel to make sure our evolved stakeholders hear our message seven times in a cohesive but customized way.

Adding to our challenge is the fact that each of these channels is evolving every day and so our approach must also be adapted in real time.

The earned media landscape continues to become increasingly competitive for reporters, who are facing lay-offs, new careers as freelancers for multiple outlets, and an increasing expectation from their editors to make their content sharable across a number of different mediums. We must adapt to this new normal with a more customized and nimble approach — and work with internal reviewers to allow for this dynamism.

We've also seen a great evolution in the owned content being produced by healthcare companies. The industry is realizing that websites and other properties must be updated constantly to feed stakeholders' 24-hour demand and is increasingly turning to their communicators to drive this content creation. This is being partly fueled by the increasing use of third-party influencers to create owned content on behalf of healthcare organizations, who realize that credible voices offer authenticity and the ability to contribute large amounts of fresh, engaging content.

Kristin Cahill

Yet, by far, the most significant evolution in healthcare multi-channel marketing is the explosion in social media engagement from healthcare organizations in the last 18-24 months. This has been fueled by the precedence set by a select group of trailblazing pharmaceutical companies and the increasing understanding that industry itself is going to need to learn from each other — versus FDA — on what can and can't be done from a social media perspective. It has also been helped by the growing use of paid promotion to drive engagement in response to the new business models introduced by Facebook and others that make organic reach increasingly difficult.

This addition of paid promotion to the mix — and communicators' role in creating paid strategies — is allowing us to better target communications efforts and demonstrate reach in much more measurable ways.

In short, communications professionals have more options and opportunities than ever to reach their stakeholders seven times with impactful, targeted and — importantly — measurable multi-channel activity. It is an exciting time to work in this field!

Kristin Cahill is President of North America, GCI Health.

Why message testing is all about proving your worth

The healthcare industry is changing faster than ever , forcing hospitals and health systems to create new business models and healthcare professionals to demonstrate their value and contributions to the bottom line. Message testing is a powerful tool now increasingly being used to help healthcare organizations share their capabilities and strengths.

By Sharon Reis

An unprecedented wave of disruption in healthcare has caused organizations to revisit their positioning and messaging as they attempt to explain their value and ROI in this turbulent new world.

Professional associations are trying to ensure their members are well-positioned as integral elements of the healthcare team helping to improve care outcomes and reduce costs. Foundations are seeking to evolve and develop new programs to identify innovative care models. And advocacy groups are making sure that patients and families are part of these strategic decisions and actively involved in their care.

Identifying the right language that engages and creates action is an essential component for success for both organizations and individuals. It sounds simple, but it requires being open to constructive feedback and a willingness to change how people, programs and organizations are viewed and explained.

"Our society undertook message testing as an outgrowth of the larger imperative to clarify the branding and positioning of our society and specialty," said Cheryl Sadowski, Senior Director of Communications, Publications and Marketing for the Society of Interventional Radiology. "It was time to pull back, look at how we wanted to be perceived in the new environment, and assess whether our messaging was helping us to achieve that."

Benefits of message testing

When done well, message testing can have significant and positive impact. It reveals what really engages people quickly and effectively, while simultaneously pinpointing the specific words or phrases that can detract from key ideas and hinder engagement. It helps identify the commonalities that bring diverse groups and opinions together.

Message testing also isolates the precise data points that are most compelling to make your case and those that may serve to confuse or raise doubt. It often confirms something that you may already know: that what worked before probably won't work now, that it's time to think and act differently.

Message testing continues to be done to advance public policy, but is increasingly conducted to build consensus among coalition members and to position an organization, profession or program.

"Message testing for diagnostic error has been interesting," said Mark L. Graber, MD, FAACP, President and Founder of the Society to Improve Diagnosis in Medicine. "We've debated this in our society. The issue, for us, is the 'error' word. In medicine, we have this dichotomy between safety and quality. Safety is avoiding doing everything wrong. Quality is doing everything right. Talking about 'error' really gets people's attention and it also alienates different groups. If you talk about improving quality of diagnosis it sounds better, but you are really talking about the same thing. It has been a conundrum from the start."

Building consensus

Three medical societies decided to form a coalition to positively position their respective fields and raise awareness of the contributions of their collective members to medicine and society. Bringing together three different organizations with three sets of language for explaining roles and values proved quite challenging even though they represented similar and overlapping groups of physicians and researchers.

As a way to mitigate politics and bring objectivity to the process, and to identify the most compelling language and salient points, we conducted message testing using combined language and materials from all three organizations. It wasn't so much about what the societies thought was the best language to use, rather it was about what the target audiences wanted to hear. Going directly to those intended audiences created a way to bring the three groups together and increase likelihood for success.

"When our foundation was preparing for a national thought leader summit, we had to present integrative medicine in such a way that would bring together the medical community, assure leaders it was grounded in science and differentiate it from alternative medicine," said Bonnie Horrigan, Executive Director of The Bravewell Collaborative. "Message testing helped us focus on the concept of patient-centered care and not the specific modalities. When we talked about putting patients at the center of their care and the need to examine physical and emotional well-being, we got people's attention."

Influencing the C-suite

Reforming payment systems is causing hospitals and health systems to examine the role and value of all members of the healthcare team. The enhanced scrutiny and need to prove their worth is forcing healthcare professionals to define their value with data showing improved care and reduced costs.

Sharon Reis

Often times, these numbers are not readily available, yet the need is urgent and the stakes are high. Many professional societies are conducting message testing to gauge awareness and understanding of their role and to identify the most effective way to explain their contributions to thought leaders, policymakers, patients and families, and other health care professionals. In lieu of having hardcore research, they need to find the touchpoints to convince the C-suite that their contributions matter.

"We thought we knew what made our health-coaching program unique, but what we didn't know was how to explain it to people who were unfamiliar with health coaching in general and our specific program at Duke," said Adam Perlman, MD, MPH, Duke University, Director of the Center for Integrative Medicine. "Message testing helped us identify the most important differentiators and to get to the point quickly."

Message testing can help organizations and individuals determine effective language to engage a target audience and create a desired effect. It's about finding what works, areas of compromise, and touch points that divide. As Apple's CEO, Tim Cook, once said, "You can focus on things that are barriers, or you can focus on scaling the wall and redefining the problem." Message testing is what helps you achieve success by looking at a situation in a new light.

Sharon Reis is Co-Founder and Partner at GYMR Public Relations.

The rise of healthcare's Chief Experience Officer

Patient experience is a new buzzword in healthcare, and it will directly impact communications and marketing professionals. To be successful, a Chief Marketing Officer, Chief Communication Officer and the new Chief Experience Officer must be aligned in their roles to communicate with internal and external audiences about health systems' quality care and experiences. The hospital brand isn' t just formed by billboard messages; it' s driven by the word of mouth messages from staff, physicians and patients, and those external messages must accurately represent the care received.

By Debbie Landers

While the notion of patient experience isn't entirely new, the pace at which hospitals and health systems are adding Chief Experience Officers to their C-suite teams, and charging them to be change agents for their organizations, is unprecedented. This trend is an important one for communicators, marketers and public relations strategists. It impacts everyone in the industry and calls for alignment.

Let's face it: Hospitals are not an easy place to work. Every day "the customer" — i.e, the patient — has no desire to be in there. Patients don't enjoy the limited dining menu, and hospital gowns certainly don't provide a fashion statement. On top of all of that, a nurse is caring for five to six patients at a time, going through a computer upgrade and dealing with patients' family members who are very needy with questions and constant demands.

When the federal government implemented the HCAHPS survey on all hospitals — where institutions must measure the patients' perception of care and reduce up to 2% of reimbursement through the Inpatient Prospective Payment System if their scores aren't in the top 50% nationally — it changed things. Health systems began looking at these HCAHPS results and ways to improve and who would be responsible for leading the charge — welcome the new CXOs!

To improve the patient experience, a CXO realizes he or she must have happy and engaged employees and physicians. Depending on the employees' perception of their health system, trust in the leadership team and loyalty, employee engagement might be the first focus for a CXO. After all, people will always need hospitals for a health crisis, yet the attitudes of the employees — from the first "hello" and the bedside care, to the dietary team and transporters, to the physicians treating them — every touchpoint a patient encounters will determine overall perception and impact your HCAHPS scores. Health systems should be surveying their employees yearly and have a strong communication plan to share the results and the improvements throughout the year.

Empathy and compassion are important personality traits for those in healthcare. Patients are scared and uncomfortable in a hospital. They'd rather be at home, not awakened throughout the night for tests, and they certainly want to feel better and get back to their regular lives as soon as possible. Bloodwork, tests, surgery — none of those are high on a patient's "to-do wish list," but that is the daily life for nurses, physicians and the care teams at hospitals. Slowly, the empathy and compassion can fade when your job is demanding and constantly changing with new "mandates."

Complicating things is the fact that many physicians in the inpatient setting are actually hospitalists and work for a staffing agency. Patients don't see their primary physicians while they are hospitalized because the hospitalists take over the care once they are admitted. The patient doesn't realize they aren't employees of the hospital, and their perception of care will include their opinions toward those hospitalists, the empathy and compassion the hospitalists showed, and how quickly they started feeling better.

For all of these reasons, the CXO will quickly realize improving the patient experience must start with the employees and physicians. Training and goals are then part of the new cultural efforts that the CXO must lead. The CXO must be a team player because the recommendations for change will affect every leader in the organization. They must be a strong communicator that can "sell" change as a positive. They must be able to show the physicians and clinical team that compassion is just as important in the eyes of the patient as the right diagnosis. Many physicians are not known for their "bedside manner," and this can be very harmful to patient experience scores. Physicians need to learn to sit down next to their patients and speak in layman's terms so the patients and their families understand. They need to take time to answer questions and not rush out of the room. Patients may wait all day to see the physician, so physicians must make that time memorable and informative.

Debbie Landers

Also detrimental to the success of patient experience is alignment among the Chief Marketing Officers, Chief Communication Officers and CXOs. The external message must accurately represent the care received in the hospital. The brand of the hospital is not just made by the messages on billboards; it's also driven by the "word of mouth" messages from staff, physicians and patients. A bad reputation is extremely hard to turn around, and a new name or new logo won't fix it. Getting to the root of the problem and correcting behavior is the only way, but it takes time, constant training and measurement. It's critical that the marketing messages, PR messages and internal messages are aligned and focused to reverse any negative impressions on the hospital.

One might wonder: what is the CXO not involved with? The answer is, very little. That's why the C-suite has to be open to someone joining the senior ranks that will identify areas that need improvement, staff and physicians that need to "exit the organization" and the constant effort to put patients first. Then the organization will see its HCAHPS perception scores rising, its volumes rising and its staff turnover dropping — because it's a better environment for all.

Debbie Landers is Senior Vice President at Jarrard Phillips Cate & Hancock.

PR news brief

Sitrick aids Bankrate through SEC probe

Bankrate, the New York-based personal finance information provider charged with accounting fraud by the SEC, relied on Sitrick and Co. for PR counsel through the probe.

The company settled the SEC charges for $15 million Sept. 8, while former CFO Edward DiMaria reached a deal to pay more than $180. Two other Bankrate execs, former accounting director Matthew Gawsey and ex-VP of finance Hyunjin Lerner continue to face SEC charges.

All of the charges related to allegations that the company fraudulently increased its revenue on paper to meet analyst expectations in 2012.

Sitrick firm member Thomas Mulligan, a former senior financial writer for *The Los Angles Times*, has advised Bankrate from New York on the PR front.

Leveraging ambassadors amid healthcare reform

In order for brands to reach consumers in today's healthcare marketplace, the assistance of influencers is essential. Many consumers are now tuning out traditional ads and increasingly relying on peer-to-peer recommendations to guide their buying decisions. In this age of unprecedented industry reform, it's vital that brands use our interconnected world to engage customers and find out what people are saying about your company.

By Rachel Miller

An overwhelming majority — 90% — of consumers trust peer recommendations, and these figures are no different for the healthcare industry, according to a study from Nielsen.

The Affordable Care Act has already transformed the healthcare industry — and there are no signs that this revolution is slowing down. Hospitals and health systems in the U.S. have had to change the way they conduct business and alter their delivery of patient care. As a result, budgets are tighter, and hospitals scrutinize any investment in new equipment and ensure that vendors are providing value beyond top-notch technology. Professionals in the healthcare industry, from the C-suite to the radiology room, are now looking for partners who can help them navigate these muddy waters of reform.

In the quest to find this partner, one of the biggest — if not the biggest — influence on customers is what their peers are saying. In these interconnected days of social media, it is easier than ever to find out how customers feel about your company at any given moment. So why not use this to your advantage?

Here are five tips on how to leverage your customers to be the ultimate ambassadors of your brand.

Make it easy for your target audience to be an ambassador for your brand. Find out what your customers truly need to help them promote your brand to their local market and to their peers, and give it to them. For example, Toshiba provides easy access to a plethora of direct marketing materials on a customer portal, called Image Maker. This portal is supplied with everything from template press releases to help customers announce installations, physician letters for sharing with the hospital community to encourage more patient referrals, to marketing brochure templates to share with patients or nearby physician practices. The benefit of the materials available on the portal is that customers are doing the "talking" to their local community while leveraging Toshiba's brand messaging and materials.

Think about out-of-the-box methodologies for customers to communicate and engage, and be open to letting them lead the discussion. A great channel for this type of engagement is social media. Most customers will have access to it and the ability to speak from within the confines of their home or office can limit inhibitions. A great example of this is Toshiba's Aquilion™ ONE Club. A LinkedIn group only for users of the specific CT technology, members are encouraged to discuss how they are using technology and share other best practices. This concept has been so well-received that participation has nearly doubled in size since inception and conversations have moved from occurring solely online to in-person events with presentations on relevant topics.

Video content goes a long way and can be more visually engaging for customers. Testimonials are a no-brainer when it comes to word-of-mouth marketing, but the written business case study can only go so far. Video testimonials are important to showcase customers' unique experience with your brand and can be shared on your company website, YouTube channel and other social media platforms, or at in-person events. Toshiba develops video testimonials, interviewing customers' C-suite and medical imaging staff to showcase what unique procedures they are performing, their experience with Toshiba's sales and service staff and cost savings they have seen using Toshiba's equipment. These videos are then posted on Toshiba's YouTube channel, amplified on other social channels and posted throughout the company website to appear on webpages featuring the same Toshiba technology the customer is using.

Highlight new customers or customers using your technology in unique and exciting ways with trade media. The news you distribute doesn't always have to be about launching a new product or service. A great way to get media coverage is by distributing press releases that highlight your customers: whether they are completing a milestone installation, purchasing a new medical imaging device or using your technology in a way that's groundbreaking. Always quote the customer on their experience. Bonus points for credibility if the customer distributes their own press release based on the news.

Rachel Miller

Secure bylined articles and interviews for customers. Your marketing department and executives should definitely be expert spokespeople about your company's technology and industry topics, but why not utilize customers as well? Toshiba consistently pitches and offers their customers opportunities to tell their stories about how they are using Toshiba's technology to deliver better patient care and to speak about industry trends to medical imaging trade publications. This gives both the customer and Toshiba visibility, and makes it more credible to peers in the medical community.

During this time of major change, the ACA has transformed the healthcare industry landscape for all companies, making it more important than ever to demonstrate the value your company will bring to customers. And while providers' mindsets have completely changed, it's more important than ever to utilize the greatest tools that are at your disposal to communicate and promote your brand in the most effective way possible, and those tools are your customers themselves.

Rachel Miller is a Corporate Communications Specialist at Toshiba America Medical Systems, Inc., in Tustin, Calif.

PR news brief

FTI works $4.6B global semiconductor deal

FTI Consulting's strategic communications operation is advising Silicon Valley's Atmel Corp. in its $4.6 billion acquisition by London-based Dialog Semiconductor.

The companies said they expect to be a $20 billion powerhouse by 2019. "By bringing together our technologies, world-class talent and broad distribution channels, we will create a new powerful force in the semiconductor space," said Dialog CEO Jalal Bagherli.

Dialog makes circuits for smartphones, tablets, LED lighting and other smart home applications, while Atmel manufactures microcontrollers, touch solutions and other components for electronics.

Atmel is based in San Jose.

FTI's PR role includes London and Frankfurt.

Volkswagen under siege amid emissions scandal

Volkswagen's stock price and reputation crashed after the Obama administration opened a criminal investigation into whether the automaker used software to cheat U.S. emission tests.

By Matthew Schwartz and Kevin McCauley

Volkswagen AG is engulfed in an emissions-cheating scandal that affects 11 million of its cars sold worldwide. The scandal since cost Chief Executive Martin Winterkorn his job, claimed nearly a third of the automaker's market value and sparked a criminal probe by the U.S. Justice Department. Porsche CEO Matthias Müller is expected to take charge of Volkswagen and prevent any further damage to the company's reputation.

The scandal stems from a September disclosure by the U.S. Environmental Protection Agency that Volkswagen admitted to using software on some of its VW and Audi diesel-powered cars to cheat U.S. emissions tests.

The Environmental Protection Agency issued the company a notice of violation and accused the company of breaking the law by installing software known as a "defeat device" in 4-cylinder Volkswagen and Audi vehicles from model years 2009-15, according to *The New York Times*.

"Using a defeat device in cars to evade clean air standards is illegal and a threat to public health," Cynthia Giles, the E.P.A.'s assistant administrator for the Office of Enforcement and Compliance, told the Times. "Working closely with the California Air Resources Board, E.P.A. is committed to making sure that all automakers play by the same rules. E.P.A. will continue to investigate these very serious violations."

Volkswagen on Sept. 21 said that 11 million diesel cars worldwide were equipped with the same software that was used to cheat on emissions tests in the United States. The company also issued a de facto profit warning because of the costs of repairing vehicles to comply with pollution standards.

The statement was the carmaker's first admission that diesel cars outside the United States may have the software that led the Environmental Protection Agency to accuse the carmaker of deliberately evading pollution tests. Previously, the company had acknowledged only that the problem affected about 500,000 vehicles in the United States.

Volkswagen said it would set aside 6.5 billion euros, or about $7.3 billion, to cover the cost of servicing the affected vehicles "and other efforts to win back the trust of our customers," according to *The New York Times*. The money would be booked in the third quarter, Volkswagen said.

The crisis has taken a severe toll on Volkswagen's stock prices, with shares falling to roughly $160, from $116, or about 30% of its value.

The Obama administration on Sept. 18 directed Volkswagen to recall nearly half a million cars from the road, saying the German automaker used software intentionally designed to circumvent environmental standards for reducing smog.

Volkswagen said it would stop selling the remainder of its 2015 cars, and that it would also model Volkswagen on Audi diesels and not offer its 2016 diesel cars.

Marketing Maven

Marketing Maven works with healthcare companies to generate media coverage, improve reputation and help them become recognized partners in their communites.

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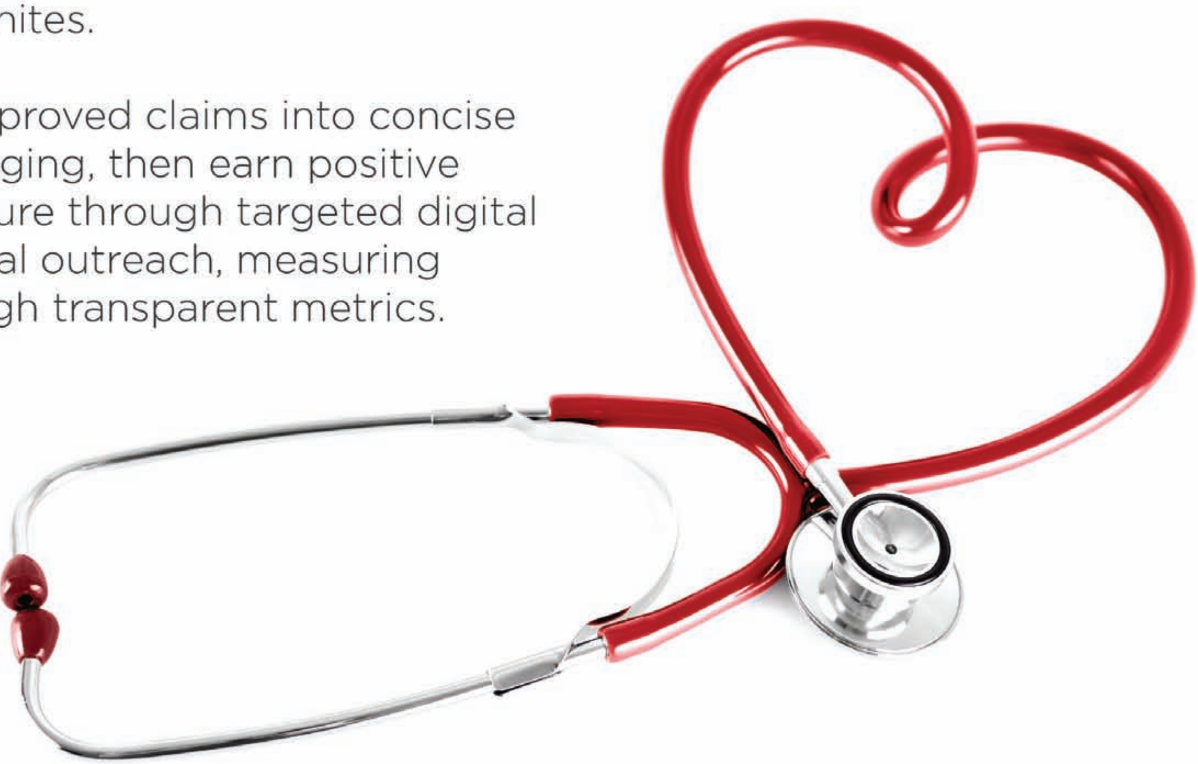

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In healthcare, focusing on your marketing niche is key

Personalizing stories and focusing on target audiences within your market niche is crucial in healthcare marketing. Here are some tips professionals can use to discover their niche, own it and achieve success.

By Dan Martin

Healthcare marketers are faced with many challenges in today's ever changing landscape, and we can expect the industry's complexity to only grow.

Working closely with CMOs and other senior marketing executives — spanning HIT, hospitals and care facilities, life sciences, pharma services, and medical devices — we help a broad array of companies across the healthcare spectrum tell their stories, generate awareness, position themselves as leaders and tout the benefits of their products and services. In the course of doing so, we've noticed several critical elements continually emerge. It's important to keep in mind that the general term "healthcare" covers a lot of ground; marketers with clients in these spaces should be acutely aware of their own niche within the overall landscape and understand the importance of tailoring their specific programs to their market and audiences for maximum impact and results.

Understand and align business, marketing and sales goals. Segment the goals into business, marketing and sales, and then define — and communicate internally — what each are and why they are important, how they are connected/impact each other and how they are to be measured/expected results.

Business goals (the vision and direction of the company) help see the bigger picture. What is marketing doing this year that can help move the needle for the company?

When creating marketing goals, break them down into other components. For example, what do you hope to achieve with inbound marketing? How do these goals differ from your traditional, push marketing efforts? Do you have goals for a specific channel? More webinars? Establish a corporate blog / generate more blog content?

A key — and often overlooked — component of successful marketing is having solid communication with the sales team. What does the sales manager need to report each month? How are the leads doing that marketing sent over last quarter? How can marketing better help sales going forward? Understand the needs of the sales team, what numbers they need to hit, how long the sales cycle actually is from lead to customer, etc. Knowing this helps develop tactics to support and move the needle.

Conduct product and services audit. Know your products and services. Create a matrix that aligns the product with their target persona. Who uses the product and services you offer? Why do they need it? What problems does it solve? How is it different/better than other offerings out there? How will trends in your industry affect your products or services? Having a clear understanding of what you're offering and how each product or service works, will allow you to be better able to market it effectively.

Clearly define buyer personas. Knowing your buyer personas can make or break your marketing efforts so be sure to define them. Do your homework. Talk to your existing customers. Review current marketing trends and see where your site visits and customers are coming from. Read industry news. Do what you can to know who these people are and create the persona. This persona will be the audience you target in all of your marketing efforts and how they communicate will affect your messaging, visual assets, and every other piece of your marketing.

Remember, it's extremely important that you hone in on your area of the healthcare field and learn your niche. There is a large difference between targeting "clinicians" vs "payers" vs. "hospitals and health systems." Get specific with your research, and know who you are targeting.

Take a look at who's making the business and purchasing decisions. Who will be buying your products and services? It may be a businessman more than medical staff, but that's who you'll want to focus on.

Don't ignore the sales process. Marketers should have a clear understanding of how their marketing efforts currently tie in with the sales team's efforts. When developing a marketing plan, get into details about the sales process. Include buyer pain points, best lead sources, why customers buy, common sales objections and overview of the customer buying process. It is also helpful for marketers to sit in on sales calls with qualified and unqualified leads if possible.

Secondly, understand lead identification requirements (what defines a marketing qualified lead, what defines a sales qualified lead). Once these are agreed upon you can ensure marketing goals match with what the overall objective is.

Take a deep dive into all marketing efforts. Take a look at the current approaches you're taking to gain customers and then do an analysis of your website and all external/customer-facing content and see what can be improved. Look at what competitors are doing that you can do better. Review how you are attracting visitors and turning them into leads and see what you can improve. The gap analysis will help you dictate your strategy for the year as it will open up many areas of opportunity.


Dan Martin

In addition to marketing efforts, know what is going on within your company (product launches, milestones, business direction/stragey) and do an analysis to see how you can support the company as a whole. If you work with outside agencies, like a PR firm or inbound marketing agency, make sure their goals and efforts are aligned with yours and that everybody is on the same page.

Build the foundation. Clearly define and outline the marketing foundations you will need to set up in order to complete the tactics in your strategy. Define the marketing platform you should use and how to set it up. Set-up social accounts (LinkedIn is a great platform for targeting healthcare professionals; promote to the groups where your audience hangs out; Twitter is great for reaching and engaging influencers). Develop email templates. Consider tradeshows and events as pillars for thought leadership and further getting your story told. Look at content (themes and timing/flow) and how it supports/drives all other initiatives.

Identify your experts / spokespersons. Know who your subject matter experts are from the outset. They will be your go-to people for generating ideas, writing and reviewing technical (and non-technical) pieces of content. They're the ones that will check for factual accuracy and ensure the tone matches that of your audience (i.e. doctors can be much more formal than other audiences). They'll be the ones that serve as the face of your organization and are instrumental in telling your story through the media to key influential stakeholders.

Dan Martin is Vice President at PAN Communications, Inc.

Report: PR careers are overrated

PR manager, advertising account executive and event coordinator ranked among the most overrated jobs of 2015, according to a study by CareerCast.

By Greg Hazley

Job resource site CareerCast argued that jobs like PR manager carry positive public perception but "a less attractive reality," according to Online Content Editor Kyle Kensing.

CareerCast sets the annual median salary for PR managers at $95,450 with a growth outlook of only 13%.

"Working in the public eye can be a truly high-stress proposition, particularly in the situations public relations managers sometimes face," according to a CareerCast article summarizing the report's findings.

Advertising account executive was similarly ranked high on CareerCast's "overrated" list. That position offers an annual median salary of $115,750 and a growth outlook of 12%, according to the report. CareerCast said that profession was characterized by high stress, and that "competition for clients and for job opportunities make advertising account executive one of the most overrated careers."

Professions deemed overrated in the report were ranked from a list of 200 jobs. Factors such as stress, competition, industry volatility and turnover determined each profession's ranking. Other overrated careers include attorney ($113,340, 10% growth), broadcaster ($29,790, 2% growth), and architect ($73,090, 17% growth).

A separate CareerCast report that ranked underrated careers included accountant ($63,550, 13% growth), environmental engineer ($80,890, 15% growth) and vet ($84,460, 12% growth). Underrated jobs all shared potential for advancement, a favorable hiring outlook, job security and low stress, according to CareerCast.

A May CareerCast report, titled "Best Jobs for Women," listed public relations manager as one of the top career choices for women. That report, which compiled wage and career forecast data from the U.S. Bureau of Labor Statistics, claimed PR managers have an annual median wage of $95,450, albeit a low projected growth outlook.

The full report is available at CareerCast.com.

Media news brief

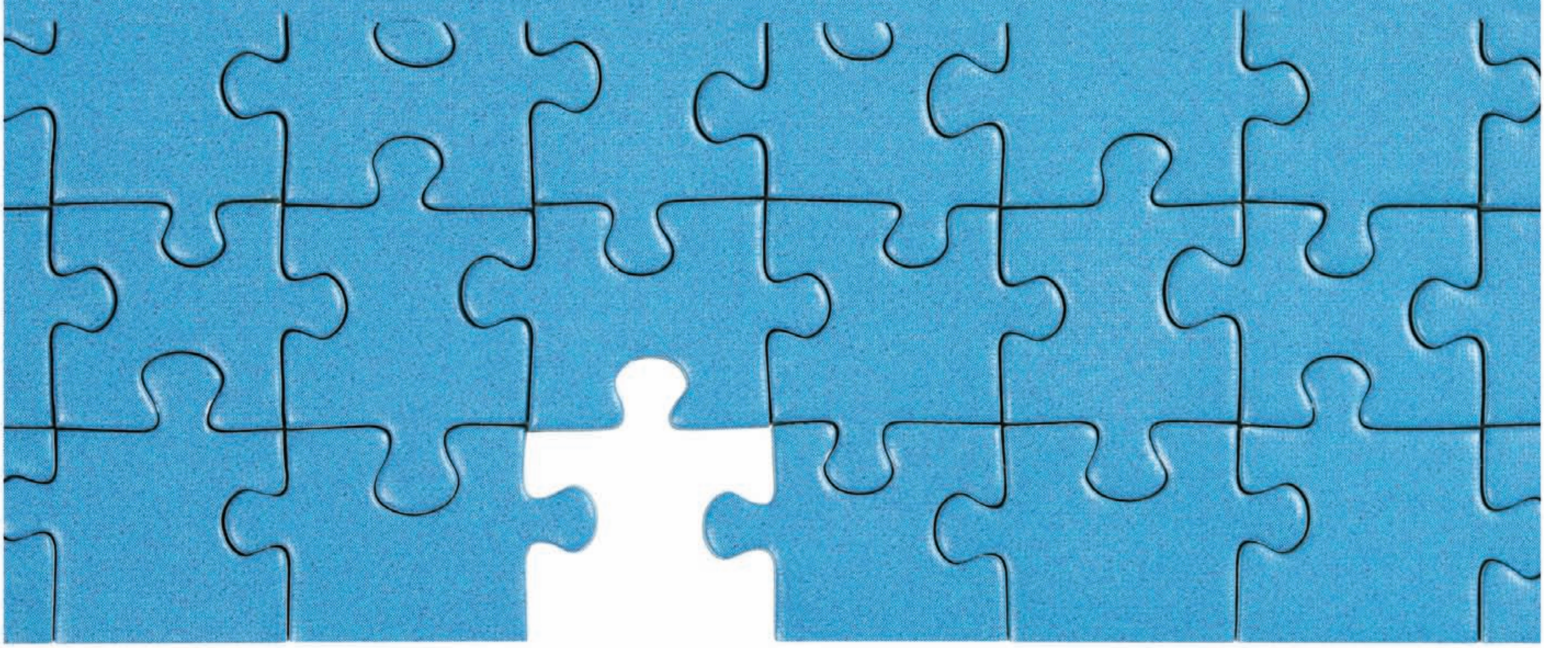
AP puts heat on global warming "doubters" with style change

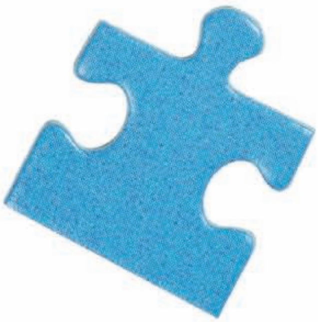
The Associated Press has adopted new guidelines that instruct its reporters to stop referring to those who reject global warming as "deniers" or "skeptics."

The AP will now identify those who reject the reality of warming as "doubters" or "those who reject mainstream climate science."

According to an AP Stylebook editor staff memo: "We have reviewed our entry on global warming as part of our efforts to continually update the Stylebook to reflect language usage and accuracy. We are adding a brief description of those who don't accept climate science or dispute the world is warming from man-made forces: Our guidance is to use *climate change doubters or those who reject mainstream climate science* and to avoid the use of *skeptics* or *deniers*."

The Committee for Skeptical Inquiry has been pushing the media business to ban the word "skeptics" when referring to those who reject the scientific basis of warming. CSI has said: "Proper skepticism promotes scientific inquiry, critical investigation, and the use of reason in examining controversial and extraordinary claims."





Building value proposition in a cost-minded world

Challenges abound surrounding notions of cost and value in today's pharmaceutical and biotech industries. Healthcare communicators crafting messages with a "value story" need to keep in mind that it's not just about the data.

By Michael Rinaldo

Shaping and conditioning the marketplace for a therapy prior to its approval and launch was once almost entirely focused on establishing medical need. While building a science case for treatment need is still important, formulating an argument for marketplace value is critical. There's little doubt that healthcare will be increasingly influenced — if not dominated — by discussions surrounding cost and value. Nearly all governments have stepped up their efforts to contain spending.

In the US, patient co-pays are on the rise and physician sensitivity to pricing has never been more pronounced. In some categories like oncology, it's rare to see a discussion about treatment that doesn't include tough questions on price, with the battle lines being drawn along the communications front.

As with most medical decision-making, perceptions around pricing are not based merely on facts, data or statistics. Subjective measures rooted in empathy, context, experiences and ideas are important, and can vary in influence based on marketplace and situation. In today's highly scrutinized, cost-conscious environment, making those arguments and influencing value perceptions must be done well before a new drug enters the marketplace.

Recent value-centered media coverage underscores the premise that it's not all about data and offers insights into how to build a solid case and storyline. Here are a few examples:

It's about patients

"I can't wait to be average," said cancer survivor Bob Tufts in a recent Huffington Post blog. "If I had been forced into accepting the prognosis of a medical professional more interested in wearing a green eye shade (i.e., an accountant) than a doctor's white coat, I would not be alive today." Tufts, a former Major League Baseball pitcher and now professor, has called for more involvement in the discussion from patients who too often are dehumanized and reduced to statistical averages.

Focus on the big picture

"We cannot let the system bankrupt the country, that we all agree," argued Dr. Andrew L. Pecora in a recent NJ.com story headlined, "Reining in the Total Cost of Cancer Care — It's More Than Just Drugs." Dr. Pecora noted that " ... the idea of only controlling drug costs is dangerous because it does not address the big picture, nor is it tied to patient outcomes." Dr. Pecora, a Chief Innovations Officer, professor and Vice President of Cancer Services at John Theurer Cancer Center at Hackensack University Medical Center, makes a compelling case for assessing drugs within the broader context of care.

Experiences matter

Appreciating and talking about the importance of patient outcomes over time is critically important, according to Thomas Goss who recently penned an article in Genetic Engineering and Biotechnology News that focused on real world experience in cancer care. "In recent years, the United States has witnessed significant progress in the fight against cancer, with a five-year survival rates increasing from 49% in the mid-1970s to 68% today," Goss points out. "Improved therapies have contributed significantly to these advances in cancer care, with one study reporting that new medicines have accounted for between 50% and 60% of the increase in cancer survival rates since 1975. The progress driving these advances is commonly the result of an accumulation of knowledge over time, as a greater understanding of the science underlying the more than 200 diseases we collectively call cancer grows."

At dna Communications, we've had the opportunity to work closely on the "value story" for several years. It is part of a deep expertise we have in building a value case for important therapies whose costs are called into question and where market access is in question. In such cases, our objective has been to influence the conversation and incite urgency among stakeholders — even if that means causing controversy among naysayers. All along the way, we've used patient outcomes and economic impact data, when available, to make a balanced case for saved lives and societal and economic value.

Customizing campaigns to accommodate for market situations, brand attributes and current marketplace is important, as is listening to reactions to messaging, proof points and packaging.

Our strategic approach is grounded in our experience of what works on a foundational level. That foundation is built on four strategic pillars:

Empathy. Put Patients First: Keep them at the center of the discussion. Emphasize the value of the therapy through patient stories that clearly demonstrate the value of positive health outcomes, no matter how incremental the gains might be. Innovative medicines often offer patients the best option, no matter what the cost.

Context. Sell the Need: Clearly establish the need and role of a new therapy. Build the case for unmet need. Draw attention to the economic and societal benefits of an effective medication.

Michael Rinaldo

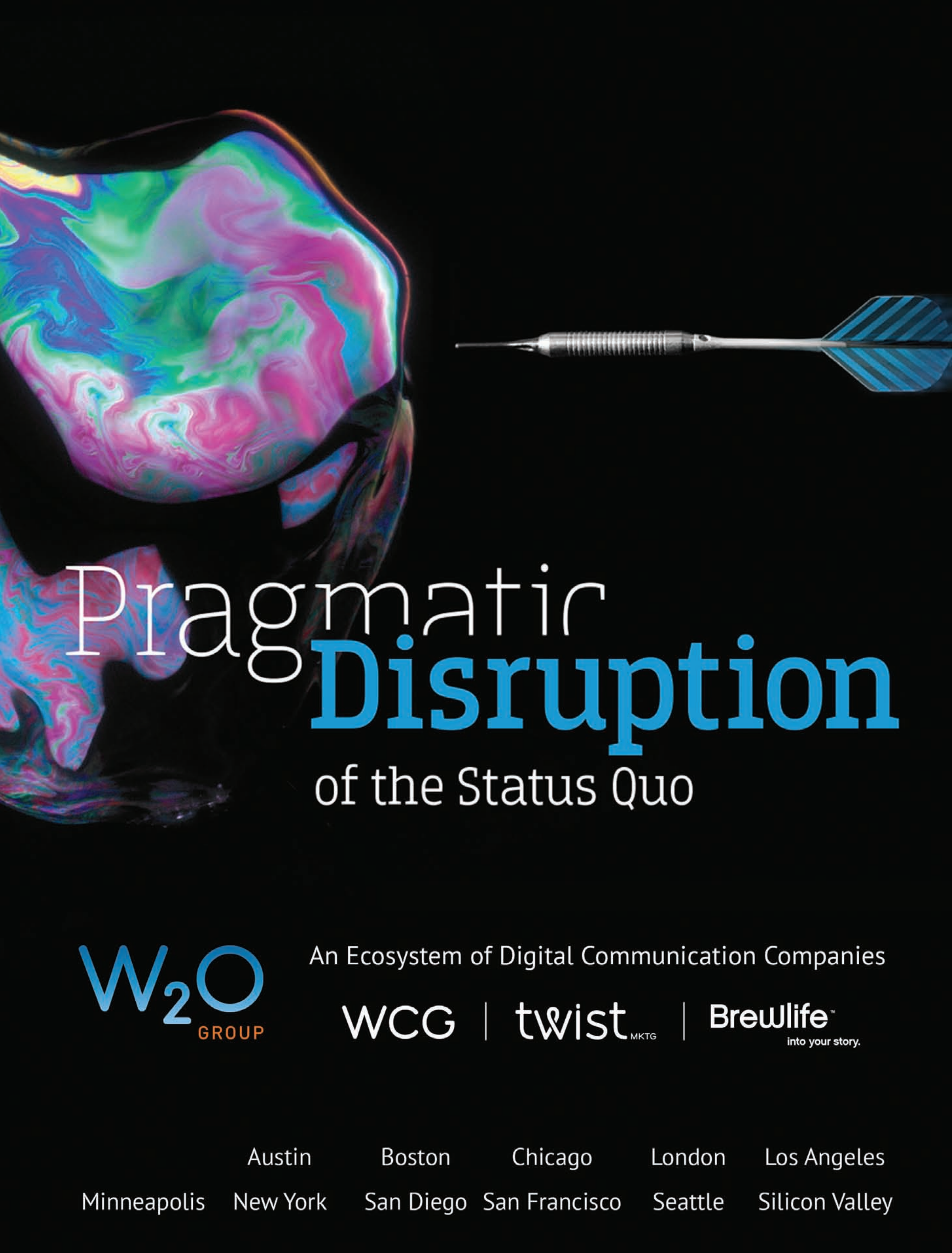
Experience. Raise the Volume through Facts, Data and Credible Partners: Support rationale via data and facts, when available. Partner with advocacy and experts. Broaden the expert pool beyond healthcare professionals to include health economists, academics, policy influencers and advocacy groups with aligned interests outside of the disease specifically. Aligned advocacy examples might include organizations focused on gender issues (if issues are relevant to men or women, specifically), labor interests (if productivity or economic factors matter) and science and academic groups or publications (if innovation is at stake). Securing opportunities at think-tank forums like TEDMED can also add to cache and reach the right stakeholders.

Ideas. Challenge the Status Quo: Dare stakeholders to think differently. Reframe the issue. Advance new ideas and perspectives.

For healthcare communicators, there's an emerging need to be as proficient in economics as we've always been in shaping reputation and brand marketing. Building a case for value is critical. Challenging short-sighted price arguments is essential. For public relations, strong data, regulatory approval and brand visibility have always been the essential building blocks for success. Today, you can add economic case-building and value-storytelling to the list.

Michael Rinaldo is Executive Vice President and General Manager at dna Communications.


Go. Ahead.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The difference between noise and value in healthcare

Consumers are demanding more information and transparency from healthcare services thanever before. Analyzing and comparing ratings, rankings and reviews have resulted ininformed healthcare decisions, while technology has simultaneously made healthcare faster , more convenient and more affordable. These trends have altered the landscape in which stakeholders engage and champion brands, and as a result, yesterday's PR protocols in today's healthcare environment simply won't cut it.

By Shannon Fern

A "Consumer Spring" is upon us; the days of accepting physician referrals without scrutiny are over. Comparison engines like Healthcare Blue Book, Medicare's Physician Compare and Healthgrades are painting a nuanced picture of the industry, and establishing consumer trust in the people and institutions that provide care and services is now paramount. Certainly, traditional PR — garnering third-party endorsement — is a piece of that puzzle, but healthcare PR professionals need to extend their reach to encompass more influencers and create continued value through content.

The content value exchange

To stay competitive in the emerging healthcare landscape, providers must take proactive steps to not only provide the transparency consumers so desperately seek, but also deliver convenient, accessible healthcare information when and where consumers want it, something we refer to as being at "the point of need." In that moment, they must create value — value that entices them to exchange their engagement, patronage, endorsement or simply even their contact information. By creating a Content Value Exchange, healthcare organizations can attract consumers and nurture them into advocates.

Content process optimization

How do healthcare communicators create a content value exchange that enables them to communicate in a transparent way at the point of need? They can do this through a system called Content Process Optimization. There are seven steps to CPO.

Step one: understand your consumer. This is vital, and it is surprising how few organizations really practice this exercise. In order to create content that is of value to your audience, and place it at the point of need, you must first understand your audience.

One of the easiest ways to do this is through persona development. Create a sample persona — or series of personas — that represent your patient population. Include a demographic profile, wants and needs. Most importantly, do some research to understand how this audience likes to consume media. Do your personas like video? Are they active on social media? Do they prefer to follow blogs?

If you don't have the budget to hire a marketing research firm to do this work for you, survey your patient population or look to sources like the Pew Internet and American Life Project or the American Press Institute for data. Then consistently ask yourself if the choices you make — from content creation to distribution and promotion — make sense for your created personas.

Step two: create shared value. Do not create content simply to create content. Always look for ways to create value. Content creates value if it: Entertains, Educates, Enriches, Empowers, and Encourages.

Step three: audit and map. This process has two stages. The first is the operational audit: Identify current sources of content that could be repurposed for the content marketing efforts. Map out existing proprietary distribution and promotion channels, including social media, newsletters, blogs, etc. Pinpoint potential sources of content, including organizational subject matter experts, partners and untapped resources. The second is journey mapping: Map out your organizational goals and match the types of content that should be created, distributed or promoted to your goals. Use this quick breakdown of the customer journey to identify the types of content (or promotion) that could be associated with each stage. Brand awareness and thought leadership: Presentations, videos, promotions, PR, social media. Drive traffic: Blogs, articles, emails, native ads. Generate leads: E-books, checklists, tools. Convert leads: Case studies, white papers, demos. Retention and upsell: Blogs, tutorials, webinars.

Step four: extract and create content. Using the operational audit as a starting point and the journey mapping exercise as a guide, identify existing content that can be repurposed, and conceive of new themes and ideas for content that can be created. The key is to develop a series of themes under which content packages can be developed.

Once you have determined content opportunities, create a calendar that maps out how and when content will be created and promoted over the course of a year.

Step five: package the content. When creating content, consider the different ways in which the same information can be packaged. For instance, a white paper that was uncovered in the audit stage can lay the groundwork for a blog post, an infographic, a newsletter article and a series of social media posts. Similarly, a brand-new thematic idea could potentially drive a webinar series, microsite and video library. This content can then be thematically presented and promoted.

Shannon Fern

Step six: distribute and promote the content. Content can be distributed and promoted through four categories of channels. Again, keep in mind the wants, needs and behaviors of your audience personas when choosing how and when to distribute and promote content. Paid: advertising, paid search, social media ads, native advertising. Earned: PR, influencer relations. Owned: Blog, website, e-newsletter, proprietary magazine. Shared: Social media, word of mouth, referrals, inside-out strategy.

Step seven: measure and adjust. Finally, in order to determine if a content strategy is accomplishing the goals you set, it is imperative to measure the impact. Create a dashboard that outlines KPIs, which may include, but certainly are not limited to, leads generated, cost per lead, cost per acquisition, visits driven, engagement metrics, patient retention metrics, etc.

A consumer-centric tomorrow

This is an exciting time for healthcare communicators and PR professionals, as the industry stands in the shifting sands of consumerism. Our time is now. Nobody in an organization knows content like PR professionals, as we have ideated and pitched content for decades to the most skeptical of audiences, the media. It is time for PR professionals to extend that competency and lead the charge to develop and implement a strategic content marketing plan driven by a Content Value Exchange.

Shannon Fern is Senior Vice President of the Health & Wellness practice at Communications Strategy Group.

Using social media during a healthcare crisis

Social media is an invaluable tool for healthcare organizations to share their messages and engage with patients online, so having an established presence on these channels is essential. But social media is a double-edged sword. Here are some pointers for helping healthcare clients navigate an online crisis.

By Michal Regunberg

The healthcare world loves to talk about "patient engagement," and how important it is for professionals to improve the industry. That's a good thing. There can be no hope of reforming a system if those who use it aren't onboard with the changes and aren't actively participating in their own care.

Establishing social media channels and engaging with patients online can help drive patient engagement. But social media can be a double-edged sword. Prudent health care organizations realize this and have established protocols to deal with a potential crisis.

We really don't need a better crisis case study than how the recent fear of an Ebola epidemic spread far and wide on social media, leading to unfounded rumors taking flight and challenging organizations to be as responsive as they could to what was happening in their hospitals.

The Centers for Disease Control, for example, set up a Twitter chat to let the public ask and get their questions answered by experts. A medical crisis like the Ebola virus was an opportunity to ensure that patients got accurate information and unwarranted fears were tamped down as quickly as possible — somewhat like putting out small brush fires before they explode.

Whether you're a physician, the head of a health system or a hospital, you're currently part of the social media conversation, regardless of whether you have a voice on those channels or not. Patients, local officials, staff and members of the community are talking about you online. As a result, it's critical to have an established presence on social media so your organization's voice is represented in the conversation — especially when crisis strikes.

Here are are few tips to help navigate a healthcare crisis online.

Involve social media teams in crisis planning. This is key. All too often, organizational silos prevail and the crisis planning arm of an organization collaborates with the social media team only after a crisis strikes. Without drills to practice responding to potential crises, there is often a lack of clarity about who is doing what when it comes to responding on social media.

Keep in mind that in an emergency, patients, staff and members of the media will turn to your social media channels for updates and information. Make sure your team is at the table and in the loop.

Establish a chain of command. Is a patient in the hospital and live-tweeting a bad experience to thousands of followers? It's critical that your social media team can contact a member of the patient advocate team to set things right. Is someone making threats on your Facebook wall? You'll want to notify security of the posts so they can investigate. It's also good to have a dedicated email address for social media complaints.

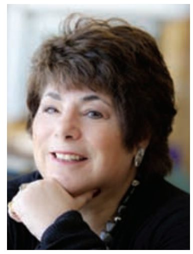
Take it "offline." If someone posts to one of your channels in anger, don't ask follow-up questions in public. It makes far more sense to tell the user you want to know more specifics, and ask him or her to email you privately. It demonstrates to the individual and others that your organization is being highly responsive, and most users who are after more than simply venting in public, will take advantage of the address to voice their concerns specifically. This can also help make it less likely that any HIPAA rules would be violated.

Know that some issues will start on social media. And you never know what will set it off. It could be something as basic as a patient who had a bad experience or had to wait more than an acceptable amount of time to be seen by a doctor, or an employee union organizing a protest, or a beloved doctor being laid off.

All it takes is one post to damage your organization's reputation. The "see something, say something" adage certainly applies in this situation, just as it does in the airport. If you are actively "listening" you will be better able to deflect and deflate the issue quickly and effectively.

Monitoring is critical. Obviously, it's wise to keep an eye on patients posting to your Facebook wall or tagging your Twitter handle. But there are patients who may be talking about you without you being aware of it. There are effective monitoring tools available, such as Nuvi or Topsy, so you can see more of the online conversation and chime in as appropriate. They may be a worthwhile investment for your organization.

Don't hide. It's tempting to delete or hide a negative comment on Facebook. Don't do it. Rather than helping to dampen the criticism, it can do quite the opposite, because now the crisis will be two-fold: not only do others believe your organization did whatever first inspired the negative comments, users believe you have something to hide.


Michal Regunberg

Consumers respect an organization when it replies to negative feedback — no matter how unreasonable — by asking for more details. There are some possible exceptions, however, including racist, homophobic, or otherwise offensive images or posts. Your organization may want to compile some clear community guidelines to which they can later refer if angry users asks why his or her post was deleted.

Plan ahead. Is your facility undergoing renovation or expansion? Will you be reducing your workforce or cutting back on nursing shifts? Are you closing a unit of your hospital? Your patients will notice these issues and want answers.

Be proactive and prepare responses or provide information in advance. This goes back to the first point — make sure that the social team is aware of an upcoming issue. With enough advance notice and planning, they can prepare tweets, Facebook posts and potential responses to the negative comments that may come their way.

Social media is an incredible tool to engage patients in their own healthcare, and professionals working in this industry can use these platforms to share information and improve the health system. But it's important to remember that social media is just that — social. You will have to answer questions and critics on these channels, and may have to address a crisis or two. The risks of social media are well worth the reward of reinforcing the relationship between the healthcare industry and patients.

Michal Regunberg is Senior Vice President of Solomon McCown & Company.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How to engage health advocates online

Gone are the days when patients diagnosed with a disease would rely solely on the advice of their physicians. Like virtually every other aspect of modern life, personal health management has become social, and patients today in need of everything from treatment recommendations to emotional support are finding it online. As a result, PR and marketing professionals working in the healthcare industry should look to social advocacy engagement as part of their overall communications plan.

By Kelly Kutchinsky

For pharmaceutical companies, medical device companies, or business offering healthcare solutions, it's essential to recognize the power and influence of online health advocates in reaching the patients and even caregivers you seek to educate, treat and support.

According to research by Pew, nearly half (45%) of the U.S. adult population lives with a chronic condition, and 72% of those individuals use the Internet on a regular basis. This research also found Internet users with chronic conditions are more likely than other online adults to turn to the web for information regarding medical problems, treatments and drugs; to look at reviews about drugs and treatments; and read or watch others' personal stories about their illnesses. These facts alone should convince communications or marketing professionals to invest in social advocacy engagement as part of their marketing communications plan.

Building trusting and mutually beneficial relationships with online influencers isn't as easy as designing a creative ad and buying the media to share that ad with a targeted demographic. Just like relationships in the "real world," engaging online health advocates as a valued partner takes time. So where to start?

Identify the influencers

Who's the most influential blogger in diabetes, or where are patients with inflammatory bowel disease going to find support? No matter what disease or condition your company is focused on, the key to finding the most influential online advocates is discovering the social communities and networks visited by patients or caregivers. Conduct a thorough analysis of patient advocacy organizations, their social platforms, online patient communities and individual blogs and microblogs. Take notice of their activity level (followers and likes, posting and engagement activity, how often their content is shared). The most influential voices among a given patient community will start rising to the top.

Follow and share

Once the most influential online advocates are identified, start following their blogs, Facebook pages and Twitter. "Like" their posts, and share relevant content via your personal and corporate social media networks. Comment on their insights and commitment and demonstrate that you are listening and interested in what they have to say.

Listen to their needs

Once you've started following an online advocate and sharing his or her content, it's time to make an official introduction and start a dialogue. Remember it's a relationship, so ask questions and listen. A simple, personal email to him or her directly is enough to make the individual realize you appreciate their advocacy and want to hear more. Once a personal dialogue is established, discuss: What does he or she see as the biggest need for the patients or caregivers living with that disease? What are the biggest challenges or misperceptions that patients or caregivers face? And just as importantly as what is needed, what isn't needed for that community?

Offer solutions

Once you've established an open dialogue with online health advocates, it is important to demonstrate that you are not only listening, but also committed to offering solutions. Whether it means offering financial support for an event or fundraising initiative, offering services to support their efforts or simply just providing a forum for advocates to meet, by demonstrating a commitment to providing tangible support your company will quickly be recognized as a leader in patient/caregiver engagement. The key is always to work together to provide solutions and answers that address the patient communities' needs first… and in the end, your company or brand needs will, in almost all cases, be met as well.

Kelly Kutchinsky

Keep them in the loop

Nobody likes a friend who's always springing things on them last minute. Ongoing, open communication is the key to any successful relationship. If your company is planning the launch of a new campaign, ask your new friend's opinion of planned activities and enlist his or her help to improve upon them. If a new indication is on the horizon for a brand, keep online health advocates informed of regulatory actions and offer the most influential advocates exclusive access to leadership to discuss the news.

And let us not forget that in the life of every company or brand, there comes a time when things aren't so sunny. When a product or company issues arises, turn to these online advocates to share your side of the story and seek their support in addressing the challenge with the patient community.

Remember that building relationships with online advocates requires time, trust and commitment. You can't rush it, and you can't buy it. Over time, however, it will likely be one of the most beneficial investments you, your brand or your company makes.

Kelly Kutchinsky is Senior Vice President of Tonic Life Communications.

PR news brief

Sharp HealthCare rolls out online healthcare news site

As consumer demand for real-time information online continues to grow exponentially, brands and organizations are scrambling to create online newsrooms in order to strengthen their relationships with both the media and consumers.

The latest to join the fray: Sharp HealthCare. The not-for-profit health care company on Sept. 22 introduced Sharp Health News (sharp.com/news), an online news site covering the medical field, new technology and health and wellness.

"As one of the largest integrated health systems in the nation serving more than one million patients a year, we have a wealth of health and medical expertise to share not only throughout San Diego, but also across the country," said Diane Lofgren, senior VP of marketing for Sharp, in a statement.

She added, "With the changing media landscape and the explosion of online and social media, launching our own newsroom is the perfect vehicle to keep that important information flowing on a daily basis to help us all lead healthier lives."

Some of the topics covered by the website include cancer, caregiving, children's and digestive health, exercise and fitness, pregnancy, aging, technology and women's health.

The site will produce two or more stories a day, seven days a week, featuring video stories and infographics.

Doctors, nurses and other contributors from Sharp's four acute-care hospitals, three specialty hospitals, two affiliated medical groups and Sharp Health Plan will also be included in the stories, which, naturally, will be distributed on the company's social channels.

Understanding marketing automation for healthcare

Marketing automation is a great way for communicators to drive brand awareness, and should be strategically integrated into all marketing and PR efforts, connecting everything you do in digital spaces for healthcare clients. A successful marketing automation strategy, however, involves more than simply sending email blasts.

By Nicole Wojno

Marketing automation is all the talk these days, and for good reason. A March *Forbes* study found that automated marketing increased the conversion of prospects into qualified leads by 53%, and a Pardot survey of marketing automation users shows that their companies' sales revenue climbed by 34% on average after implementation.

But while marketing automation can eliminate a lot of manual work, it isn't like a programmable thermostat you can set once and forget about. Your marketing automation strategy needs to be continually updated with new content and tactics to deliver fresh leads and insights to your sales and marketing teams. These adjustments are particularly crucial as your company grows, the healthcare market continues to change and your customers' needs evolve.

Here are three common pain points — or "nots"— that we see among companies in the healthcare industry whose marketing automation strategy is struggling to keep pace with change, along with some advice for how to "untie" them.

Not offering sales enablement tools

When companies are focused on prospects and devising new strategies to reach them using marketing automation, it's often easy to forget about the most important "customer" of your content — your sales team.

Sales enablement is about empowering sales representatives and equipping them with the best informational tools to support your marketing strategy. Although a less talked about concept, it is quickly becoming one of the most crucial elements of B2B marketing. Businesses that don't make it a priority are bound to fall behind.

Avoid creating content for content's sake. Instead, you need to understand exactly what sales representatives need from you and focus on developing that content. Start by asking sales team members about the types of conversations they are having with potential customers and learning about collateral and materials they need to help engage their prospects throughout the buying cycle.

Along with that support, creating a sales enablement program requires training, such as conducting quick in-person education sessions that deliver several actionable takeaways for your sales force. Training could also include practical exercises that lead to real assets (and a lot of kudos), such as establishing a sales library of all marketing-created content, creating an internal lead nurturing drip campaign with training resources, and empowering sales to be their own marketers by providing templates that can easily be customized and sent to prospects.

Lastly, marketing leaders should continually check in with your sales team to determine how your marketing automation platform can deliver better insights and adjust accordingly.

Not integrating automation into all efforts

A key aspect of sales enablement is supporting the sales team's efforts with marketing automation. However, after integrating the marketing automation system with their website during implementation, too often companies quickly default to leveraging the platform as an email blast tool instead of strategically aligning it with all marketing efforts in the organization.

The main point of marketing automation is that it connects with all of your PR, marketing and digital tactics, so they all must be synchronously developed in order for the unified marketing strategy to be successful. That means creating relevant, up-to-date content assets to keep leads engaged and using some experimentation, such as with email campaigns, to determine the subject lines and copy that maximizes conversions.

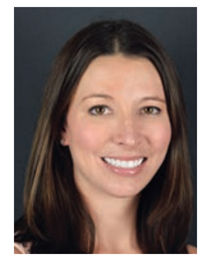
We recommend developing a quarterly campaign plan to establish the overarching campaign theme, its associated events and how you'll tie that into nurturing campaigns, social media, paid advertising, webinars and promotion on your website to increase conversions.

In addition, as you're developing new content, whether it's a bylined article for a healthcare IT publication, a guest blog on a partner's site, a new data sheet or even an updated website, think about where you can use that information in your current campaigns or whether there's an opportunity to offer it on your website as a download.

Not seeing the big picture on reporting

With a marketing automation tool and CRM in place, there's so much that you can report on that you could almost spend all your time reporting and revising your current efforts, and lose sight of your big-picture goals.

Although the latest click-through rate or deliverability on your emails is important to the marketing team, your C-suite probably doesn't care about those stats. Find out the metrics they care about and succinctly report on those data. Say your CEO wants to know the percentage of new customers sourced by new marketing initiatives. To deliver that metric, you would take the number of the new customers acquired in a set time period and determine what percentage started as a marketing-sourced lead. This provides a great indicator of how marketing is impacting customer acquisition and directly contributing to the bottom line.


Nicole Wojno

What if the CFO wants to know how much it costs the company to acquire a customer? Simply add up all the campaign spending, advertising costs, sales and marketing salaries and anything else that contributes to your overall sales and marketing costs and then divide that by the number of new customers in that time period — that is one number that you don't want increasing over time!

Do some digging on the types of metrics that will give your C-level executives an accurate (and meaningful) picture of marketing performance, and create reports that tell that story instead of just exporting email performance reports.

Those are only the most common marketing automation "nots" among healthcare companies that should be untied, but there are several others. By far, the most important "not" to avoid is not integrating marketing automation into your overall marketing strategy. While a crucial element, marketing automation must be supported with informative, engaging content. With a solid, comprehensive strategy, companies will drive brand awareness, establish thought leadership and increase quality lead generation, which makes sales, marketing and the C-suite happy.

Nicole Wojno is Director of Marketing at Dodge Communications.

Why effective writing always trumps safe writing

Why has predictable, formulaic writing become the standard in an industry whose goal is to engage others?

By Tom Jones

Healthcare communicators regularly talk about change, both in terms of the continued evolution of our industry and our desires to shift the ways in which stakeholders think, feel and behave regarding our clients and their products. To this end, we've conceived fresh strategies, implemented innovative tactics, and developed and optimized new media.

So, I'm left with a nagging question: why is mundane writing still so prevalent in the industry?

I'm not talking about "bad" writing. This is not another diatribe against dangling modifiers and run-on sentences. I'm focused here on formulaic writing — writing that's considered "safe" and that constitutes a significant percentage of the daily press releases run over any wire service by healthcare companies and their agencies.

Writing is the foundation of everything we do in public relations. At times, we interact directly with our audiences, but we usually reach our targets via the written word. Reporters are a major conduit to our valued stakeholders, and they vet our initiatives by the caliber, clarity and (we hope) excitement of our written materials. If the writing is predictable, we are more easily dismissed. But it's not just reporter opinion about which we need to worry. Any of our audiences have their choice of information sources. If we bore them with our writing on a program website, they have several thousand alternatives.

Of course, we must be sensitive to regulations, but regulatory concerns don't need to kill engaging content and style. There are hot buttons, of course, particularly those that trigger accusations about product claims. But after several years of experience, most of us have been conditioned to avoid select words (more, better, best), particularly without proper and well-supported scientific backing. But we've likewise been conditioned to supplant creative and energetic prose with dry, uninspired text.

So, what am I talking about specifically, and what do I propose? Let me illustrate the problem — and make some recommendations — using the staple of our industry: the press release.

The trouble with "saying"

Healthcare press releases have become virtually interchangeable. Although I have much to offer on a few major points, let me start with a smaller one, a point that focuses on a single word representative of the bigger problem. That word is "say" and its various tenses.

Since when did medical marketers and physicians get so uncomfortable with "remarking," "noting," "offering," "explaining," or other simple means of declaration? In their daily life, they're no doubt perfectly fine with these actions. But in Press Release World, they only "say" — he said, she said, he says, she says. Or even worse, "he states," "he stated"; it's as though Cicero became a pharmaceutical spokesperson. The uniformity of these declarative verbs symbolizes the homogeneity of modern healthcare press releases. They often lack personality and character, and struggle to connect with audiences.

But it's not just this single word that's the problem. Let's step back and look more broadly at the content of what spokespeople actually "say" to undermine the effectiveness of press releases.

Too "pleased," too "proud"

I call the most common quote a "pleased/proud" (i.e., "We are pleased that our product was approved and proud to be working with all our valued partners who made it possible.") Seriously, how many times have you read some version of this quote in a release? Yet, how often have you seen such a quote incorporated in an actual news story? I'll bet your answers to the above are "every day" and "hardly ever," respectively.

Our clients are intelligent and insightful experts with compelling opinions and engaging personalities. So why do their PR reps insert quotes so devoid of meaningful content and so stiffly written, presenting them as though they've been ironed into their suits? Being pleased and proud is a given, or we wouldn't be issuing a release. It's wasteful to expend valuable and limited space on statements that are redundant with the general spirit of external communications. Instead, our job as communicators is to help clients capitalize on quotes as opportunities to offer perceptive context and infuse stories with expressive energy.

Likewise, we want our client spokespeople to be considered key sources for relevant future developments. Reporters gravitate to experts on whom they can rely for colorful insights and sincere, well-informed opinions — neither of which require or presuppose recklessness. To secure a media following, one doesn't need to offer the brand of "colorful" for which Donald Trump or Mark Cuban are known. Smart, insightful and articulate are enough, and we should measure every spokesperson quote by those criteria.

Put the story before the company

Quotes aren't the only missed opportunities in press releases. Many releases lose reporters from the start with leads that are filled with "safe" qualifiers and distracting formalities. The standard healthcare release normally begins with: company positioning, including a descriptor involving a segment of the mission statement; mention of subsidiaries, partners or co-sponsors; and, depending on the featured development, a (typically lengthy) title of a study or educational initiative. Some additional verbiage is often necessary to address regulatory nuances, so it's not uncommon for the actual news to begin around line six. This is not what we were taught in journalism school, but it has become a reality of the modern healthcare release.

Tom Jones

To counteract this trend, PR writers must put the story before the company and its various agents and titles. Reporters — and most other audiences — care less about posturing and more about what is being done about issues larger than any of the players. But formalities such as names, titles, and qualifiers provide comfort and familiarity during the vulnerable act of releasing news. They just feel safer than leaping straight into it all. But it's really only safer if NOT generating news is the goal.

Communication is an essential part of our healthcare system — informing physicians, patients, advocates and policymakers about developments that can change the treatment paradigm, impact costs to individuals and the system, and make better health more accessible to all. The innovation behind these changes is anything but safe — the news represents years and sometimes decades of passionate commitment to something daring and important. Next time you sit down to write a release, forget those safe and boring words, and make the prose worthy of the announcement.

Tom Jones is SVP and Health Practice Leader at Makovsky.

Creating content marketing video that resonates

Social media has given rise to discerning consumers, but it' s also birthed a historical surge in content consumption, and a result, content marketing is seeing big results. Here's how marketers can create video content that strategically tells their clients' stories.

By Ed Roth

Let's face it, today's consumers are savvy. They know when marketers and PR people like us are trying to sell them a product or service. And, they're not going to buy anything unless they're convinced there is value in what we're selling.

With the rise of social media, consumers are no longer reliant on commercials, print ads or online banner ads to influence smart purchasing decisions. They know how to conduct their own research, and they use their social media networks and peers to learn about what they should and should not buy.

Understanding this truth, we need to be more strategic in selling our client's products and services. That's why there's a growing number of companies that are focusing on creating and publishing relevant content to help supplement their advertising efforts.

Content marketing is a growing trend that is seeing results. The concept goes beyond traditional advertising and attempts to win consumers through images, video and storytelling.

The good news for us is that content consumption is at an all-time high, particularly video content. Consumers are attached to their smartphones, and they use every spare second in the day to watch videos and stories from traditional media, blogs, social media, and their peers. So, our goal should be identifying video content marketing that resonates with consumers.

While it's not easy to create the next viral video that reaches millions of people, it is certainly achievable to create video content marketing that is relevant and valuable to your target audience. Whether you produce video content in-house, through an agency or with an outside partner, your goal is to catch the eye of your target audience and create a positive touchpoint for your brand that helps sell them a product or retain them as a customer.

To help your video-producing efforts, here is a list of ways to create strong content marketing that resonates with your consumers:

Know your target audience: what's important to them? What are their needs? What is it about your product or service that best serves their needs? How can you showcase your product in content that makes it a valuable part of your consumers' lives?

Simple messaging: be clear in what message(s) you want to showcase in the video about your product. Remove the clutter and narrow your product focus.

Talent/spokespeople: consumers, talent, announcers or spokespersons, who are showcased in your video, must be able to convey your messaging and your brand promise. They must be authentic and believable in delivering your brand message.

Brand messaging: your video must be on brand. Nothing is more important than staying true to your client's brand promise. At every level, you should ask yourself if this video conveys who you are. Does it fit into the overall strategy of all the other advertising messaging or is it completely different?

Humor: be careful about being funny with your video content marketing efforts. What is funny to some may not be funny and can even be offensive to others.

Storytelling: how do you want consumers to feel after they watch your video? What emotions do you want them to experience: happy, sad, fearful, giddy, shocked, horrified, surprised, etc.? What storytelling elements do you need to showcase in your video to get the best results?

Once your video is ready for distribution, you must decide the best ways to reach your target audience. Whether you select a limited release, a widespread launch, or an exclusive posting on a little-known website, it all depends upon the video contents and the goal of the video.

Ed Roth

If your video is informational in nature, another option is to release your video to the media or only aggregate content providers, who will share the video to a wider audience. Posting the video on social media will probably be a must, depending upon the subject of your content marketing video.

Consider television shows, news programs and online platforms, which can take your video elements and produce your story within their own content's brand promise. While some news programs are more journalism centric, there are many information programs, especially in local markets that can help get the word out to your target audience. For example, our Scripps syndicated show called The List focuses on sharing relevant information in the form of lists, and we've experimented with the content marketing efforts of major national brands, who saw very positive results. Since these content marketing stories were broadcast during the actual program, consumers didn't see these pieces as blatant advertising messages but as entertaining, organic content.

It is not enough to just advertise your company or clients' products or services in today's marketplace. Consumers are surrounded by advertising messages, and they know it. Creating strong video content marketing efforts can break through the clutter and score with your consumers. If they like your video, they will share it with their family, friends and peers.

And, when they share your video with their family and friends? That's free advertising!

Ed Roth is Content Brand Integration Manager of The List.

PR news brief

Summit to focus on how to boost diversity in PR industry

Strategies on how the PR industry can improve diversity, promote professional development and develop new partnerships will take center stage at a daylong summit next month held by the National Black Public Relations Society.

The one-day, invitation-only summit, which will be held Friday, Oct. 30, will be an off-the-record discussion. Representatives from major brands, agencies and organizations, including Coca-Cola, Edelman, Golin Harris and Wells Fargo, are scheduled to participate in the summit.

Participants will tackle how the industry can develop specific actions to spur diversity throughout the PR field and create more opportunities for black-owned businesses.

"We are setting out on a course that is designed to hold the industry accountable for its diversity efforts and position NBPRS as a critical partner in transforming agencies and corporations, and empowering black-owned businesses for the global opportunities of the future," said Richelle Payne, president, NBPRS Inc., in a statement.

An industry white paper, authored by Drs. Rochelle L. Ford, Professor and Chair, Newhouse School, Syracuse University and Clarke L. Caywood, Full Professor, Medill School of Journalism, Northwestern University, will offer several insights into the data gathered from an industry-wide survey conducted earlier this year.

Public relations strategies for IPO preparation

When companies plan to go public, establishing a communications process where PR/IR teams play a significant role in the beginning is essential to the process' success.

By Donna LaVoie

Once a company has decided to go public, planning in advance is critical to a successful outcome. Initializing the IPO process signs a company up for months of hard strategizing, messaging and decision-making to effectively bring the company public. With numerous variables such as market dynamics, legal consideration, public and investor relations at play, it can make it difficult to determine how to start and successfully navigate through the process. Assembling a knowledgeable team of lawyers, bankers and communication professionals can help ensure a business will be on the right track and have an expert insight into each discipline.

When the pre-IPO process gets underway, think about preparing an infrastructure to achieve future goals including timeline, strategy, prioritization of audiences and approach and style for communications. Review your press release and corporate disclosure program. Think about news pegs that could go out before the "quiet period" starts. Consider conducting an investor positioning session to discuss and refine the corporate story, develop a peer group from which to benchmark, develop or refine the working investment thesis and set appropriate corporate milestones internally. This strategy will help build a foundation for your IPO by allowing you to assess and build relationships with top funds, develop third-party spokespeople, train corporate spokespeople and develop a process for dealing with inbound inquiries as well as conduct risk assessment and develop crisis prevention plans. Effectively communicating the story is another area that should be considered in preparing the infrastructure for going public. Investor materials such as fact sheets, corporate presentations, management videos, websites and internal and external question and answer documents should be prepared.

Pre-IPO: create your support network

Partnering with the right mix of internal and external resources will provide the framework for a successful process. In addition to the senior leadership team, consisting of CEO and CFO, along with input from regulatory and medical affairs teams, external partners such as an IR/PR firm, legal counsel, accounting and investment bankers, will ensure a well-versed group to collaborate and support a company's efforts.

One of the important elements of success, from a communications perspective, is the development of the right communications strategy, targeted to the right stakeholders, at the appropriate time. There are many factors to this, including a company's strategy, products and their stage of development. However, there's increasing importance in ensuring other key stakeholders such as customers, key opinion leaders/physician groups, as well as patient advocacy groups, are among the constituents that understand the company story. Wall Street has been known to conduct their own market research to find out exactly how third parties such as customers and physicians think they would use a product and how it would fit into the competitive mix. Ultimately, the development of the right program will ensure that a company and its products are valued appropriately.

The IPO process typically lasts 4-6 months, but can vary company to company. There are three key phases in the process: the Preparation Phase (1-4 months), the Registration Phase (2-3 months), and the Marketing Phase (2-3 weeks).

In the preparation phase when drafting the registration statement and selecting an investment bank, along with preparing audited financial statements, it would be important to also develop a communications roadmap. This includes outlining the timeline of milestones and news items, prioritization of audiences, an approach and style for communication and outreach as well as a corporate disclosure program. An IR/PR firm will have the opportunity to ensure that the corporate website is telling the right story to the right audiences. In addition, this is the time to ensure that the company story is getting told to the appropriate media channels and the development of key relationships. Message training development is similar to finishing a package off with a bow. Taking the presentation to 100 percent effectiveness and message training the team will prove to be worth the investment.

In the registration phase, an exchange will need to be chosen, as well as responding to SEC comments and sharing financial projections with analysts. Companies will want to be working with an IR/PR firm on preparing the investor roadshow story, getting the IR section of the website ready and determining peer companies which track from a competitive perspective on valuation, story-telling, institutional ownership and analyst coverage. On the PR side, the development of a publication and medical communications strategy and development of a third-party spokesperson is a good idea.

Donna LaVoie

In the marketing phase, the investment bankers will prepare the salesforce, and the road show begins. IR will play a role in building relationships, attending the luncheons and working with the bankers on the investors with which to meet. The order book develops and pricing and allocations are done.

Post-IPO: plan a communications process

After you complete the three phases and actually go public, you need to think about your post-IPO communication strategies, which is crucial for managing relations with Wall Street. Successful communication is essential when setting up the earnings releases, "non-GAAP" financial information and quarterly conference call schedules and programs.

Working with internal stakeholders to drive milestones forward and set expectations will assist in engaging and building the institutional ownership along with sell-side coverage to provide fair valuation. Scheduling monthly disclosure committee meetings with your internal team is a great way to make sure that upcoming milestones are communicated effectively to external stakeholders.

As a newly public company reporting to the Securities and Exchange Commission, an internal process must be set up for execution of 10-Q and 10-K submissions as well as when 8-K filings are required to be submitted simultaneously with press releases on materially relevant updates.

Attending regular investor conferences, updating the website, considering the social media plan and gathering feedback from conference calls to determine perceptions are all elements to a best practice IR/PR program.

It's essential that you follow through the three phases of this process, as well as taking time pre- and post-IPO to develop and assess your company.

Donna L. LaVoie is President and Chief Executive Officer of LaVoieHealthScience.

When sharing stories saves lives

Public relations might not offer the same lifesaving, critical aid as a medical doctor or breakthrough drug, but the stories we tell in healthcare can definitely have life-changing consequences.

By Angela Dejene

PR pioneer Ivy Lee once wrote, "I have never been able to find a satisfactory phrase to describe what I do."

Personally, I also like the credo for our persuasive craft currently being used by McCann Erickson: "Truth Well Told." PR is an important profession — and dare I say, a demanding one — but it certainly doesn't rank up there with presidents and prime ministers, or even begin to compare to heroic first responders and emergency room medics whose actions affect, even save lives. Or does it?

Leading the word-wary to water

Getting the truth, however small, to market for any client can sometimes feel very challenging. Many of us in the PR profession struggle to understand the breakthroughs and progress of our clients, let alone to find the right words to express them to the world.

Those of us working with clients in the healthcare sector, however, make a different job of it. So many of the breakthroughs we see streaming out of our industry's labs, then racing into the hands and toolkits of healthcare providers worldwide, have implications for millions that are so stunning they can be numbing. We struggle to punch past the technicalities to shape a story in human terms that are memorable and effective enough to improve and ultimately save the lives of millions.

Making discoveries, saving lives

Dr. Margaret Phillips is a Professor of Pharmacology at the University of Texas Southwestern Medical Center, located in the world-class medical research capital of Dallas. She leads a research team that recently tested a new drug, DSM265, which offers a promise for curing and preventing malaria. The drug is unique because it demolishes drug-resistant malaria parasites in the blood and liver. It targets the parasites and blocks their ability to replicate.

Malaria affects nearly half of the world's population, and kills one child every 45 seconds. Dr. Phillips is saving lives.

Melinda Ann French, who grew up in Dallas, was 1982 Valedictorian at the just-girls Ursuline Academy on Walnut Hill Lane. She went on to become a computer programmer in Seattle, long before the world heard about STEM programs to encourage girls in science. Melinda married another math whiz, Bill Gates, and now they're both changing the world, one disease at a time.

While Dr. Margaret Phillips and her team are in the lab making daily scientific progress, Melinda and Bill, along with their army, have currently brought in $2 billion to countries battling malaria risk, and carrying drugs and insecticides to at-risk populations in Southern Africa and along the Mekong River in Southeast Asia.

A glimmer of hope and progress

As a young woman in London, Donna Berber saw heartbreaking reports of the famine that devastated Ethiopia between 1983 and 1985. During a trip to that nation's capital, Addis Ababa, a chance encounter with a screaming and medically-disabled boy in an open market convinced her to take action. Donna Berber now lives in Austin, Texas, with her husband Phil. In 2000, they started a foundation called A Glimmer of Hope, which provides healthcare, water, education and microloans to thousands across Ethiopia and the Horn of Africa.

I'm inspired by the foundation's message of hope and progress and share in Donna's commitment to improving the lives of children and women in Ethiopia by providing resources and opportunities to empower and enable families to create a better life and more secure future.

Stories have consequences

"Ideas have consequences" is a famous meme of the American political classes, reminding us that a notion that seems radical, even unlikely, today can quickly change the world tomorrow.

How about a new meme: "Stories have consequences."

Just think of Malala Yousafzai, shot in the head and left to die on a school bus in the remotest part of Pakistan, near the Khyber Pass. Her story changed the world, mobilizing millions upon millions of girls who are denied education around the globe.

Angela Dejene

And we will never forget the image of three-year-old Aylan Kurdi, who washed up dead this summer, vacant eyes still open, lying alone on the tidal sands of a Turkish beach.

The story of Aylan turned the hardened hearts of an entire continent in a matter of days. The Iron Chancellor of Germany broke open the locked gates of her nation never known for its generosity to foreigners. It brought a Pope to his balcony pulpit to scold an entire world religion and snap its 1.2 billion adherents back to its original mission of compassion, caring and asylum. Stories have consequences.

In our world, millions of children go without childhood immunizations. Thousands are suddenly at risk from two cases of polio, resurgent in Mali and Ukraine. Villages and cities worldwide are suddenly devastated by famine, disaster, the lack of clean water or basic sanitation. Newborns die by the thousands in the first week or first day of life because of mothers who cannot nurse them or families who cannot find food and sanitation for any of their children.

The issues of health crisis and lives in peril are in the news feed every day. Too frightening, too numbing, too common to inspire action. Sometimes it may take just a single person to change that world — a scientist achieving a breakthrough in a university lab; a Catholic schoolgirl from Dallas who remembers what the nuns taught her about her social obligations; a fearless girl who takes a bullet but defies her assassins; the lifeless, motherless body of a lost child, gently rocking in the waves on a Mediterranean beach.

We who write the message can also change the world. And change can often come with just one story.

Angela Dejene leads the healthcare practice of Crosswind Media & PR in Austin.

PR news brief

Finn acquires Horn Group

Finn Partners has acquired Horn Group tech shop, which generated $8 million in 2014 fees.

Sabrina Horn will take the managing director slot at Finn and head its technology business, which is now its biggest practice with more than 100 staffers and $20 million in fees.

Horn told *O'Dwyer's* she was thinking about doing a deal for some time. After meeting Peter Finn, she said the decision was a simple one. "He's a straight-shooter with an easy style," she said.

Horn expects staffers will gain from the opportunity to work on bigger accounts and access to better employee benefits.

The acquisition bolsters Finn's strengths in big data, security, cloud applications, digital publishing and mobile sectors.

At Finn, Horn will focus on business development/client service and report to Richard Funess, senior managing partner.

Gould + Partners facilitated the Finn/Horn deal.

O'Dwyer's guide to HEALTHCARE COMMUNICATIONS

BrewLife President Carolyn Wang.

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Danielle Dunne, *Managing Director*

Whether cars or cameras, diapers or detergent, health has never been more ubiquitous than it is today. For some brands, health may be a new focus. Fortunately, it's always been at the center of ours. And, we've taken this knowledge and enthusiasm to some of the world's largest brands to help them connect with today's socially charged, health-minded consumers.

Allidura Consumer, part of the inVentiv Health Public Relations Group, takes an integrated approach to communications with capabilities spanning public relations, digital and social media, marketing and branding, graphic design and multimedia, and research and measurement.

Our client counsel allows brands to communicate across the wellness spectrum regardless of whether a brand's equity is in health or faced with a health challenge. Our meaningful insights and creative know-how have been tapped by a full range of consumer product and nutritional supplement brands, over-the-counter and beauty products, and food and beverage companies.

The November issue of *O'Dwyer's* will profile technology PR firms. If you would like to be profiled, contact Editor Jon Gingerich at 646/843-2080 or jon@odwyerpr.com

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Beehive PR is a strategic PR boutique and certified women-owned business with a reputation for fresh insights, big ideas and contagious energy. We help our clients live their brands and influence their communities with passion and authenticity.

Our team of senior strategists and savvy specialists has extensive health care experience with brands including Coloplast, 3M, Arizant Healthcare, Arkray USA, HLT, Inc. and University of Minnesota Health.

From employee engagement and special events to media outreach and digital media management, Beehive helps our clients see limitless possibilities and inspires bold growth.

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Biosector 2 (B2) is a global healthcare communications agency that partners with visionary clients to deliver groundbreaking programs and improve the health of people's lives. For more than a decade, B2's experience as an agency spans virtually every category in the industry and drives strategic solutions for their clients.

With a dynamic and collaborative team in New York, Washington, Los Angeles, and London, B2 provides clients with global reach and fully integrated services. Biosector 2, as part of the InVentiv Health Public Relations Group, delivers unmatched perspective, creative know-how, and a truly integrated approach to communications.

At Biosector 2 our main goal is to create measurable behavior change for our clients' most important stakeholders. Our track record reflects the systematic approach we take for all of our clients' business needs. Our dynamic, insightful approach allows us to solve today's problems while uncovering tomorrow's opportunities.

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Michael Roth, *Healthcare Practice Leader*

Bliss Integrated's Healthcare Practice spans the life sciences continuum. We are a strategic communications partner to pharmaceutical, biotech and medical device/diagnostics companies, advocacy and professional groups and healthcare data companies. To most effectively support our clients' needs, we focus on three core disciplines: corporate communications (portfolio & internal), product communications and thought leader (client and third party) communications.

More than 70% of our healthcare business is global, and 100% of our initiatives include strategic social and digital market integration. We often play the role of "lead integration agency" for our clients, as we manage multiple consultants for them to ensure business objectives and messaging remains clear and concise across all communications disciplines.

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

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Carolyn Wang, *President*

BrewLife is an analytics-driven marketing and communications agency that blends the science of audience planning, the art of creative storytelling and the mastery of media relations to help clients mobilize the audiences they care about. We work with emerging healthcare and technology brands who are committed to making a meaningful positive impact on patient or personal care. These are companies at an inflection point in their lifecycle, looking to bring forth new innovations and create or change perceptions in the marketplace.

We have a deep heritage in scientific communications and category creation for new therapies, therapeutic modalities and medical devices. We have broad experience supporting companies through their lifecycle from private to public and clinical to commercial-stage. As a steward of the client's brand, BrewLife's purpose is to serve as the guiding light and partner, co-designing and co-navigating a solid path through the unchartered territory of change.

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Don Baer, *Worldwide Chair & CEO*
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Burson-Marsteller has been at the forefront of healthcare communications for 40 years, working with a wide range of clients in industry, professional associations, corporations, nongovernmental and nonprofit organizations, and government agencies. We are known for having created some of the world's most important healthcare programs. We are the agency that is recognized for innovative and impactful campaigns.

The healthcare environment is shifting and evolving at an incredible pace. The increase in scientific discoveries, active consumer participation in healthcare decision-making, aging societies, and the costs of care have made results-driven communications a necessity for healthcare organizations everywhere.

Our global team of healthcare communications experts helps clients navigate the complex medical, political, social and economic landscape and manage perceptions that deliver positive business results. From introducing first-in-class medical devices and drug therapies to defining the issues that help change the delivery of services, our healthcare team supports clients on the cutting edge of science and medicine. Our team includes physicians, public health experts, former elected officials and advocacy group representatives, registered dieticians, multicultural experts and former journalists. Our teams represent a wide spectrum of experience and have the ability to leverage expertise, relationships and innovative opportunities for our clients.

Today's complex healthcare issues require a diverse set of skills. Our integrated approach brings together strong analytics and scientific acumen with Evidence-Based insights and creative ideas.

This Evidence-Based approach to communications provides a methodology to test and measure messaging and content, third-party influence and the optimal use of multimedia channels to yield highest share-of-voice among target audiences. We take pride in delivering the highest-quality service and flawless execution, with systems to ensure consistent and timely communications globally, regionally and in local markets. Our mission is to be the most valued partner to our clients.

Earned media and advocacy are the foundation of our healthcare practice, along with highly specialized digital and social media capabilities. We are experts at launching simultaneous integrated media campaigns in multiple markets, in multiple languages and across all media platforms.

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Do you work in complex, regulated environments where the urgency of "What now?" meets "What's next?" We do.

Do you believe every communication problem looks like a nail and every solution is a hammer?

We don't.

Can we agree unique insight brought to life through imaginative problem-solving and flawless implementation using integrated media is the only way to move an audience in communications today? Good. Then let's talk.

At Capstrat, we have a 360-degree view of healthcare, working with payers, hospitals, healthcare IT, pharmaceuticals and medical device companies. This full-circle perspective enables us to create better-informed communications. 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, owned and earned media.

Capstrat is a member of the Ketchum global network specializing in communications for healthcare, energy, technology and professional services. Visit us at www.capstrat.com.

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Erinn White, *President & CEO*
David Bashaw, *Executive Vice President*

Centron PR is a full-service, award-winning public relations firm dedicated solely to healthcare communications. Our programs are strategy and results-driven, and are targeted to make the most of online and traditional media to maximize share of voice.

We are a nimble agency comprised of experienced public relations professionals that act as partners in realizing clients' communications goals. Our achievements don't lie simply in metrics, but in our successes in helping clients achieve their objectives.

Our mission is to drive results through consistent, targeted messaging across multiple platforms via traditional and digital media, advocacy organizations, social media and partnerships. In a fragmented world of news and non-stop communications, we go where the audience is.

Centron PR offers expertise in cutting-edge communications that can educate, inform, and influence stakeholders to action. We enact programs that support clinical data, medical meetings, biotechnology/pharmaceutical products, devices and diagnostics, corporate reputation, advocacy communications, financial activity, internal communications and issues/crisis management.

Our healthcare campaigns have won 22-plus awards in the last 10 years, including the Silver Anvil, MM&M, *PR Week* and Big Apple awards.

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Christie Anbar, *Managing Director*

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 that 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 non-profit 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, as part of the inVentiv Health Public Relations Group and inVentiv Health, Inc., is part of a global communications network with 13,000 employees in 40 countries.

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Chandler Chicco Agency (CCA), as part of the inVentiv Health Public Relations Group, 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 2014 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, and is supported by inVentiv Health, Inc., 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.

Humana charged Coyne with managing the company's signature charitable giving program, Humana Communities Benefit, which awards a $350,000 grant over a three-year period to a nonprofit 501(c)(3) organization in each eligible location. Funded by the Humana Foundation, the multi-year grants provide a transformational impact on the nonprofits and improve the health and well-being of the communities they serve.

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Communications Strategy Group's award-winning Health & Wellness Practice is driven by the same thing that elevates some organizations above others: passion.

As patients, advocates, yogis and professionals, we are seasoned experts who live, work and play in the healthcare and wellness industries. Our philosophy is simple: we do good work for good people and are committed to helping people live healthier lives.

Encompassing this mantra in everything we do, our team provides thoughtful and impactful public relations support to healthcare, medical device, wellness and fitness organizations. We craft authentic content and distribute engaging messaging to tell stories creatively, resonate in targeted audiences and make an impactful difference.

We specialize in the following healthcare & wellness sectors: Healthy Aging, Healthcare PR, Medical Devices PR, Health Technology, and Healthy Living.

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

COONEY WATERS UNLIMITED

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Timothy Bird, *CEO*
Karen O'Malley, *President, Corkery Group Unlimited*
Sherri Michelstein, *President, Alembic Health Unlimited*

Cooney Waters Unlimited are experts at translating complex science into bold, compelling campaigns. Ranked among the top healthcare agencies in the U.S., we are a family of strategic communications companies that offer an unparalleled scope of strategic marketing and communications solutions, advocacy relations and issue-oriented communications to healthcare clients in non-profit, government and industrial sectors throughout the world. Clients, regardless of size, get senior management attention to their needs. We are comprised of three innovative sister agencies:

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

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

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

Cooney Waters Unlimited is part of Health Unlimited. With a shared creative philosophy, common tools and unlimited thinking at its core, Health Unlimited brings together consultants and discipline experts from across the international group and beyond. This new approach unlocks the power of creative collaboration to seize the endless opportunities that exist for brands and businesses in today's rapidly evolving world. More information can be found at www.healthunlimited.global.

Tim Bird, President and COO of Cooney Waters Unlimited.

COOPERKATZ & COMPANY, INC.

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

CooperKatz & Company is an award-winning agency combining 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 hospital patient outcomes (with Abbott Nutrition); Memorial Sloan Kettering Cancer Center; The Physicians Foundation, a non-profit supporting practicing physicians; AHIMA (American Health Information Management Association); the healthcare practices of top management consulting firms (Navigant, Capgemini Health and Noblis Center for Health Innovation); and Queens Vanguard Center of the National Children's Study, a federal research project.

CooperKatz offers full capabilities including brand strategy, program development, communications and content strategy, digital/ social engagement, media relations and much more. Our Creative Services practice creates meetings, events, business presentations, video/multimedia elements and collateral materials.

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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 strategic, creative and multi-channel engagement solutions to market leaders and challenger brands across the spectrum of healthcare including health & wellness, medical & science, and advocacy

Continued on page 64

Crosby's Executive Creative Director Joel Machak, Healthcare Practice Leader Denise Aube, and agency President Raymond Crosby.

COYNE

_Continued from page 62

& 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

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Raymond Crosby, *President*
Denise Aube, *EVP, Healthcare Practice Leader*
Joel Machak, *Executive Creative Director*

For more than 40 years, Crosby has helped healthcare clients Inspire Actions That Matter™ — 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 health communications agencies in the country. Clients include Kaiser Permanente, Saint Agnes Hospital, Sheppard Pratt Health System, Agency for Healthcare Research and Quality (AHRQ), Social Security Administration, Veterans Health Administration (VHA), Health Resources and Services Administration (HRSA), Substance Abuse and Mental Health Services Administration (SAMHSA) and Sagepoint Senior Living Services. Crosby has offices in Annapolis, Md., and Washington, D.C.

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Thomas Graham, *President & CEO*
Angela Dejene, Jake Clements, James Bernsen, and **Todd Keefe,** *VPs*

Our home is Texas. We hold a fierce commitment to our clients, still do business on a handshake, and occasionally, wear boots to our meetings. We serve corporate, public agencies and national governments across 5 continents.

Our proven expertise in media strategy, corporate reputation and brand enrichment is focused on the most important of today's currencies: TRUST. Because, where we're from, your word is your bond.

DODGE COMMUNICATIONS

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Brad Dodge, *President*
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Elisabeth Deckon, *Senior VP*
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You innovate. We'll tell the world. Dodge is an integrated B2B healthcare communications agency that helps innovative companies build strong brands, become thought leaders and generate demand. 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 14 years, we've worked with more than 250 U.S.-based healthcare companies and won numerous awards for creativity and content development. Dodge is part of Myelin Communications, a family of agencies serving the healthcare and financial services sectors.

DNA COMMUNICATIONS

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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

dna Communications Executive Vice President and General Manager Michael Rinaldo.

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 seven offices on four continents — New York, London, Berlin, Cologne, Milan, São Paulo and Shanghai. Affiliated with Weber Shandwick and The Interpublic Group, dna offers a small agency experience with access to large agency resources.

FINN PARTNERS

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Jennifer Robinson, *Partner/NY*
Emily Shirden, *Partner/Midwest*

Navigating an uncharted and ever-changing health landscape requires experience and foresight. Finn Partners, with one of the fastest growing Health Practices in the U.S., offers a bold vision and superior expertise in delivering innovative payer, provider, patient advocacy, health policy and pharma-sector communications solutions. We're known for crafting powerful real-world strategies for an industry centered on people and access-to-care. All with amazing results.

Recognized as "Best Midsize

Firm in the U.S.," we have been able to leverage our collaborative spirit to advance clients' ultimate goal — to improve the health and wellbeing of their customers. With more than 500 PR professionals around the world, we offer health-sector depth and the reach of a global PR firm with cutting-edge expertise in corporate-social responsibility, public affairs advocacy, market research, and digital, social and traditional media.

Finn Partners — and its DVL/Seigenthaler and Widmeyer divisions — is best known for its work in changing the lives of people with pressing life challenges — from saying No More to domestic violence to inspiring pancreatic cancer advocacy; and from making Michigan healthier to raising awareness around the dangers of obesity and working to end childhood cancers.

Finn Partners' more than 60 health clients include a wide range of health product and service innovators including Amsurg, Blue Cross Blue Shield Michigan, Centerstone, EarlySense, Epstein Becker Green, Equashield, Hyundai Hope on Wheels (pediatric cancer) Immune Pharmaceuticals, Jonas Center for Nursing, LifePoint Health, Lustgarten Foundation, MD Anderson, Seal Software, Sterling Partners and Veterans Healthcare.

GCI HEALTH

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Wendy Lund, *CEO*

Recognized as one of the top five healthcare consultancies in the world, GCI Health is a forward-thinking healthcare public relations and multi-channel marketing agency powered by best-in-the-business professionals. With communications professionals across the U.S., Canada and Europe, GCI Health's client roster spans broadly across the healthcare spectrum, including pharmaceutical, biotechnology, medical technology, consumer health, provider groups (hospitals and managed care), health IT, beauty and aesthetics and non-profit. GCI Health offers clients an accessible senior level leadership team, A-to-Z healthcare experience, a commitment to beating client expectations, and an obsession with anticipating the challenges of an increasingly complex and transforming healthcare communications environment. Our focus is on our clients' success, while at the same time staying close to our mission of uncovering the most effective ways of "putting patients at the center" of everything we do. GCI Health is also recognized for our ability to integrate across disciplines and within public relations to identify the most appropriate channels and platforms to maximize the impact of our clients' messages. With insider's knowledge of health media, high science, digital health strategy, consumer activation, crisis management, reputation building, patient advocacy and health education, GCI Health's focus on delivering results is unrelenting.

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

Founded in 1996, the agency is known for its successful launches, re-launches and highly creative and results-driven campaigns. Graham has a successful track record with both hallmark and emerging companies, organizations and technologies. Recognized in the industry with more than 85 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

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Brand storytelling is the unique differentiator that makes Greenough one of the industry's best-kept secrets. The difference starts

Finn Partners client Hyundai Hope On Wheels is a non-profit organization committed to finding a cure for childhood cancer through providing grants to eligible institutions nationwide that are pursuing life-saving research and innovative treatments for the disease. Pictured here at Hope On Wheels 2015 National Launch are Hope On Wheels' two national youth ambassadors and childhood cancer survivors, Kenny Thomas (L) and Ashley Burnette (R).

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). Recently, our client Sheridan Healthcare was recognized by one of the industry's most respected publications, *Becker's Hospital Review,* for its content marketing program, developed and executed by Greenough. Becker's said that Sheridan "stands out … for its use of what we think of as content-based marketing." The article went on to praise Sheridan's "intelligent and thoughtful blog posts that do not just 'sell' Sheridan." We've also developed and conducted successful thought leadership and hyper-local media campaigns for clients including Network Health, New England Baptist Hospital, CareWell Urgent Care and Boston Medical Center HealthNet Plan, raising their profiles and driving patient visits and website traffic.

GREGORY FCA

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Greg Matusky, *President*
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Gregory FCA is an award-winning, full-service public relations firm with over 25 years of experience serving leading providers from around the country, innovative companies focused on healthcare technologies, solutions, and products. 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 lead generation.

Servicing biotechnology, pharmaceutical, healthcare technology, consumer health, medical device and learning providers, healthcare chains and drug manufacturers and developers, and hospital industries, the Gregory FCA healthcare and consumer products practice is focused on enhancing human health by advancing the interests of our clients. Services include strategic PR, 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.

Building on the MOTRIN® advertising concept of "Make It Happen," the Hunter PR team translated the idea into a meaningful program to drive earned coverage with our target consumer. As part of a partnership with go-to DIY site Apartment Therapy, MOTRIN® spokeswoman Jennie Garth shared her story at the Apartment Therapy Spring Maker Talk.

GYMR, LLC (GETTING YOUR MESSAGE RIGHT)

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Founded in 1998, GYMR is an award-winning, boutique public relations firm located in Washington, DC. We focus solely on health and healthcare and our expertise spans all aspects of strategic communications planning and implementation, including issues management, media relations, science promotion, special events, branding and positioning and more. Our clients get the best of both worlds: the skill and capabilities of a large firm with the heart and soul of a small business. We are passionate about our work, and we never forget why we do it: to produce outstanding results for our clients and bring about positive change. Our experience and collaborative environment informs and inspires our approach to getting your message right.

Partial Client List: AdvaMed, American Academy of Family Physicians American Board of Internal Medicine, American Psychiatric Association, Avalere Health, Banner Alzheimer's Institute, Bravewell 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 America The Nemours Foundation, and The Vision Council.

HAGER SHARP

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Jennifer Wayman, *MHS, President & CEO*

Hager Sharp is an integrated marketing communications agency committed to improving health, advancing education, transforming our communities and making meaningful change in the world. We work with leading businesses, government agencies and nonprofits to create and execute award-winning ideas that make a difference. Hager Sharp is home to some of the finest strategists, researchers, creative specialists, media experts, and public health professionals in the industry. If you and your organization are motivated to improve the world through communications and marketing, come to Hager Sharp. For more than 40 years, we've been dedicated to providing insightful counsel, devising creative solutions, and achieving shared goals.

Current health clients include: Centers for Disease Control and Prevention; Global Liver Institute; National Eye Institute; National Institute of Diabetes and Digestive and Kidney Diseases; HHS Office on Women's Health; President's Cancer Panel; and USDA's Food and Nutrition Service.

HUNTER PUBLIC RELATIONS

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

Hunter Public Relations' Consumer Health Practice delivers results beyond the expected product round-up stories, driving business-building media coverage in consumers' go-to health, wellness and lifestyle media outlets.

With consumers facing more health and wellness choices than ever, Hunter PR breaks through the media clutter by identifying key insights to engage them practically and emotionally, leading to brand loyalty and increased sales. Specialized services (entertainment marketing, social & digital media and Hispanic strategies) inform our 360-degree approach, seamlessly integrating brand messaging into consumers' busy lifestyles, keeping our clients' products and services top of mind when consumers need them most.

In partnership with some of the world's most respected consumer health companies, Hunter PR has amassed a wealth of experience across a variety of categories and fostered deep relationships with key media and influencers in the health and wellness sectors. Our work has covered the medicine cabinet from oral care, allergy, sanitary protection, pain and pregnancy, to digestive health, vitamins, supplements, weight-loss and heart health.

Most recently, Hunter PR won the PRSA's Silver Anvil Award (for client "Zyrtec: A Case of Allergy Face") for the "Top Healthcare PR Campaign of the Year."

ICR

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Thomas M. Ryan, *CEO, Co-Founder*
Don Duffy, *President*

Established in 1998 and privately held, ICR partners with companies to develop strategic communications programs that achieve business goals, manage risk, and enhance the value of the enterprise. The firm's pairing of capital markets veterans and senior communications professionals provides a highly-differentiated offering, one that continues to serve as the foundation for significant growth.

Today, ICR has approximately 500 clients across 20 industries and is one of the largest independent agencies in North America. The firm maintains offices in Boston, Connecticut, Los Angeles, New York, San Francisco and Beijing.

In 2014, ICR once again saw double digit revenue growth driven by new client wins including Weibo, La Quinta Holdings, Freshpet, Rubicon Project, Extended Stay, AltheaDx and Paramount Group, among others. In January of 2015, ICR hosted the 17th Annual ICR XChange, the firm's annual investor conference, which drew more than 150 private and public company management teams and over 2,000 attendees.

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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.

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Patrick Brady and **Berna Diehl**, *Sr. Vice Presidents*

JPA Health Communications is an award-winning PR agency known for crafting targeted, high-impact programs for biotech, medical device and nonprofit clients.

At JPA, we are passionate about our work and always strive to exceed expectations. One of the ways we do this is by working exclusively in the health arena. Our senior leadership has decades of industry experience understanding the unique challenges, protocols, regulations and expectations that inform every aspect of a successful campaign.

We know that successful communications is rooted in influencer relations. We combine our health expertise with our comprehensive experience to find the right tactics to meet your goals.

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

KOVAK-LIKLY COMMUNICATIONS

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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.

KYNE

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Sadie Whitaker, *PhD, sr. VP*

Founded in 2009, KYNE is an award-winning health communications consultancy with headquarters in New York City and offices in Dublin and Los Angeles. KYNE's mission is to address unmet health needs by connecting public and private organizations in strategic partnerships and related communications programming. KYNE cultivates insights, ideas and influencers to improve lives.

KYNE develops and leads major health communications initiatives both US and globally and has a robust client roster that includes leaders in the pharmaceutical and biotechnology industry, government agencies and non-profit organizations.

Key Clients: bioCSL, Biogen, CDC Foundation, United Nations Foundation.

LAVOIEHEALTH-SCIENCE

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Donna LaVoie, *CEO*
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Lisa DeScenza, *Director*

LaVoieHealthScience provides strategic communications, investor relations and public relations to build recognition, and increase sales and value for health science innovations. Our health science expertise uniquely positions us to help clients make their health and science innovations known, understandable and approachable to customer audiences through carefully executed strategies and plans.

With a passion for innovation, LaVoieHealthScience is an award-winning health science firm that designs and executes strategic communications programs that make our clients' technologies, products and services known, understandable and approachable. LaVoieHealthScience is focused on helping health and science companies engage key audiences to build value through access.

These capabilities have won the firm twenty-seven awards in the past six years for our work with industry leaders and emerging companies such as Abpro Labs, Biotechnology Industry Organization, Cydan Pharmaceuticals, Dipexium Pharmaceuticals, Harvard Apparatus, Hydra Biosciences, Matinas Biopharma, MolecularMD, Sirion Biotech, Tyrogenex, Xcovery, WuXi AppTec and other emerging health science companies.

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Maureen Lippe, *Founder & CEO*
Gerald Taylor, *General Manager*
Lori Rubinson and **Sheryl Kornfeld**, *Managing Directors*

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 in 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. Research findings are at the core of our creative, effective, award-winning client solutions. Through a partnership with HealthyWomen.org we established the "Women's Health Behavior Index," proprietary research that helps us uncover trends and insights for clients and the media.

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 our work. We are a two-time winner of *PR Week*'s Consumer Launch of the Year Award and have won multiple Sabre Awards as well as an Effie Award.

Health & Wellness client experience Includes: Allergan, BOTOX® Cosmetic, Cetaphil, Osphena® (ospemifene), Cynosure, Vitamin World, Neway Fertility, Reckitt Benckiser, Nature's Bounty, Johnson & Johnson, Pravachol (Pravastatin Sodium), George Forman Grills, Jenny Craig and digene HPV test.

Lippe Taylor is also proud to be a WBENC Certified Woman-Owned Business.

MAKOVSKY

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Arielle Bernstein, *GVP, Health*
Laney Cohen, *VP, Health*

Named "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 services companies through advocacy campaigns, corporate awareness programs, brand communications and disease education. The practice

Continued on page 70

MAKOVSKY

_ Continued from page 68

has recently received more than 20 creative industry awards including "Best in Healthcare," "Best Education/Public Service Campaign" and "Best of the Best" PR campaign across all industry sectors. Recently Makovsky has been named "Mid-Size Agency of the Year" and "Best Place to Work," adding to a robust collection of more than 200 awards over the years.

Makovsky delivers expertise in product communications, consumer health, rare diseases, specialty pharma, patient advocacy, media relations and issues engagement. We demonstrate deep knowledge of science, understanding of reimbursement policy and sensitivity to the multifaceted interactions between patients, physicians, payers and policy agencies. We are the go-to industry product launch agency.

Depth of health industry experience from the biopharma industry to the media, payer and reimbursement communities enables Makovsky clients to help patients gain access to where care and cost intertwine. Part of the Agency's success is in understanding how health needs are best communicated. The firm's annual survey on patient use of social media is guiding industry decisions on investment in online platforms and is detailing the shifts between mobile and desktop information access. The ease of use and ability for patient communities to mobilize around urgent needs is changing how information can be exchanged.

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

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Natalie Rucker, *VP of Business Development*
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John Krisiukenas, *Managing Director, NY*
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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.

Andrea Pass, a PR veteran for over 30 years, is Marketing Maven's VP of Media Relations, based in their NYC office.

Marketing Maven 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. 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.

MARX LAYNE & COMPANY

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Michael Layne, *Managing Partner*

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

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

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

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

MCS HEALTHCARE PUBLIC RELATIONS

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Joe Boyd, *CEO*
Eliot Harrison, *EVP*
Cindy Romano, *SVP*
Karen Dombeck and **Laura DeZutter**, VPs

For 30 years, MCS has remained a constant fixture in an ever-changing media marketplace by adapting and innovating as rapidly as the science itself. We have amassed a deep level of scientific and journalistic expertise, and earned the enduring trust and respect of the industry's top innovators, advocates and influencers.

We are an independent PR shop solely focused on healthcare. Everyone who's drawn to MCS shares a trademark set of skills and a desire to use their PR powers for good, both for the client and for the healthcare community. We are data wonks, pop-culture junkies and nerdy, notorious spell-checkers. And we're sticklers for having senior counsel in the trenches with our clients every day.

With experience in virtually every therapeutic category, we provide our clients with a variety of services, including product and corporate communications, issues management, media and advocacy relations, and business-to-business PR.

MERRITT GROUP

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Alisa Valudes Whyte, *CEO, Partner*
Thomas Rice, *Senior EVP, Partner*
Jayson Schkloven, *EVP of Strategic Services, Partner*
John Conrad, *EVP, Partner*
Matt Donovan, *VP of Healthcare Practice*

Merritt Group is a nationally recognized marketing communications agency with offices in Washington, DC and San Francisco, CA and partners worldwide. Our team is comprised of more than 40 professionals including former journalists, analysts, social media experts, marketing & PR practitioners and designers. Our expert staff works hand-in-hand with clients ranging from *Fortune* 500 industry leaders to early-stage health technology companies, helping them deliver measurable, high-impact communications campaigns.

Merritt Group's healthcare practice has been doing healthcare communications for more than 10 years. Our team has worked with major healthcare provider networks, Insurance providers, health IT innovators, HHS contractors, genomics companies as well as medical device and pharmaceutical companies, not-for-profits, academic institutions and advocacy groups. This experience has provided us with a deep knowledge of this complex and highly evolving space, as well as a robust toolkit to support our clients' most critical business objectives.

MOORE COMMUNICATIONS GROUP

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Tallahassee • West Palm Beach • News Orleans • Denver

Karen Moore, *Founder and CEO*
Terrie Ard, *President*
Jordan Jacobs, *Vice President of Client Servicing*

Moore Communications Group is a nationally-ranked integrated communications firm headquartered in Tallahassee, Florida. Blending smart strategy with creative collaboration, we use integrated communications campaigns to build brands. Our tailored marketing solutions are custom curated from a mix of more than 12 services and specialties including advocacy, digital, social and Latino communications that shape opinions, shift behaviors and incite action, connecting our clients to success.

Connecting is at the heart of what the Moore Communications Group team does for our clients. These connections power business success, greater profits, brand identity and strategic outcomes. We understand promises matter. It's quite simple. If you deliver what you promise to people you will matter to them. We promise to connect you to a new level of business success.

For more information about Moore Communications Group, visit www.moorecommgroup.com.

MWWPR

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Matthew Holland, *Senior Vice President, Corporate Healthcare Practice Lead* mholland@mww.com
John Digles, *Executive Vice President, Wellness & Nutrition Practice Lead* jdigles@mww.com

MWWPR specializes in corporate reputation and issues management, public affairs, employee communications, corporate restructurings, and consumer lifestyle marketing for many of the world's leading wellness, nutrition and healthcare brands. With more than two decades of experience working with a range of clients from hospital systems and online publishers, to those specializing in health technologies, fitness and food, we go beyond the boundaries of expected thinking to help our clients Matter More™ to the stakeholders that matter most — be they nutrition influencers, investors, regulators, policymakers, trade & industry associations or consumers.

Our dedicated team — including Registered Dieticians — translates science into comprehensible language to deliver messages that effectively resonate with target audiences and accelerate relevance for brands in the marketplace. At a time when the healthcare sector is evolving and becomes increasingly complex, we know how to develop and execute communications programs that build the world's biggest brands and contribute to a healthier world.

PADILLACRT

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Janet Stacey, *Senior VP*
Lisa Kersey, *Vice President*

PadillaCRT is a top 15 independent public relations and communications company. We use insightful strategies to help our clients develop deep connections with their audiences. Our 360-degree approach includes research, branding, marketing, advertising, design, digital, social, mobile, media relations, corporate and investor relations and crisis management.

PadillaCRT's Health Practice specializes in all things health, from marketing, educating and connecting consumers to programs and products that advance healthy lifestyles, to building brands that make a difference in our communities and our world. Our health care marketing and public relations team has expertise in medical device and technology, hospitals and health systems, insurance, health care services, pharmaceuticals, associations and nonprofits and consumer health.

Clients in the health care sectors include the American Physical Therapy Association, Be The Match, Blue Cross Blue Shield (Minnesota), Children's Hospital of Richmond at VCU, Mayo Clinic, Medtronic, Merck, Sandlot Solutions and United Healthcare.

PadillaCRT is a founding member of the Worldcom Public Relations Group, a partnership of 111 independently owned partner offices in 140 cities on six continents.

PAN COMMUNICATIONS

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Mark Nardone, *Executive VP*
Elizabeth Famiglietti, *Senior Vice President, Human Resources*
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David Saggio, *VP, PANdigital*

PAN Communications is a data-focused public relations, content marketing, and digital agency providing technology, healthcare and consumer tech brands with award-winning, integrated communications programs. For two decades, PAN has delivered insight-driven, measurable public relations programs for leading and emerging brands nationally and globally. The firm provides marketers with impactful communications, influencer relations, social media and PANdigital services that expand our client's brand equity, positively impacting their customers' path to purchase through consistent engagement. For more information visit our website at www.pancommunications.com, follow us on Twitter (@PANcomm) or call 617/502-4300.

PASCALE COMMUNICATIONS LLC

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Georgette Pascale, *Pres. & CEO*
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Pascale Communications is a healthcare communications firm made up of senior level strategists, nationally and internationally. Our experience is as diverse as our team. Over a decade, PC has worked with household names and savvy start-ups; with thought leaders, advocates, and patients; with C-suite executives and marketing heads.

Our company's focus is finely honed on the healthcare industry, with specialties in the pharmaceutical and medical device marketplaces. We provide expertise in medical writing, event planning, trade/consumer relations and social media. Equally important are our team's skills at cultivating and maintaining invaluable relationships with industry experts, key opinion leaders and the media. All communications are created individually with the specific recipient in mind. We achieve unparalleled results by understanding the intricacies of a well-run healthcare PR campaign and implementing it seamlessly.

PEPPERCOMM, INC.

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Steve Cody, *Co-CEO & Co-Founder*
Ed Moed, *Co-CEO and Co-Founder*
Ted Birkhahn, *Partner & President*
Deborah Brown, *Partner & Managing Director*
Ann Barlow, *Partner & President, West Coast*
Maggie O'Neill, *Partner & Managing Director*

Peppercomm is an independently owned 20-year-old integrated communications and marketing agency headquartered in New York with offices in San Francisco, Boulder and London, and with 110 employees.

Everyone loves a good listener—and at Peppercomm, we're always paying attention. We're a fully integrated, strategic marketing and communications partner that listens to uncover your business objectives. Then we listen to your audiences to learn what they need and how they think. We look around corners to see what's coming next, and help our clients creatively push boundaries while avoiding minefields and mitigating risk.

Our combined years of deep category experience and love of what we do shapes our work. We engage your audiences on every level and set your brand apart. And we do all this to help your bottom-line and build your business. So get in touch. We're all ears.

PERRY COMMUNICATIONS GROUP

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Kassy Perry, *President/CEO*
Julia Spiess Lewis, *Senior VP*
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Perry Communications Group, Inc. (PCG) is an award-winning, full service strategic public affairs and communications firm. Led by Kassy Perry, PCG shapes ideas, galvanizes opinions and influences decisions ultimately leading to social change. The PCG team works with its clients to positively impact pressing issues not only in Sacramento, but throughout California and the U.S.

Whether the politically savvy PCG team is managing a complicated public policy issue, managing a statewide ballot initiative campaign, leading a high-profile coalition or helping clients communicate and influence with a mix of traditional and digital strategies, we achieve success by building strong relationships with policymakers, the media, corporate influencers and nonprofits. We excel at working with local, state and federal governments, and since the company's founding in 1996, have served *Fortune* 500 companies, dozens of biotechnology and pharmaceutical companies, major industry trade associations and charitable organizations.

2015 health care clients include: Allergan, Bonnie J. Addario Lung Cancer Foundation, California Chronic Care Coalition, Hepatitis C Task Force, Foundation Medicine, NAMI California, Partnership to Fight Chronic Disease, Pharmaceutical Research & Manufacturers of America.

PUBLIC COMMUNICATIONS INC.

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Jill Allread, APR, *CEO*
Craig Pugh, *President*
Pamela Oettel, *COO/CFO*

Team members at Public Communications Inc. are passionate about healthcare. We create communication solutions for national and international healthcare clients in every sector. Healthcare communications is at the core of our national, independent agency, which boasts nearly five decades of healthcare experience.

PCI consistently delivers award-winning programs and campaigns for clients ranging from advocacy organizations and medical and allied health associations to *Fortune* 100 corporations; pharma, device manufacturers, biotechs and hospital suppliers; hospitals and health systems; retail; accrediting agencies; payers and consultants. PCI also knows healthcare audiences first-hand. We understand what makes them tick, how to reach them, and know the words that will resonate and prompt engagement.

Healthcare represents more than half of PCI's business. Our clients include more than 25 medical and dental associations, 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; and develop digital media strategies, campaigns and 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 several exceeding 20-year partnerships. Our success grows from truly listening to, and talking with, our clients. We then create solutions and deliver quality service and results that meet or exceed our clients' goals.

Let's talk.

RACEPOINT GLOBAL

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Larry Weber, *Chairman & CEO*
Peter Prodromou, *President*
Ani Jigarjian, VP, *Global Marketing & Business Development*

If you've been paying attention for the past decade, you know that every marketing agency has promised a new kind of integrated solution. The only problem is, nobody has delivered … until now.

Racepoint Global is defining what it means to be an intelligence-driven marketing agency. We deliver a new kind of accountability based on our ability to better understand your customers, their psychology and how they consume information. The key is our proprietary software, FieldFacts. It's the industry's best tool for identifying influencers and targeting them where they engage verbally, visually and emotionally.

Armed with this intelligence, we give our clients PR, advertising and precision-marketing campaigns that speak to the right people at the right time. Then we dare to measure performance and report how many times high-level influencers have acted on your behalf.

That's accountability. That's Racepoint Global. And that's how we make you successful.

REVIVEHEALTH

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

ReviveHealth is the 6th largest healthcare communications firm in the country (O'Dwyers) and the only one focused exclusively on health systems, health services, health technology, and healthy living.

With ReviveHealth, clients get a powerful blend of strategists, creative, digital change agents, cult followers of key healthcare influencers, and media and marketing gurus who understand the challenges and opportunities tied to the major regulatory upheaval and new digital imperatives now underway.

We spend every day tracking the trends, news, influencers, policies and politics of healthcare. We pore over topics like ICD-10, interoperability, population health, managed care, meaningful use, and healthcare financing so that we can craft stealthy messages, content, and story angles that help differentiate our clients' brands.

From the groundbreaking book *Joe Public Doesn't Care About Your Hospital* to a leadership team recognized throughout the industry for leading the transformation of health system marketing, we are on a crusade to radically change how healthcare organizations connect with their audiences, touching everything from patient experience to branding, marketing measurement, content marketing, and media and digital relations.

Our roots run deep in the payor/provider space, giving us a truly differentiated perspective and unparalleled experience with the toughest and most complex issues in healthcare.

Our goal as your strategic marketing communications partner is to make sure your team and your marketing strategy, focus, and budget are aimed at the right things and driving the right results.

To that end, we believe great culture drives great results for our clients. ReviveHealth was named *PRWeek* 2014 Small Agency of the Year (and was a finalist in 2015), and took home *The Holmes Report* Best Agency to Work For in America award in 2014. ReviveHealth has offices in Nashville, Minneapolis, and Santa Barbara.

RUDER FINN

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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. 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.

Ruder Finn Healthcare has spearheaded the development of online advocacy and patient communities and assisted pharmaceutical clients in navigating the complexities associated with the current social media environment. The agency has deep relationships with advocacy organizations and regularly brokers partnerships to establish innovative platforms and break new ground in branded and non-branded communications. Our teams have also developed proprietary models for healthcare crisis communication, including trainings and metrics that produce impactful results.

The agency is deeply rooted in healthcare media and recently expanded its media and publicity leadership team to support the expanding healthcare client base and further the already strong relationships with key reporters at high-impact trades and leading beat reporters at top-tier newspapers, magazines and websites that continue to produce front page, high-visibility coverage.

SACHS MEDIA GROUP

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Tallahassee, Orlando, Boca Raton and Washington D.C.

Sachs Media Group is a leader in building effective outreach, awareness and marketing campaigns, and is regularly ranked as one of the top 100 public relations firms in the nation and among the top PR firms in Florida. As an integrated communications firm, we have broad capabilities, including award-winning public relations, advertising, branding, crisis management, research, public affairs, digital marketing, social media and design.

At Sachs Media Group, we're all about breakthroughs. Bold, impactful game-changing solutions that help clients conquer their toughest challenges, achieve business goals that shift momentum in their favor, and overcome those painful problems that keep them staring at the ceiling night after night. Solutions that drive results, that's what we mean by breakthroughs.

We're all about making a significant difference in your business and in the world.

Ron Sachs, President and CEO; and Michelle Ubben, Partner , COO, and Director of Campaigns & Branding at Sachs Media Group.

SEVENTWENTY STRATEGIES

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Pam Fielding, *President & Founder*
Vlad Cartwright, *Partner*

SevenTwenty Strategies is an integrated public relations and public affairs agency that specializes in helping America's top brands listen to, engage and interact with their most important stakeholders — online and off. Leveraging a savvy integrated mix of earned media, digital marketing, social media advocacy, grassroots/grasstops and issues management, SevenTwenty supports the public affairs, grassroots and PAC programs of some of the nation's most dynamic *Fortune* 500 companies and trade associations.

Ranked by *O'Dwyer's* among America's top 30 largest independent health care public relations agencies, SevenTwenty has been thoroughly engaged in the most significant health care debates at the state and federal levels — for the last 16 years. Our work has covered Medicare reimbursement, FDA support for medical innovation, implementation of the Affordable Care Act, domestic and international intellectual property protection, medicine safety and counterfeits, pricing and more. With about 70 percent of our client engagements health care-focused, SevenTwenty has successfully framed issues to educate media, policy makers, patient groups and other stakeholders inside the Beltway, as well as in key districts and states nationwide. We have engaged and mobilized more than five million health consumers to take action on health care issues of importance to our clients. Visit www.720Strategies.com.

SOLOMON MCCOWN & COMPANY, INC.

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Helene Solomon, *CEO*
Ashley McCown, *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, think-tanks, 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

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Jonathan Wilson, *President*

Spectrum is one of the nation's leading independent communica-tions agencies focused exclusively on health and science. The firm's team of experienced storytellers helps companies and organizations communicate innovation and differentiate on the basis of science. From novel scientific platforms and breakthrough medicines to meaningful consumer products and hard-hitting issues, Spectrum adopts an insights-driven approach, shaping a strategic communica-tions framework that will drive game-changing conversations. Spectrum is a full-service communications agency offering market-ing communications services, me-dia relations, public affairs, social and digital engagement and visual storytelling. Based in Washington, DC and New York, Spectrum pro-vides global reach as the founder and Americas hub of GLOBAL-HealthPR, an international part-nership uniting the world's most successful independent health and science public relations firms throughout Europe, Asia and the Americas. For more information, visit spectrumscience.com or fol-low @SpectrumScience on Twitter.

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Gloria Janata, *Pres. & Snr. Partner*

TogoRun is an award-winning, full-service global health and well-being communications and

Continued on page 74

TOGORUN

_Continued from page 73

public affairs agency with offices in New York, Washington, D.C., Boston, Los Angeles and London. The agency specializes in integrated public relations, 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 2015 International Agency of the Year Highly Commended & 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

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Maryellen Royle, *President*

As a full-service healthcare PR agency, Tonic Life Communications has the art of communications down to a science. We provide pure PR solutions by applying both our scientific expertise and our mastery of creative communications. Whether you are launching a new corporate platform, a breakthrough prescription medicine, medical device, or consumer product, Tonic has the experience and insight to educate and engage key audiences that matter most.

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.

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Annalise Coady, *President*

Twist Mktg is an evidence-based marketing communications company focused on developing customized and creative solutions for our clients. Part of the W2O Group, Twist works with global brands, market leaders and innovators in the healthcare, beauty, technology, telecommunications, financial services, consumer, corporate and entertainment industries.

Twist Mktg Pres. Annalise Coady.

Insights drive our creative-led strategy and ensure we deliver the engagement programs that deliver measurable impact to our clients' business and reputation within their communities. And our innovative approach starts with our people: building integrated teams of business and subject matter experts from diverse backgrounds empowers us to anticipate and understand what our clients need in this technology driven, ever increasing connected world.

WCG

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Jim Weiss, *Founder & CEO, W2O Group*
Bob Pearson, *Pres., W2O Group*
Aaron Strout, *Pres., WCG*

WCG is the largest company within W2O Group, an independent, global network of marketing, analytics and communications firms delivering integrated business solutions in the areas of innovation and growth for the world's leading companies and brands.

Aaron Strout, President of WCG.

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

At the core of WCG's culture is the concept of pragmatic disruption of the status quo. For more than a decade, WCG's seasoned professionals have specialized in providing expertise in integrated communications and marketing focusing on cutting edge analytics & insight, content, engagement and strategy to a diverse set of clients across the healthcare, pharmaceutical, device, technology and consumer industries.

WEBER SHANDWICK

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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™ capability differentiates Weber Shandwick from competitors. Comprised of 14 full-time PhDs, in addition to MDs, science writers and medical editors worldwide, our Scientific Communications group helps clients effectively meet communications challenges regardless of audience. This highly specialized team translates complex data, concepts and issues into multiple formats to engage and educate stakeholders. We partner with pharmaceutical and biotechnology companies, other healthcare organizations, nonprofits and government agencies alike to engage their diverse constituents.

ZENO GROUP

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Ame Wadler, *Managing Director*

Believers in the fearless pursuit of the unexpected, Zeno is a global, integrated communications agency, born from PR. We are an independent, entrepreneurial team of visionaries, experts and achievers committed to a culture that inspires transformative work and delivers true business value for our clients. With healthcare as a core global practice area, we create strategic integrated campaigns for the entire vertical from biopharmaceutical products to healthcare provider organizations and payer systems. Throughout, we apply our rich experience in consumer engagement, storytelling and strategic planning to help our healthcare clients meet their business objectives while building and enhancing their reputations with critical and diverse stakeholders. Zeno Group is a member of the Daniel J Edelman family of companies. Please visit us at Zenogroup.com, like us on Facebook or follow us @zenogroup.

O'DWYER'S RANKINGS

TOP HEALTHCARE & MEDICAL PR FIRMS

	Firm	Net Fees (2014)
1.	**Edelman**, New York, NY	$136,615,173
2.	**W2O Group**, San Francisco, CA	62,203,000
3.	**Ruder Finn**, New York, NY	29,293,412
4.	**APCO Worldwide**, Washington, DC	27,747,903
5.	**Cooney/Waters Unlimited**, New York, NY	15,438,041
6.	**ReviveHealth**, Nashville, TN	8,780,000
7.	**Makovsky**, New York, NY	8,450,000
8.	**Spectrum**, Washington, DC	8,085,455
9.	**Crosby**, Annapolis, MD	8,021,268
10.	**Zeno Group**, New York, NY	7,475,573
11.	**Dodge Communications**, Alpharetta, GA	6,957,425
12.	**Finn Partners**, New York, NY	6,896,000
13.	**Waggener Edstrom Comms.**, Bellevue, WA	6,117,000
14.	**Jarrard Phillips Cate & Hancock**, Brentwood, TN	6,092,616
15.	**GYMR**, Washington, DC	6,004,742
16.	**PadillaCRT**, Minneapolis, MN	5,609,562
17.	**Racepoint Global**, Boston, MA	5,212,400
18.	**JPA Health Communications**, Washington, DC	4,630,541
19.	**Rasky Baerlein Strategic Comms.**, Boston, MA	3,950,279
20.	**Coyne PR**, Parsippany, NJ	3,657,459
21.	**Public Communications Inc.**, Chicago, IL	3,565,873
22.	**MWWPR**, New York, NY	3,500,000
23.	**5W Public Relations**, New York, NY	3,400,000
24.	**KYNE**, New York, NY	3,096,952
25.	**MCS Healthcare Public Relations**, Bedminster, NJ	2,848,364
26.	**RF | Binder Partners**, New York, NY	2,526,188
27.	**SevenTwenty Strategies**, Washington, DC	2,498,074
28.	**Hunter PR**, New York, NY	2,000,000
29.	**Moore Communications Group**, Tallahassee, FL	1,774,103
30.	**Singer Associates, Inc.**, San Francisco, CA	1,702,290
31.	**LEVICK**, Washington, DC	1,630,468
32.	**Lambert, Edwards + Assocs.**, Grand Rapids, MI	1,477,000
33.	**SS|PR**, Northfield, IL	1,397,700
34.	**Sachs Media Group**, Tallahassee, FL	1,389,839
35.	**DVL**, part of Finn Partners, Nashville, TN	1,363,529
36.	**French | West | Vaughan**, Raleigh, NC	1,300,000
37.	**LaVoieHealthScience**, Boston, MA	$1,257,575
38.	**McNeely Pigott & Fox PR**, Nashville, TN	1,071,032
39.	**PAN Communications**, Boston, MA	936,000
40.	**L.C. Williams & Associates**, Chicago, IL	933,829
41.	**Seigenthaler PR**, part of Finn Partners, Nashville, TN	915,534
42.	**Standing Partnership**, St. Louis, MO	895,513
43.	**Gregory FCA**, Ardmore, PA	710,000
44.	**Beehive PR**, St. Paul, MN	703,473
45.	**CooperKatz & Co.**, New York, NY	561,216
46.	**Bliss Integrated Communication**, New York, NY	551,000
47.	**Rosica Communications**, Paramus, NJ	542,819
48.	**Highwire PR**, San Francisco, CA	493,243
49.	**Crosswind Media & Public Relations**, Austin, TX	437,500
50.	**Merritt Group**, McLean, VA	435,000
51.	**Status Labs**, Austin, TX	375,000
52.	**Jackson Spalding**, Atlanta, GA	374,260
53.	**Trevelino/Keller**, Atlanta, GA	360,000
54.	**BLAZE**, Santa Monica, CA	336,874
55.	**rbb Public Relations**, Miami, FL	305,838
56.	**Schneider Associates**, Boston, MA	299,840
57.	**Marketing Maven Public Relations**, Camarillo, CA	240,426
58.	**Landis Communications**, San Francisco, CA	200,000
59.	**Maccabee**, Minneapolis, MN	180,620
60.	**Perry Communications Group**, Sacramento, CA	162,403
61.	**The Power Group**, Dallas, TX	132,371
62.	**WordWrite Communications LLC**, Pittsburgh, PA	126,000
63.	**Didit Communications, LLC**, New York, NY	102,184
64.	**Idea Grove**, Dallas, TX	101,684
65.	**North 6th Agency (N6A)**, New York, NY	59,723
66.	**CJ Public Relations**, Southington, CT	58,090
67.	**O'Malley Hansen Communications**, Chicago, IL	48,000
68.	**Red Sky PR**, Boise, ID	42,929
69.	**LaunchSquad**, San Francisco, CA	40,000
70.	**Weiss PR**, Baltimore, MD	31,000
71.	**IW Group**, West Hollywood, CA	10,000
72.	**SPM Communications**, Dallas, TX	8,960

Charging for PR services

By Fraser Seitel

David Boies, famed lawyer of both Bush vs. Gore and same sex marriage fame, charges $1,200 an hour for his services.

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

His fees pale in comparison to top lawyers at the Washington powerhouse Gibson Dunn, who charge $1,800 an hour.

But what about charging for PR services? How should these be priced? Like lawyers, PR practitioners get paid for their time. And yes, there are a few — a very few — who charge hourly rates approaching $1,000 an hour.

More often, the top of the PR consultancy profession may charge upwards of $500 an hour for their time, with more thrifty consultants charging as little as $50 an hour. The average hourly rate at a larger PR agency stands at $150-$250 per hour. Typically, a PR agency will charge a client two-and-a half times the hourly rate of those assigned to the account.

PR professionals live for the "retainer," a monthly payment that is guaranteed, regardless of time expended, for the life of the contract. Typically, clients of size pay $5,000-$10,000 per month for public relations retainers. A large client — multinational company or foreign government — may pay many times that amount; $50,000 per month and up. But what if a client doesn't desire a retainer relationship? What about a la carte services for public relations firms? How much is charged for typical PR communication services?

The answer is that PR pros in different areas of the nation and the world may charge differently for individual services. Also, of course, what one charges depends on one's experience and PR pedigree. If you're looking for yardsticks, here are typical charges that will place you in a PR services ball park.

Speech/presentation. Speech writing — for Congressional testimony, management presentations or major addresses — is a lucrative PR service. Typically, a major speech is 10-12 pages, 2,500 words or so. This demands the most sophisticated writing expertise, as well as the ability to understand the speaker's business and speaking style. This demands extensive interview, research, writing and editing time. Such a product should begin at $5,000 and extend upwards of $20,000 or more, depending on the gravity and complexity of the assignment.

Op-ed/bylined article. Ghosting a 500-800 word opinion/editorial for online or print consideration is another important product that can potentially influence significant numbers. So, too, bylined articles in industry publications or in native advertising forums may be important persuasive vehicles. Typically, such a writing assignment should cost $5,000 or more, often including placement work.

Blog content. Organizational and individual blogs are an excellent way to spark and retain a dialogue with customers and prospects. Public relations writers are hired to provide several (three or four) blogs per month. Such a service should cost upwards of $2,500 a month, often including posting and monitoring comments.

Media training. Executives in any organization must be prepared to meet the media. Training executives for media combat should be a core skill for any public relations professional. Savvy media trainers combine tutorial lectures with individualized training. A full day of media training for four individuals should run upwards of $7,500-$10,000 or more.

Public Service Announcements/Social media campaigns. PSAs are a special service that must be written, recorded and produced for free airing on TV or radio. PR service also might include placement. So, too, letters-to-the editor campaigns, which combine tracking of key issues and creation and placement of letters, are often desired. As is creating copy for Twitter feeds and Facebook pages, often on a daily basis. Such services should be charged on a monthly basis, upwards from $2,500-$3,000.

Other writing. Beyond these services, organizations may desire assistance in writing any variety of products — from annual reports to web content to slick brochures. Here, a going rate is $5 per word. Again, PR counselor charges may vary depending on a host of geographic and experiential factors. The most important thing for consultants to recognize is that in today's hyper-connected society, communications are critical. So don't give your work away.

How PR writers abroad differ from U.S. professionals

By Don Bates

PR writers in Singapore, Hong Kong and Shanghai focus on their new mantra of snackable text, big-picture meaning, headline dominance and enhanced imagery.

Don Bates is a New York University writing instructor, and Founding Director of the Master's degree program in strategic public relations at the Graduate School of Political Management at George Washington University. He also conducts writing workshops and works in PR agency management and M&A for Gould+Partners.

Actually, practitioners from these cities, and the countries in which they're located, don't differ that much from their U.S. counterparts when it comes to PR and marketing writing essentials.

Yes, they generally have more difficulty writing English because it's not their first language (or a parallel language as in Singapore). And, yes, they generally have more difficulty writing in America's preferred, common-sense PR and marketing style because they haven't grown up in our "Mad Men" culture.

But despite these challenges, Asian PR and marketing writers have the same professional interest in meeting the needs of employers and clients with simple, clear, direct messages that communicate as strategically and effectively as possible.

They, too, want to write better with the goal of strengthening their organization's brand, reputation, sales and influence. They, too, want to know what's new and how to harness it as part of their PR and marketing skills, knowledge and leadership.

How do I know so much?

During almost three weeks this summer, I taught PR and marketing writing to groups of Asian practitioners as a consultant instructor for Singapore-based Clariden Global.

Clariden runs executive business education seminars and conferences at sites that include Singapore, London, Australia, China, Malaysia, Indonesia, Hong Kong, South Africa, Shanghai, and the UAE.

Instructors hail from Harvard, Wharton, Stanford, Columbia, U. of Michigan, London Business School, and now New York University where I teach in the graduate PR and corporate communication program.

My particular workshops were in Singapore, Hong Kong and Shanghai. In two full days at each site, I covered the essentials of writing more productively in today's increasingly social-media-dominated communication landscape. But I didn't throw out the baby with the bath. We also looked at traditional media, which is still a great source of high-profile media news, feature and editorial coverage that reaches high-level influencers in business, government and not-for-profit endeavors.

However, I focused mostly on what I refer to as the "New Writing Formulary" for PR and marketing scribes — a formulary that also works as well for business writing. I encouraged participants to become "new era" writers, to throw off the constraints of self-absorbed content and long-form misdirection. In brief, I introduced the participants to a set of "New Rules" for writing more effectively in today's global marketplace.

The rules begin with a clear understanding of key concepts. For example: form follows function; out of sight, out of mind; write from the outside in; take headlines more seriously than ever; and take charge of the writing function for your own survival. The "New Rules" build on traditional writing practice, but go further by isolating what counts most these days and drilling down to essentials, e.g., compressed text (as in squeezed to life), live quotes (as opposed to dead, the prevailing norm), and story enhancement (adding people to the picture). We also addressed the most prevalent grammar challenges such as adjectivitis, adverbialism, jargon, hyperbole, verbosity, pronoun confusion, and prepositional paralysis.

Following is a summary of the "New Rules" that all PR and marketing writers should follow when communicating with today's audiences in both new and old media. The rules are intended to make writers think differently, more intently and more strategically about what and how they write. The rules borrow heavily from content marketing style and purposes. Meaningful brevity is the soul of what they entail.

- Write "snackable" content (i.e., shorter and sweeter than in the past, and easier to read, understand and act upon).
- Focus on the "big picture" meaning (what's the all-important news for the audience, not for your employer or client?).
- Create social-media style headlines (intriguing, enticing, engaging language). Take a look at Copyblogger.com and Upworthy.com for examples.
- Use super-condensed leads (incisive, sharply defined, credibly expressed).
- Integrate outside content that enhances credibility (e.g., facts from a trusted third party that amplify your message and mission).
- Link to other content (e.g., advisories, commentaries and guidelines, but judiciously).
- Aim for concrete action, FYA (for your action) not FYI alone.
- Enhance with images (photos, logos, charts, illustrations, which have several times the draw of imageless text).
- Disseminate via multiple media (both online and off and the many touchpoints in social media)
- Develop templates to reflect and make the new rules easier to apply (I shared my 7-step pitch template as one example).

Bottom line, the "New Formulary" mirrors what social media pundits like Guy Kawasaki have been saying for a long while, but that I have defined more tangibly. During a *New York Times* interview, Kawasaki was asked, "What should business schools teach more of, or less of?" He replied, "They should teach students how to communicate in five-sentence e-mails and with 10-slide PowerPoint presentations. If they just taught every student that, American business would be much better off."

To the follow-up question — "Why?" — he added, "Because no one wants to read *War and Peace* e-mails. Who has the time? Ditto with 60 Power Point slides for a one-hour meeting."

Bob Dylan famously sang, "The times they are a-changing." They always are, of course, but never so much as now for PR and marketing writing. For one thing, since the Internet began to capture a huge chunk of our collective time and attention, short and sweet has never been as sweet as a rule for PR and marketing writers.

PR and marketing word-workers in Singapore, Hong Kong and Shanghai understand this as well as U.S. practitioners. Most important, they are just as eager to put new approaches into action for their employers and clients, starting with the idea of making writing more powerful as a tool for informing, persuading and influencing target audiences. They know that snackable content, big picture meaning, and headline acuity are driving a more efficient and effective writing style. ○

Edelman's Guirguis moves to MSLGroup

Ron Guirguis, who headed Edelman's corporate and public affairs practice, moved to MSLGroup on Sept. 14 as CEO of US Operations.


Guirguis

With more than 20 years of experience, Guirguis has tackled clients in the healthcare, defense, financial services, food & beverage, aerospace and natural resources businesses.

He will report to CEO Guillaume Herbette, who said Guirguis is the "natural choice" to take MSLGroup to the next level in the US.

Before joining Edelman in 2012, Guirguis spent 13 years at FleishmanHillard, working as Managing Director for PA in Canada and then Senior VP/GM of the New York office.

Zeno names Kerr its first digital officer

John Kerr, who heads the Asia-Pacific region for Zeno Group, has become the tech/consumer/healthcare/corporate shop's first Chief Digital Officer.

"Kerr's appointment reflects our ambition to strengthen our position as the agency partner that consistently brings forward innovation, disruption and measurable business value to our clients, through transformative digital and integrated communications," said CEO Barby Siegel in a statement.

Based in Singapore, Kerr will spearhead Zeno's effort to globalize its digital offerings by expanding current capabilities and increasing the scope of client engagements.

Kerr spent 15 years at Text100 before joining Zeno in 2012.

Daniel J. Edelman Co. owns Zeno.

MWW taps Holland

Matthew Holland, most recently Executive Director of Public Health Solutions at WebMD, moved to MWWPR as senior VP in its corporate health practice in August.

At WebMD, Holland led a team that worked with federal, state and local governments to develop and measure the impact of PR programs and educational activities.

MWWPR CEO Michael Kempner praised Holland's sophisticated understanding of policy and communications in the healthcare sector.

"His deep background in public health and his expertise in the rapidly growing sector of health technology will be invaluable as we continue to expand our practice and help our clients navigate the complex, evolving healthcare landscape," Kempner said in a statement.

Holland, who did a one-year stint at MWW in 1992, worked as Business Development Director at Tynan Group, Group Publisher at Advanstar Life Sciences, and Executive Director at Medscape.

Gallicho takes PR role at Chicago Archdiocese

Grant Gallicho, Associate Editor of Catholic magazine *Commonweal*, is joining the Archdiocese of Chicago in a new post managing its print and digital media.

Gallicho, an Illinois native, has covered events for the Diocese of Brooklyn's TV and radio programs in addition to 15 years at Commonweal.


Gallicho

He's been published in *The New York Times, National Catholic Reporter* and *New York Observer*, among others.

Gallicho takes up the new role on Nov. 1, charged with reviewing the Chicago Archdiocese's publications strategy.

The Chicago Archdiocese counts 2.2 million Catholics over 1,411 square miles. Blase J. Cupich is Archbishop.

Geto & de Milly catches Kremen

New York PA shop Geto & de Milly has added Maya Kremen, a 15-year political, labor and journalism pro, to its talent roster.

Kremen has served as Senior Advisor to NYC Democratic Congressman Jerry Nadler and Director of his Brooklyn office.

She reported for Jersey's Bergen Record and contributed to *The New York Times, Crain's New York Business, Village Voice* and *Entertainment Weekly* before joining Nadler.

Most recently, Kremen handled political & communications duties for Associated Musicians of Greater New York union, which covers performers at Lincoln Center, Met Opera and on Broadway stages.

Geto and de Milly expect Kremen to provide her strategic PA counsel and project management savvy to bolster clients.

Segal puts on Blueshirt

Sarah Segal, who was Corporate Communications Director at CafePress, has joined The Blueshirt Group as Media Relations and Corporate Marketing Director.

She has solid journalism experience, gained from on-camera TV reporting jobs in New York and California and working for "20th Century with Mike Wallace" and "NBC News Special Reports."


Segal

Alex Wellins, Co-Founder/Managing Director of Blueshirt, called media relations is a "strategic complement" to the firm's investor relations capabilities.

CafePress is a client of San Francisco-based Blueshirt.

Kelley returns to RF

Katy Kelley has returned to Ruder Finn as Senior VP-Creative Culture & Global Marketing to take command of communications, thought leadership programs, PR, advertising and social media.


Kelley

She joins from Cohn & Wolfe, where she held the VP-Global Marketing slot.

Kathy Bloomgarden, RF, called Kelley a "terrific creative force" who is "full of energy and enthusiasm."

Before joining C&W in 2011, Kelley was VP-Corporate Communications at RF.

She also did stints at Carrot Creative and HUGE.

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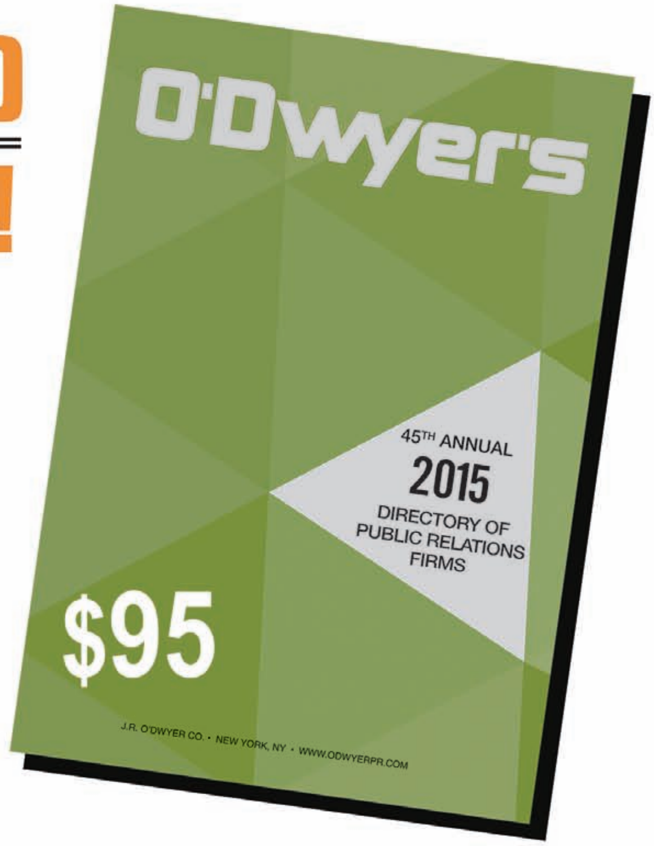

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Cantor Integrated Marketing Search

"Single most important source of information on PR firms."
- Thomas L. Harris, Author
Choosing and Working with your PR firm

Twitter enters D.C. lobbying fray

Twitter has hired a trio of firms as its first outside lobbyists to work the D.C. legislative and regulatory thicket.

The San Francisco-based micro-blogging operation has hired Mehlman Castagnetti Rosen & Thomas to deal with government surveillance and countering violent extremism, cybersecurity, privacy, immigration reform and open Internet, according to its federal filing.

Bruce Mehlman (former Commerce Dept. assistant secretary for tech policy), David Castagnetti (former staffer to Democratic politicos Sen. Max Baucus and Congressman Norm Mineta), Dean Rosen (ex-health policy counsel for Senate committee on labor and human resources) and David Thomas (ex-FTC Congressional director and VP Al Gore aide) head the 10-member team from their firm.

Twitter tapped Millennial Bridge's Lauren Culbertson (former deputy communications director for Republican Sen. Johnny Isakson) for Net Neutrality, patent reform and government surveillance issues.

The microblogger selected The Joseph Group's Kevin Joseph (former staffer on House and Senate commerce committee) for electronic communications privacy, patent reform and government surveillance.

Twitter spent $160,000 for lobbying during the first-half.

FTI goes to D.C. for PayPal

FTI Government Affairs has scooped up DC lobbying work for PayPal, the global online payments company spun off from eBay in July.

Once considered eBay's "crown jewel," PayPal generated $2.2 billion in second-quarter revenues, up 16% from a year ago.

FTI handles issues regarding mobile payments, cybersecurity and technology for PayPal.

Jeff Murray is working the account. He's the former chief of staff for former Alabama Democratic Congressman Bud Cramer, who joined FTI in January 2014 from his vice chairman job at Capitol Hill Consulting.

Nelson Litterst, President George W. Bush's Special Assistant for Legislative Affairs, joins Murray on the PayPal business.

Livingston lobbies for EDF

Former House Speaker-designate Bob Livingston is lobbying for the Environmental Defense Fund in regard to its participation in the "Changing Course" project to develop a more sustainable Lower Mississippi River Delta region.

Human intervention—via construction of dams, spillways, levees and navigation/flood management structures over the decades—has hindered the delta's natural land building process.

The result: Louisiana has lost 1,900 sq. miles of wetlands during the past century, hurting the vital tourism/energy/shipping sectors. Coastal Lousiana is home to nearly 2 million people.

Changing Course is an anchor project of the $9.3 billion Gulf Coast Ecosystem Council Project of the Pelican State and the Army Corps of Engineers to integrate navigation, flood control and wetland restoration initiatives.

EDF is working in partnership with Shell Oil, Rockefeller Foundation, Kresge Foundation, Walton Family Foundation and Greater New Orleans Foundation.

Livingston, who was a Louisiana Republican Congressman, represents EDF in DC with Livingston Group staffers J. Allen Martin and Paul Cambon.

Ex-McCain Aide jumps aboard Florida rail project

Melisssa Shuffield, a former Aide to Sen. John McCain, has signed on as Senior VP-PA for All Aboard Florida, which plans to build a high-speed passenger train line — along with mixed use real estate development — from Miami to Fort Lauderdale with stations in West Palm Beach and Orlando.

When completed in mid-2017, the Florida East Coast Industries project will be the only privately owned and operated intercity passenger rail company in the US.

Shuffield served as Press Secretary for the Arizona Republican in the Senate and during his 2008 Presidential campaign. She also did a stint as Press Secretary for former Florida Senator Mel Martinez.

Shuffield, who also worked at JP Morgan Chase as Executive Director for Corporate Communications, joins AAF from EWM, a Miami real estate developer.

Fortress Investment Group, a private equity fund with $72 billion assets under management, owns FECI.

Ma Bell's McGiven calls Ogilvy

Tim McGivern, a 15-year veteran of AT&T, has shifted to Ogilvy Government Relations' DC office.

The WPP unit billed McGivern as "an expert relationship builder and problem solver" who helped a corporate giant "navigate a multitude of legislative, regulatory and political initiatives."

Chris Giblin, Ogilvy Principal, praised McGivern's "strategic experience in Washington," which is "deep and wide" along with his "genuine and extensive" relationships.

Prior to AT&T, McGivern served as Chief of Staff for Congressman and Senator Sam Brownback, who is now governor of Kansas.

Ogilvy signed AT&T as a lobbying client in April for issues before the Federal Communications Commission (Net Neutrality, spectrum) as well as general tax matters.

Hart goes to Crossroads

Elizabeth Hart, who was Chief to Staff for Delaware Congressman John Carney, has joined Crossroads Strategies.

The 15-year veteran of Capitol Hill worked for Democratic Representatives Baron Hill (IN) and Melissa Bean (IL) prior to Carney.

CEO John Green and Chairman Stewart Hall head Washington-based Crossroads. Green co-founded the firm along with Federalist Group, later acquired by Ogilvy PR Worldwide. Hall helmed Federalist and went on to the Managing Dir. post at Ogilvy.

Ukraine firm, CEO pay in $30M Newswire hack

A Ukrainian company and its CEO agreed to pay $30 million to settle federal charges of profiting from a massive, $100 million newswire hacking scheme unveiled in August.

Jaspen Capital Partners Unlimited and CEO Andriy Supranonok allegedly reaped $25 million by using information gleaned from press releases stolen from Business Wire, Marketwired and PR Newswire from 2010-15.

The SEC charged 34 in August in the large scheme, rocking the newswire companies with revelations of the data breach.

Jaspen and Supranonok were among defendants whose assets were frozen in the wake of the charges.

The scheme involved the sale of contracts-for-differences, or CFDs, a derivative that lets traders place highly leveraged bets on the direction of a stock's price movement, according to the SEC.

Jaspen's website describes the firm as a boutique investment banking firm based in the Ukrainian capital, Kiev.

Honduras hires Ketchum

Corruption-riddled Honduras, which was rocked by mass protests over the summer, has hired Ketchum to provide ongoing strategic counsel, media relations (proactive & reactive) and to drum up third-party support.

President Juan Orlando Hernandez has rejected calls for his resignation over allegations his political party diverted funds targeted for social development in the Central American hotbed.

His term expires in 2017.

The Omnicom unit plans to study Honduras' "products, markets, policies and objectives for the purpose of communicating to client opportunities for PR or publicity programs," according to its agreement.

Honduras has agreed to pay a maximum of $421,333 for fees/expenses over the course of the one-year pact.

Ketchum reports to Hilda Hernandez, who is Minister of Strategy & Communications for Honduras.

Glover Park helps Iraq's Sunnis

Glover Park Group has agreed to advocate on behalf of Iraq's minority Sunni population, a sect historically has been at odds with the country's 60% majority Shiite Muslims.

Iraq prime minister Haider Al-Abadi depends on a coalition of Shiite militias to fight the ISIS terror group, which is largely composed of Sunnis.

The United States has been urging Sunni tribes to take up the fight against ISIS.

Glover Park Group is working on behalf of Dubai-based Adalid Business Consulting, which is funded by Iraqi business leaders.

The DC firm provides public diplomacy, strategic communications counsel and government relations services to ABC.

The overall goal is to build support for Iraqi Sunnis among US government officials, NGO audiences and the media and facilitate exchanges between American and Iraq-Sunni leadership.

WPP owns Glover Park Group.

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.

Alignment Strategies, Inc., Washington, D.C., **registered Sep. 18, 2015 for Embassy of Japa**n, Washington, D.C., regarding legislation and federal government policy matters and public outreach related to the promotion of interests of Japan, including but not limited to the strengthening of U.S.-Japan relations, and awareness of Asia-Pacific issues of interest to Japan.

Grieboski Global Strategies, LLC, Alexandria, VA, **registered Sep. 8, 2015 for Organization of Islamic Cooperation**, to act as an advisor on government relations, strategic partnerships, coalition building, and publc diplomacy. The QIC is the second largest intergovernmental organization after the United Nations and has a membership of 56 states spread over four continents, as well as the Palestinian Authority.

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.

Capitol Decisions, Inc., Washington, D.C., **registered Sep. 22, 2015 for Facing Addiction Inc.**, Danbury, CT, regarding 2015 Unite to Face Addiction, Advocacy Day related issues.

Liberty Partners Group, LLC, Washington, D.C., **registered Sep. 22, 2015 for Sandy Hook Promise**, Newtown, CT, regarding mental health reform legislation in the House and Senate.

The Washington Tax & Public Policy Group, Washington, D.C., **registered Sep. 22, 2015 for Hewlett Packard Enterprise Company**, Washington, D.C., regarding issues related to international and corporate tax reform including CFC look-through (HR 1430).

W Strategies, LLC, Washington, D.C., **registered Sep. 22, 2015 for Actelion Pharmaceuticals US, Inc**, San Francisco, CA, for monitoring issues related to Medicare Part D and access to innovative drug therapies.

Covington & Burling LLP, Washington, D.C., **registered Sep. 22, 2015 for Univision Communications Inc,** Washington, D.C., regarding increasing foreign ownership.

PR Buyer's Guide

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