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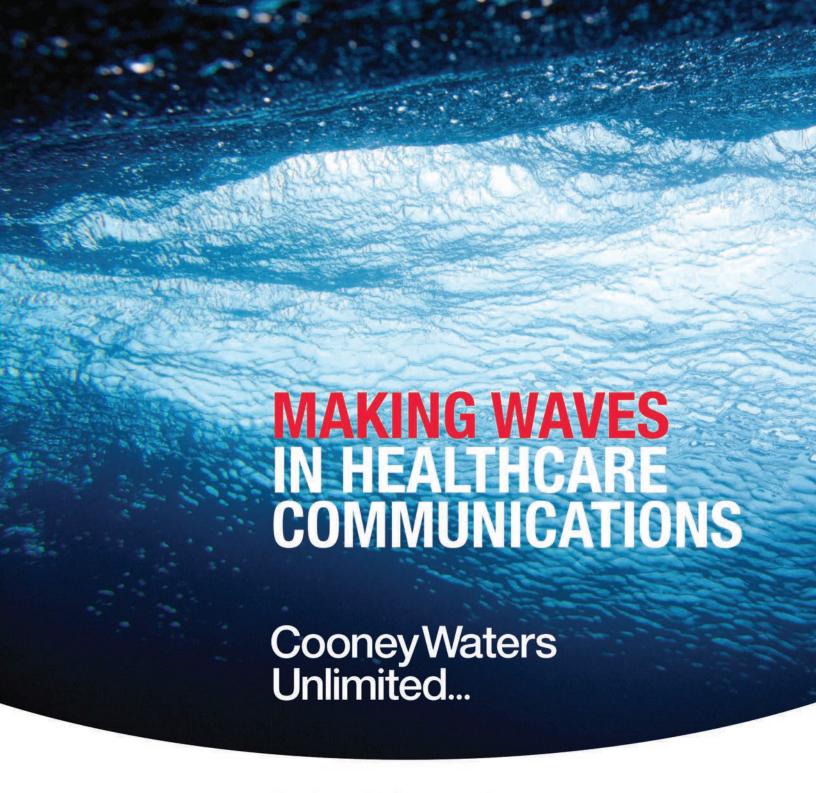












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GUEST COLUMN

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Arthur Solomon

Rick Gould

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Editors now forced to make business decisions

spirit of cooperation with the community and advertisers is currently required of reporters, a New York Daily News panel said Sept. 21. Jim Rich, Editor-in-Chief of the Daily News, Pryla Ganapati of Quartz, and Kate Ward of Bustle, considered the thorny issue of "branded content," or "sponsored" editorial matter seen by some media as one of the main answers to declining newspaper circulation and advertising.

Jay Rosen, journalism professor at New York University, moderated the program, which is part of a series called "Innovation Lab." Rich said that in the past newspapers were driven to build circulation. The goal is still building circulation but more attention is being paid to what types of audiences are being attracted, he said.

Ganapati said staffers at Quartz help advertisers create the most effective ads. Staffers think "holistically," she said. "It is not just one person's job to sell nor one person's job to create con-

Journalists are now challenged to "think more creatively," Ward said. "Clients want premium product" which gives the medium "the opportunity to present product in a way that it has never before been presented."

Bustle, founded in 2013 by Bryan Goldberg, reaches 40 million women worldwide monthly, according to Quantcast. The site is about "collaboration": helping to build brands with the help of editors. Different departments of the site collaborate, Ward said. The "product team" at Bustle is also the "editorial team."

Rich noted that there are positions at the Daily News that did not previously exist, such as "Chief Creative Officer" and "product developer." Members of such units must decide whose job it is to "cross the wall" that previously separated advertising and editorial.

The announcement for the panel had said: "As media companies increase their focus on business models, economic realities are affecting the way journalists work. Instead of a 'strict separation' between the business and editorial sides, journalists are being asked how they create value for the company that can be monetized, while still meeting their responsibilities to public service and truth telling."

John Oliver, host of "Last Week Tonight" on HBO, a company that does not take advertising, has been an ardent critic of any mixture of editorial and advertising. His Aug. 7, 2016 show included 19 minutes on the topic and won the praise of Washington Post columnist Margaret

Previously Public Editor of The New York Times, Sullivan wrote that the 19-minute segment "precisely nailed" what's happening to newspapers: "shrinking staffs, the abandonment of important beats, the love of click and bait over substance, the deadly loss of ad revenue, the truly bad ideas that have come to the surface out of desperation, the persistent failure to serve the reading public ... media's addiction to content that generates digital traffic, particularly ever-weirder stories about cats."

The Daily News panel showed that the editorial space of newspapers, magazines and other media is under greater pressure from advertisers than ever before. Print media, bypassed by the web to a great extent, are desperate for income.

Ganapati said her staff meets constantly with editors to determine content. Quartz and others in effect have become PR firms for client companies, learning their strategies and crafting relevant articles.

PR firms that approach media should have their wallets open either to buy traditional ads or pay for "sponsored content" that looks like regular news content. A current chart in Quartz shows that "Americans with a great/fair amount of trust in media" fell from 70 percent in 2005 among Democrats to 52 percent, and among Republicans, from 53 percent in 1998 to 12 percent. The average is around 30 percent. "Branded" stories are contributing to that decline.

That shrinking news hole in media is good growing weather for PR firms. Fifteen of the 25 largest PR firms in the 2015 O'Dwyer's rankings posted double-digit gains including six of the ten largest, an indication that clients are increasingly turning to the firms for a host of communications tasks. Social media, in-house websites, emails to customers and other communications forms are available to PR firms.

Given the economic pressures on media and reporters, it's no wonder that Randall Rothenberg, President and CEO of the Interactive Advertising Bureau, posed this question to its conference Sept. 26-27 in New York: "Can great journalism survive?"

The conference, which attracted 1,300 industry figures, pondered over what it called "a tide of ad blocking." TV viewers are switching to other channels when a stack of commercials starts its run, using the mute button, or fast-forwarding through ads if they have recorded the

Business Insider says that "Native advertising is about to flood the airwaves, meaning storylines written around "products the advertisers are trying to sell." O

— Jack O'Dwyer



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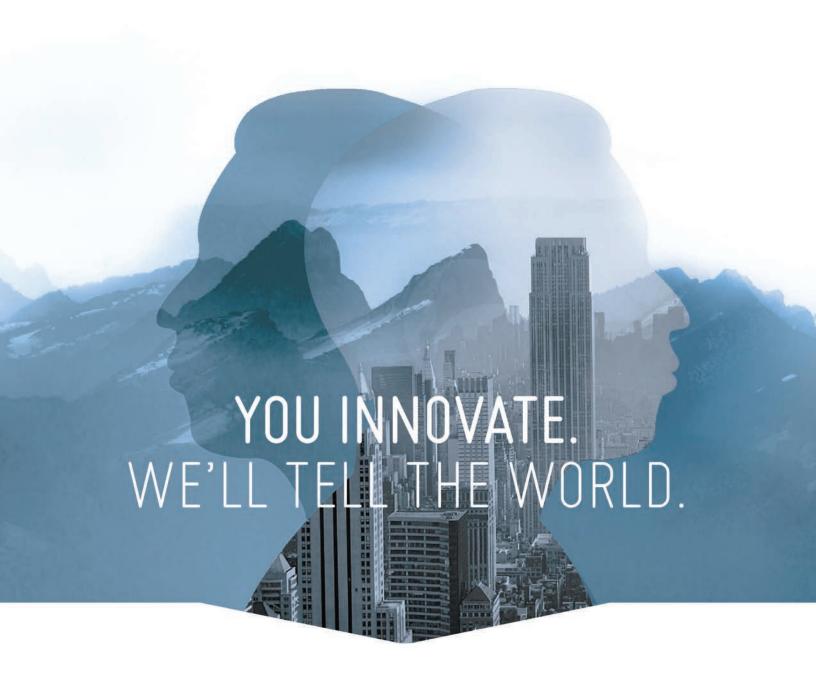
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Brands fail to engage consumers online

Brands are struggling to engage consumers online and should reassess their strategies if they want to successfully target consumers through social media, according to findings in a recent survey of global digital attitudes and behaviors by research agency Kantar TNS.

study found that when it comes to Face-

By Jon Gingerich

ore than a third of global Internet users — 34 percent — said they feel "constantly followed" by brand advertising online, and 26 percent said they now "actively ignore" branded social content. In the U.S. the figures were more stark, with 39 percent of Internet users claiming they now actively ignore branded social posts or content.

The figures seem to worsen with older age groups: 37 percent of Internet users between the ages of 35 and 44 said they "completely object" to the idea of brands tracking their online behaviors, and more than half — 51 percent — of Internet users between the ages of 55 and 65 said they actively ignore content from brands. About one in five — 20 percent — of global Internet users said they now watch user-generated content online more often than branded or professionally-produced content, and the same number between the ages of 16 and 34 admitted to using ad blockers.

On the other hand, the Kantar TNS

book, most Internet users seem receptive to branded content. Globally, 79 percent of respondents said they read brand posts on Facebook, and 75 percent said they watch branded video content regularly on the social site (oddly, Colombia was the country that ranked highest in both categories, with 95 percent and 93 percent of Colombian respondents reporting that they engage in this behavior, respectively). Globally, 76 percent admitted to liking or posting comments on Facebook brand pages. Overall, 38 percent of worldwide re-

spondents said they're open to reading or watching brand content on social media, and the same percentage said they're amenable to sharing information if some kind of reward is offered, though 32 percent said they believe brands present different levels of customer service online and offline. Countries with the highest percentage of respondents who claimed to enjoy reading or watching online brand content included Brazil, India, Mongolia and Saudi Arabia. Skepticism of brand content was highest in Scandinavian nations, with 57 percent of respondents in both Sweden and Denmark claiming that they actively ignore branded content.

The study also suggested that influencer activation might go a long way in swaying consumers' trust. Globally, 40 percent of 16-24 year-olds surveyed claimed to trust what others said online regarding brands more than "official" sources such as adver-

As a result of its findings, Kantar TNS' Connected Life study underscored three suggestions for brands to better engage with consumers online: find out what motivates consumers; partner with influencers; and create more engaging content that can be used across multiple channels.

Kantar TNS' Connected Life study surveyed more than 70,000 consumers ages 16 and up across 57 countries between June and September. **O**

Media news brief

Newspaper Association drops 'newspaper' in re-brand

Trade group the Newspaper Association of America has dropped "newspaper" from its name and re-branded as the News Media Alliance in a bid to highlight the industry's "evolution" to digital con-

The Arlington, Va.-based group of 2,000 member organizations is unveiling the change today, including a full-page ad in the New York Times depicting a millennial girl reading a digital tablet. "All industries periodically face disruptive market and technology changes, and like many others before us, I believe we will come out of it stronger," said NMA president and CEO David Chavern.

While the Internet and digital content have hammered newspaper circulations, the industry says it is optimistic that there is a larger consumer audience for news.

The trade group is also opening up to members primarily based in digital media and will overhaul its annual trade show, slated for New Orleans in 2017 to focus on the future of news media. Membership has slipped by about 700 organizations over the past eight years.

Michael MaLoon, VP for innovation for the NMA, said the name change is "designed to show the positive trajectory of the industry and to share the innovation and growth taking place, especially in the digital space.

Chavern told the Times: "'Newspaper' is not a big enough word to describe the industry anymore. The future of this industry is much broader."

YouTube, Gmail more popular among teens than social sites

A study on the online behaviors of U.S. teens found that YouTube and Gmail were more poplar among this demographic than social sites like Instagram, Facebook or Twitter. By Jon Gingerich

study regarding the online behaviors of American teenagers uncovered some surprising findings.

The study, titled "Keeping Up with Generation App: NCSA Parent/Teen Online Safety Survey," was conducted by non-profit public-private partnership The National Cyber Security Alliance. Co-sponsored by Microsoft, the study was conducted to provide a clearer understanding of the online behaviors of teens and is part of the NCSA's efforts to raise awareness regarding online

The study found that Snapchat and Instagram are the most popular social media sites used by this demographic in the U.S. today, cited by 66 percent and 65 percent of online teens surveyed, respectively, now surpassing the popularity of Facebook. That site's use was cited by only 61 percent of teens surveyed.

Perhaps what's most surprising is the notion that, by far, video-sharing website You-Tube was ranked by U.S. teens as the most popular site (cited by 91 percent of users)

followed by Google's email service Gmail (75 percent). These sites were cited as more popular among teens than any social media site in the survey, beating Snapchat, Instagram, Facebook and Twitter.

Facebook ranked as the fifth most popular site, above Kik Messenger (52 percent), Skype (43 percent), Twitter (40 percent), Vine (31 percent) and Tumblr (24 percent).

Not surprisingly, the survey also found that an overwhelming number of online teens (86 percent) interact with the online world through smartphones, and 62 percent said they spend at least five hours a day using Internet-connected devices. Most also admitted engaging in some online activities that their parents don't know about, and more than half — 60 percent said they've created online accounts their parents aren't unaware of.

NCSA surveyed more than 800 online teens in the U.S. between the ages 13 to 17 in June and the survey has a margin of error of 3.5 percentage. Download the study here. O

PR executive among most 'overrated' jobs

Public relations executive was listed in a CareerCast report as one of the most "overrated" jobs for 2016.

By Jon Gingerich

he prospect of landing a career as a public relations executive may not be as glamorous as it seems. The profession, along with advertising account manager, was ranked as one of the most overrated jobs in a new report by job search site CareerCast.

The findings come as part of Career-Cast's annual "Most Overrated Jobs of 2016" report, which scores professions by factoring in U.S. Bureau of Labor Statistics numbers on growth outlook and pay, as well as variables such as workplace environment and stress.

The report also relied on an informal reader survey, which included respondents' dream jobs, as well as majors popular at U.S. colleges (as reported by U.S. News and World Report & The Princeton Review), in determining which low-rated jobs were currently popular among potential job seekers.

According to CareerCast online content editor Kyle Kensing, PR careers appeal to young job seekers, as evident by the current popularity of PR-related majors among college students. However, it's also a job known for long hours and a stress-inducing environment (a common theme among jobs deemed "overrated"), which were among the reasons for its inclusion in the list.

"What the Jobs Rated report scores tell us is that PR executive is a high-stress job, due to the around-the-clock nature of the work and the unpredictability," Kensing told O'Dwyer's. "PR executives must also work heavily in the public eye; given an estimated three-quarters of Americans have a fear of public speaking, this contributes to the 'overrated' consideration commensurate to the field's popularity with potential job seekers."

PR executives earn a median annual salary of \$104,140 and have a seven percent growth outlook through 2020, according to the report, scoring 121 on CareerCast's 2016 jobs ranking. Advertising account managers earn \$124,850 and have a growth outlook of nine percent, and was ranked 137.

Other professions to make Career-Cast's "overrated" list this year include author, event coordinator, photographer and stockbroker. A separate report published by CareerCast listed dietitian,

environmental engineer, financial analyst, HR manager and physical therapist among "underrated" jobs: vocations that don't receive as much attention as they might de-

This isn't the first time the jobs site has put the public relations profession in the crosshairs. CareerCast last year also named PR manager among one of "the most overrated jobs of 2015," along with ad account executive and event coordinator. A separate CareerCast report from 2015, however, listed PR manager as one of the best career choices for women. O



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PR's role in patient engagement

Having patients and families actively engage in their healthcare will improve outcomes and reduce costs. Achieving that goal requires a cultural shift, and communications pros are playing an important role in enabling that change. By Sharon M. Reis

recently tried to help my father endure what ended up being a fatal misdiagnosis. What was at first thought to be pneumonia and a pinched vertebrae was eventually diagnosed as aggressive lung cancer. My dad actively managed his own healthcare, regularly went to the doctor, meticulously followed his care plan and consulted with various members of his multidisciplinary healthcare team. Despite all that, the diagnosis proved inaccurate and the outcome was grim.

I cite my family's case to demonstrate that patient engagement is essential yet extremely complicated, and while healthcare in our country is often very good, clinicians and the system are far from perfect. For patients, checking off a to-do list is just not enough to effectively and safely manage complex or chronic medical conditions or to improve overall health.

Understanding complicated medical conditions and navigating the system are seriously challenging. As our healthcare system moves to value-based care, reimbursing for quality over quantity and demanding better care at a lower cost, there's never been more on the line. So, how can communications professionals play a role in helping patients and families get the information they need to make informed and confident decisions about their health and healthcare?

A priority for hospitals, health systems

Patient engagement is a top concern for hospitals and health systems. "Almost half of the healthcare executives in the Advisory Board Company's annual member survey said they are extremely interested in addressing consumer needs and expectations in the healthcare settings," said Pete Simpkinson, Senior Director of Strategic Marketing of The Advisory Board Company. "Another 45 percent of respondents said they are strongly focused on identifying patient engagement strategies. Both of these concerns ranked among the top five."

More knowledge and tools

A May article in the New England Journal of Medicine identified three primary components of patient engagement: becoming motivated to learn and take ownership of making choices about their care, adhering to care plans, and taking a more active role in improving their health.

That NEJM article also presented findings from a survey of clinicians, clinical leaders and healthcare executives that showed improved patient engagement usually leads to better health outcomes, but that getting patients actively involved requires more knowledge and tools.

"We all have a role to play in making sure consumers and families are engaged in their mental and physical healthcare," said Stephanie Coggin, Vice President of Communications and marketing at the American Foundation for Suicide Prevention. "Through research, we know that reaching out and talking to someone about suicide can save more lives. It's through communications that we can begin to shift attitudes to better understand that our mental health is just as important as our physical health, and creating tools to engage patients and families in their care will lead to better outcomes and save lives."

The role of communications

Communications teams have a key role in making sure that patients know that engagement is a top priority, and in providing resources to help make it happen.

The Reis Group recently surveyed PR professionals from 15 associations and hospitals/health systems to better understand whether and how they are undertaking patient engagement efforts. Our survey found that most of them — 11 of 15 — are working on or planning to take action.

Survey participants reported the top five strategies for engaging patients and their families include: participating in shared decision-making, having conversations with clinicians, creating care goals, learning more about your medical condition and seeking care in the community.

"High-quality medical care is built on trust between doctors and patients, and an open exchange of information among specialties so that patients can make the best choices for their care," said Elise Castelli, Senior Manager for Communications and PR for the Society of Interventional Radiology. "SIR believes that engaging patients is critical to ensuring quality care. Our new website will include a patient center that will provide easy, accessible descriptions of interventional radiology treatments, so patients have the information they need to feel confident in their care decisions."

Creating patient engagement initiatives

Creating effective communications efforts to engage patients can be fraught with pitfalls. Below are five key factors we have identified from our market research with patient and family advocates, health professionals, hospital decision-makers, and foundation leaders to effectively encourage and enable patient engagement in healthcare settings

We are in this together. No one appreciates or benefits from finger-pointing blaming. A critical element to this discussion is not to tell the patient how to be a better patient and not to tell clinicians they aren't doing a good job.



Sharon M. Reis

One size does not fit all. More and more, the feedback we hear is to get to the heart of the matter as quickly as possible. This means messages tailored to your various audiences. Clinicians want to see the data. On the other hand, patients and families want to know what it means for their specific care and their loved ones. Healthcare leaders or policymakers want to know how this new program or activity will increase or decrease costs.

Watch your word choices. Words carry different meaning for each of the key players in healthcare. For example, we have learned that patient advocates can respond negatively to the word "empower." It can be viewed as condescending because it is something that you offer and provide to someone; whereas "engagement" is something that people do for themselves.

Be inclusive. Include families whenever talking about patients. Also, consider the impact of hospital and healthcare decisions beyond clinical care on patients and families and include this core constituency in your communications plans whenever possible.

Be clear. Explain complex terms with examples tailored for the intended audience. Whenever possible, write at an eighth grade reading level or below to ensure materials can be well-understood across patient pop-

For healthcare communications, there's always been a need to reach patients and clinicians with messages and materials. Now, our work to encourage and influence conversations and to provide information to promote shared decision-making will be more vital than ever before to improve care, costs, and outcomes.

Sharon M. Reis is Principal of The Reis Group and Co-Founder of GYMR Public Relations. O



Healthy reputations essential in healthcare

Pharma companies that forget they co-exist within the health ecosystem along with physician, payer, policymaker and the patient sectors are placing their reputations at risk. PR health professionals are well served to understand how health-system economics work and their reputational impact.

oday, headlines on how patients can be treated for deadly diseases such as hepatitis C and genetic high cholesterol often feature "how much" before "how innovative." PR and IR colleagues wince at the Mylan EpiPen pricing misstep and subsequent disclosures. Yet, the pricing "outlier" is not a new phenomenon. KV Pharmaceuticals was heralded in 2011 when it introduced a Food and Drug Administration-approved version of an off-label \$15 a treatment for the prevention of premature birth in women. The applause stopped when KV priced its newly approved product at \$1,500 per injection. Initial supporters, including the March of Dimes, crossed the isle to become strong opponents, and KV Pharmaceuticals ended up filing for bankruptcy.

Turing Pharmaceuticals and Valeant are not newbies to pricing quicksand danger. A sole focus on shareholders — important investors supporting biomedical advances — are among the health eco-system stakeholders. To succeed, biopharma companies must recognize that their decisions impact other healthcare business models, and that by securing patient access to these therapies with payer support, their shareholders ultimately benefit.

The Kaiser Health Tracking Poll finds most Americans feel drug companies play a vital role in society (62 percent) and a sizable minority have positive feelings for biopharma innovators (42 percent). At the same time, consumers note that drug costs are unreasonable (72 percent) and that drug companies put profits before people (74 percent). In their desire to gain easier access to innovation, 83 percent of patients suggest that the Federal government should be given leeway to negotiate with drug companies to improve Medicare prices. Of course, those opinions open the door to others advocating for government involvement to keep drug costs down.

This year, the Fortune "10 Most Admired Companies in the World 2016" did not include a pharma company. The pain of being so disenfranchised has led to biopharmaceutical CEOs to question historic approaches to communicating price. Allergan CEO Brent Saunders, recognized for bold approaches to advancing drug innovation, has stepped forward with a social contract on pricing parameters that outlines this company's commitment to responsible steps on increases and collaboration with other parts of the diverse health system. A pioneering first for the pharma industry, it signals why PR executives must now understand how price and reputation are connected.

Marketing is charged with generating return on investment for the millions and even billions invested to develop a new pharmaceutical product. Medical is held accountable for the science that reaffirms patient value. PR must be included during the decision-making around cost to protect that precious investment in resources and talent. Product cost to the patient and payer is part of the news cycle. Once passive about new pharma product pricing, the health ecosystem is pushing back when product cost is perceived as too high.

There's a good reason why economics and pricing are central to the drug access and innovation conversation. The fragmented U.S. healthcare system forces consumers to navigate medical care on their own, putting convenience and cost into the forefront of their decision-making. Consumers who change health insurance plans frequently switch their primary care physicians just as often, requiring them to be the owners of their medical history and regimen. Consumers now cite convenience and cost as the two priority considerations in making medical decisions. When companies make access hard, consumers go with an alterna-

PR pros must ask: "Why are so many people critical of biopharma companies?" Especially if the industry's intent is to extend and save lives? Consumers expect pharma to come up with life-saving answers. They hold the industry to a higher standard than other Fortune 500 sectors. Ultimately, the pharma industry has the potential to rally investment, talent and imaginative persistence to tackle disease.

People with deadly illnesses hope research laboratories and physicians - neither of which set drug prices — will extend their lives quickly and in comfort. They expect payers to find a way to make medical innovation accessible. They look to policymakers to encourage drug development and affordability. At the heart of the reputation debate, patients are quick to put aside judgment. They want a cure!

Stop hiding behind the cost of developing new molecular entities. For years, the pharmaceutical industry has explained that By Kristie Kuhl and Gil Bashe

the price of drugs is related directly to the costs involved in their development. The consumer response is "Your business model is broken. Fix it." The time-worn response of development cost without guarantee of market success no lon-

ger wins' friends.

Leaders listen their customers. CEOs must leave their offices and understand the concerns of their patient customers. Patient advocacy consists not only of investment in therapeutic franchises, it provides insights that guide thought out C-suite decisions.

One price may not fit all. Bold companies will be proactive with pricing approaches to secure public buy-in as part of its drug introduction strategies. Alexion, the developers of a life-saving drug for



Kristie Kuhl



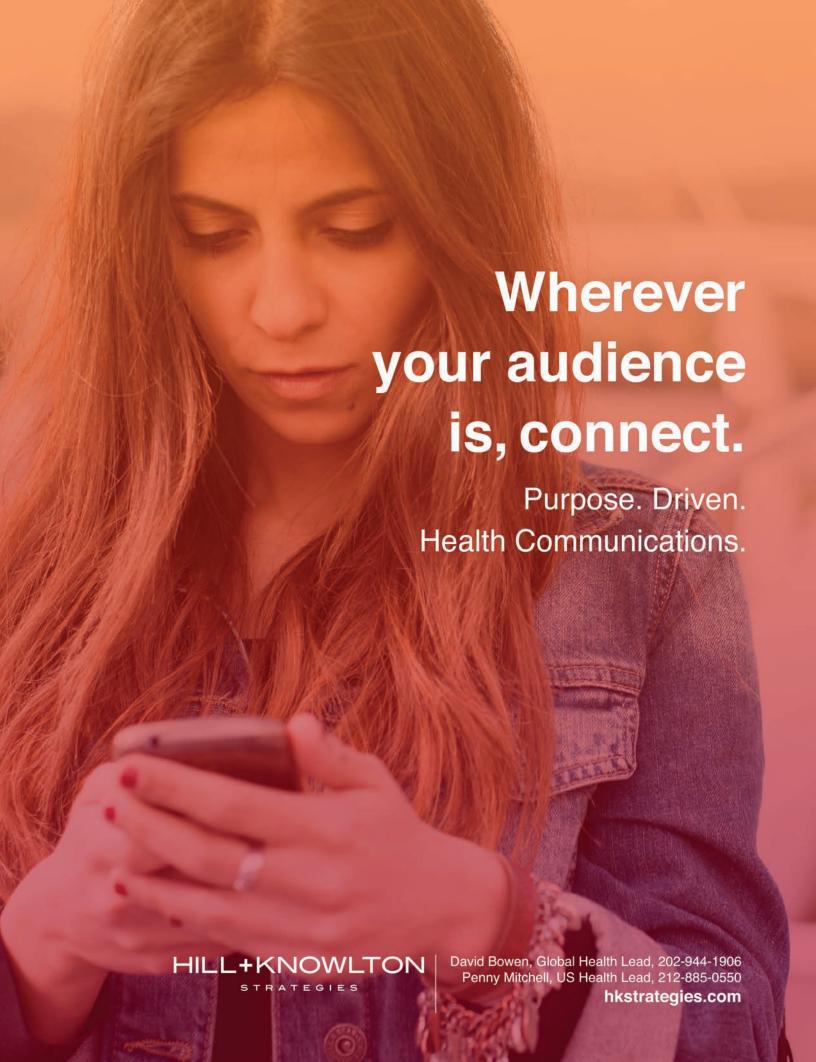
Gil Bashe

an ultra-rare disease took that approach in introducing Soliris and ensured access for all patients regardless of ability to pay. Payers, providers, policymakers and patients understood this company's decision-making process and rewarded innovation with support.

Be bold and do well. When Allergan CEO Brent Saunders stepped forward with a social contact on pricing, he changed the landscape for the pharmaceutical industry. Who will be the next pharmaceutical executive to take that bold step and transform people's lives and a company's reputation? PR pros can serve and that ambassador for the "outside-in" voice of the customer when pricing decisions are about to be an-

For biopharma companies, large or small, to secure patient respect, stay close to the health ecosystem and understand that economics is now part of the news cycle. Innovation is still the patients' and physicians' hope. However, access to care remains the path to success.

Kristie Kuhl, JD, is Senior Partner at Finn Partners. Gil Bashe is Managing Partner and Global Health Practice head at Finn Part-



Marketing medical cannabis, like it's medicine

If the U.S. government now refers to cannabis as "medical," isn't it high time we started treating it like medicine in our marketing efforts?

By Jonathan Bloom

guess you could say that if it wasn't for Chinese Emperor Shen Nung, you wouldn't be reading this article today. Back around 2700 B.C., the Emperor discovered the healing properties of cannabis — also called marijuana — later chronicled in a collection of "prescriptions" considered to be the world's oldest pharmacopoeia. Within it, cannabis is recommended for 100+ maladies including gout, rheumatism, malaria, and absentmindedness. Thus, medicinal cannabis was born. Given that solid beginning, what could possibly go wrong for cannabis as an alternative to Western pharmacology?

Well, plenty, and our society has been attempting to figure out the cannabis conundrum ever since. On one hand, numerous studies have taken Shen Nung's early work several steps further and a growing number of medical professionals are taking cannabis seriously as a treatment to work in concert with pharmaceuticals. On the other hand, cannabis remains classified as a Schedule 1 substance by the U.S. Government — alongside heroin and cocaine - greatly limiting medicinal professionals from broader studies or mainstream prescription. At the same time, medicinal cannabis has been legal in California since 1996 and other states including Washington and Colorado have legalized both medicinal and recreational use.

While the Federal government effectively looks the other way and leaves cannabis legalization to the states, capitalism is stepping in to create a Green Rush via an influx of investment, R&D, and sales/distribution infrastructure reminiscent of the Dot-Com era. While all of this is happening, those wishing to market legitimate medicinal cannabis products that reflect Shen Nung's original vision are forced to do so delicate-

All of this raises the question: If our government calls it "medical," isn't high time we started treating cannabis like medicine in our marketing efforts?

About a year ago, our agency became one of the first established firms in the United States to represent a legitimate medical cannabis provider. Constance Therapeutics' science-based cannabis extracts have shown to be effective in the treatment of severe illnesses including cancer. We've represented pharma companies over our

30+-year history and has also worked with numerous product companies in consumer goods, technology, food, alcohol and other markets. We accepted Constance Therapeutics' offer to represent the brand based on one condition: that communications activities would be undertaken as if it was a pharmaceutical company. In other words, treat the medicine like a medicine. It all sounds so simple but we had history work-

I'm not talking about the great work of Shen Nung. Nor am I referring to Irish doctor William O'Shaughnessy, who introduced cannabis to the world of Western medicine in the 1830s and used it to treat patients afflicted with muscle spasms and pain. Same for the 1944 The New York Academy of Medicine report that declared cannabis does not cause insanity, violence, addiction or lead to the use of so-called "heavy" drugs.

Rather, I'm referring to the historical histrionics that left a large bruise on cannabis' public image, one that anybody marketing cannabis products must take into consideration or have no prayer of overcoming. Let's begin with the racially tinged ties of the word "marihuana" — a Mexican Spanish substitute for cannabis that ultimately became "marijuana" - to Mexican immigrants. These recreational users arrived in the U.S. during the 1910 Mexican Revolution and were said to be violent as a result of cannabis use. Or how about the 1936 film Reefer Madness in which high school students use cannabis and run afoul of the law through violent and anti-social acts. That propaganda labeled marijuana/ cannabis "a violent narcotic," "an unspeakable scourge," and "The Real Public Enemy Number One!"

Want a more current examples? How about Cheech and Chong and Fast Times at Ridgemont High which spawned the "stoner" image with associated phrases such as "baked," "faded," etc. Or, what about one of my favorite hip hop artists, Wiz Khalifa, who posed this question on his excellent song "Time": "Who else you know smoke a half pound in seven days?" That song also includes the lyrics "getting high while I drive." The image of Wiz smoking eight ounces of cannabis flower in seven days is exactly what makes it challenging for legitimate marketers to highlight legitimate

products to people seeking medicinal ben-

As communicators know, words are powerful. Words spoken by Wiz, Cheech or Spicoli have linked consumption with lazy, apathetic approaches to life. "Weed" conjures up one set of mental images. "Cannabis" relates to others. Even though they are simply different names for products that

come from the same plant, the audiences are quite different as are the sensitivities to old-time jargon and related humor. While old habits are hard to break, it is essential as marketers that we avoid stoner jargon. It is also essential to align medicinal cannabis cli-



Jonathan Bloom

ents with strategic program elements highlighting benefits that can be validated while also making a positive contribution to the industry.

The program we developed for Constance Therapeutics aligned it with various issues such as standardized product development, the science of medical cannabis extract production and research on impact. The program's focal point enabled Constance Therapeutics to become a key voice in the conversation surrounding opioid use in the National Football League. We conceived a first-of-its-kind pilot study of medicinal cannabis as an alternative to opiate painkillers. The pilot study kicked off in late September in conjunction with the Gridiron Cannabis Foundation and former NFL players.

Marketers must also regularly consult both FDA regulations as well as the laws of your state while planning a campaign. FDA regulations may require legal interpretations due to cannabis' Schedule I classification. In general terms, the FDA takes a dim view of brands that make unverified product claims on health benefits and/or treatment outcomes.

From all indications, medical cannabis is here to stay. Understanding where your client/company fits in and focusing modern communications approaches on your business goals will go a long way towards treating cannabis like what it is: a medicinal product for specific applications.

Jonathan Bloom is Chief Executive Officer and Founding Partner at McGrath/Power Public Relations. O

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Redefining success: a timeless debate

How to maximize unbranded healthcare communications to drive brand awareness.

By Stephanie DeViteri

continuous conversation among many of our agency's pharmaceutical clients is whether to invest in unbranded campaigns. It's not that they don't see the value of providing general disease and related information, or even that the dollars don't exist to fund it. It's more a lack of confidence that they will be able to show senior management the impact of unbranded communications on a brand's sales. Or, sometimes perceived as even worse, clients fear they may drive demand or sales for other products in their category, particularly if the client's brand isn't the market leaders.

Given this sentiment, it's no surprise we continue to see a rise in branded DTC advertising. If you've watched real television lately — not the Netflix or DVR kind where you have the luxury of commercial-free options — chances are you've seen your fair share of drug ads for multiple treatments across a myriad of diseases. According to Nielsen research published in 2014, spending for direct-to-consumer ads increased by 21 percent over the prior year. Not surprisingly, DTC efforts continue to come under increased scrutiny among media as well as healthcare professionals, as evidenced by the American Medical Association proposing a complete ban of DTC advertising in late 2016.

The right time and place

I'm certainly not saying that DTC doesn't hold an important place in the toolbox of marketing and communications professionals. However, unbranded initiatives, if done right, can successfully augment branded efforts and yield significant return for a brand and its company. Beyond just a sale, unbranded programming offers the potential to build brand loyalists and evangelists. And as budgets become tighter and critics become greater, finding alternate ways to reach consumers beyond a multi-million dollar ad spend is a smart business move.

Ground rules for unbranded success

Here are five ground rules to help ensure an unbranded approach delivers on brand objectives.

Establish an online call-to-action with relevant digital resources. It goes without saying, an unbranded website is a perfect place to house disease and program information, particularly in a time when a majority of consumers are going online to find health information. And the information shouldn't simply be static words on a page: mix up the content you're serving your audience by using videos, animation, sharable images — like infographics — and other interactive materials that are easily accessible on your site while also shareable across social media platforms.

An additional benefit to launching a website: it serves as a way to measure the level and quality of engagement and interaction with your patient or caregiver community, such as how long visitors are spending on your site and what resources they are accessing. You may also consider housing polls or conducting push surveys that offer visitors an opportunity to weigh in on such questions as how they manage their condition, who they turn to for support and other topic areas. The insights you gather can help to inform how you evolve your programming and build out-patient resources from both a branded and unbranded perspective.

Encourage discussion with an expert, a.k.a., a certified medical professional. Beyond providing a robust website with relevant and engaging content, it's imperative to encourage discussion with a doctor about symptoms and disease management, including treatment options. Help your audience to do this by providing a link to a local doctor finder (either embedded into the website or through a third-party patient advocacy group), providing discussion guides or sample questions to bring to their next appointment, and/or offering a free downloadable app where people can track important details of their condition and treatment plan on a smart phone or other device.

Make news media care about your initiative. With every unbranded program, and branded program for that matter, having the right spokespeople and purposeful rationale behind the timing of your program launch are critical components. For some programs, the right spokesperson is a real patient with an extraordinary testimony, a high-profile individual/celebrity, or a combination of the two, often in conjunction with a healthcare professional to lend medical credibility to the media pitch. Additionally, media want to know why your program should be prioritized among all of the other story leads crossing their desk or inbox. Ask yourself, what is driving the timing of your pitch — a seasonal connection, new research or disease report, an awareness or fundraising activity in which your spokesperson is participating? Be prepared to answer the "why now?" from reporters, and then once you have them hooked, make sure you have the right spokespeople to keep media's interest.

Invest in paid search. We've had the privilege of partnering with brilliant digital and search strategists who have implemented strong paid search against our unbranded

programs. I can't say I'm an expert on the algorithms or terminology related to this expertise area, but I do know from experience — in most all cases — programs with a thoughtful paid search component outperform programs without one.



Stephanie DeViteri

Drive leads for the

brand. One of the clearest and most direct ways to connect an unbranded campaign to a brand is by encouraging website visitors to register, or "opt-in" to receive future branded communications from your company. This is often called a customer relationship management program or a lead generation database. While you'd have to partner with your regulatory colleagues to figure out the best way to do this for your company, it's a tried and true concept that absolutely works. On average, we've seen our clients' unbranded campaigns yield anywhere from a 10-30 percent opt-in rate of "qualified" brand leads. In one instance, shortly following the launch of a new, first-of-its-kind treatment for an inflammatory condition, one of the unbranded campaigns our agency launched in collaboration with a client became the second top driver of brand leads across all marketing efforts.

Beyond gathering registrations, linking directly to a brand's website from the general treatment section of the unbranded program's website is another good way to pull through leads to the brand; however, this isn't always allowed by our clients' regulatory teams.

The bottom line

Unbranded communications programs are not always an easy sell for sales-focused marketing leaders or in companies where there is no precedent for such a campaign. Yet, there is one common sense fact that is hard to argue: a person must first acknowledge they have a disease and how it may impact their life before they are empowered to speak with a doctor or consider a treatment plan ... and it's within this "moment of truth" where unbranded communications will thrive.

Stephanie DeViteri is Senior Vice President of Tonic Life Communications. O

The impossible standard of vetting in a post 9/11 era

Companies that perform pre-employment vetting services are being held to the impossible standard of effectively singling out anyone who is potentially imbalanced or harbors ill intent.

By Eric Lebson

errorism is effective because it provokes terror, which shakes our confidence in the institutions designed to protect us. We seek to regain control through institutions and policies, some more reasonable than others. Reorganization of bureaucratic systems — such as the creation of the Department of Homeland Security, and reactive and mistargeted invectives like Donald Trump's proposal to ban all Muslims — are but two examples of how widely the pendulum can swing. But the truth is that there are no perfectly effective means of ensuring that someone who is mentally imbalanced or secretly harbors ill intent will not sneak through whatever gauntlet we put in his or her path.

As a result of recent incidents, one industry in particular is in the spotlight like never before. Companies that perform pre-employment vetting — whether for government security clearances or for civilian commercial hires — are being held to an impossible standard that is inextricably linked to the value proposition they offer to the marketplace. Recent incidents have raised a question for these industries that essentially forces them to prove the negative: Why didn't you know?

In November 2009, Major Nidal Hasan, a U.S. Army psychiatrist, killed 13 and injured at least 30 others at Ft. Hood. Major Hassan came to the attention of the FBI prior to the Ft. Hood shooting because of postings on the Internet about suicide bombings and his attempts to contact Al-Qaeda, including his successful engagement via email with Anwar al-Awlaki. As a U.S. Army officer, Major Hassan would have had at least a Secret level

In January 2010, U.S. Army Private Bradley Manning, an intelligence analyst serving in Iraq, leaked a large quantity of classified documents, cables, and videos to Wikileaks. Media reports indicated that, in his role in the Army, Private Manning would have held a Top Secret clearance.

In May 2013, NSA contractor Edward Snowden fled the U.S. and exposed highly classified information to the public. At the time, he was employed by Booz Allen Hamilton, but before that he had worked for both Dell (as a contractor) and the CIA (directly), all of which presumably vetted him for Top Secret clearances.

In the September 2013 shooting at the

Washington Navy Yard, Aaron Alexis killed 12 people and injured three more. He was a civilian contractor for the U.S. Navy and had been granted a Secret-level clearance based on an investigation performed by U.S. Investigative Services, Inc., despite a history of mental illness and criminal incidents.

In June 2016, Omar Mateen killed 49 people and wounded 53 others at the Orlando nightclub Pulse. It was later revealed that Mateen worked as a security guard, having been vetted by his employer, G4S Security Solutions USA, Inc.

What commonality exists between people who leaked sensitive information and those who committed acts of terrorism? In each of the above instances — and in many other similar examples from the past few years the perpetrators had supposedly been subjected to some degree of vetting. Whether they were vetted by a U.S. government entity or by a private sector contractor, there was a basis for believing that they would not do what they each ultimately did. As any private sector human resources professional who has ever had to fire an employee for inappropriate behavior or the misuse of internal secrets knows, vetting a hire is an imperfect science.

In May 2014, the Washington Post reported that about 5.1 million people in the U.S. had security clearances in 2013. Unfortunately for the vetting companies, the media does not write stories about the people they approve who do not engage in illicit behavior. It is the very small percentage of people that get through the system and create harm that establishes the impossible standard for this industry.

A 2013 survey of employers by Career-Builder.com showed that the hiring of a bad employee can impact a company in terms of morale, client relations, productivity, retention, and sales. On top of that is the liability a company incurs from possible litigation with the employee or with others who are negatively impacted by the employee.

"Making a wrong decision regarding a hire can have several adverse consequences across an organization," said CareerBuilder CEO Matt Ferguson. "When you add up missed sales opportunities, strained client and employee relations, potential legal issues and resources to hire and train candidates, the cost can be considerable."

Companies must manage the need to vet

someone for a position of responsibility against the impossibility of getting it right every time. The consequences of getting it wrong can be severe. In February 2015, USIS, which had processed and recommended security clearances for both Aar-

on Alexis and Edward Snowden, filed bankruptcy protection. In August 2015 they settled allegations by the U.S. Department of Justice that they violated the False Claims Act, forgoing \$30 million because of charges that they failed to satisfy the



Eric Lebson

terms of their contract requiring adequate quality control on the background investigations they were conducting for the U.S. Government.

Companies seeking to vet a potential new hire can now choose from among a growing number of websites that purport to offer a background check that can be completed in minutes — for under \$100. Companies that offer much more robust investigations of potential hires must demonstrate what differentiates them from the competition, and why their fees range into tens of thousands of dollars. One approach to managing both expectations and liability is to be clear about the scope of a "background investigation" and what the resulting judgment means.

Understanding what a background investigation will seek to determine, what records it will review, and how the assessment methodology ultimately translates into a judgment may put more responsibility into the hands of hiring managers, but it also gives them more control of the process and its result. For the company doing the vetting, this also helps to establish what criteria will be checked, something that is more objectively provable in case a person passes all of the tests of the background check and still ends up being a problem employee. Even when a problem employee has made it through the vetting process, demonstrating that the process was as diligent and exhaustive as possible can help a company deflect at least some criticism and liability. In the end, no system will catch everyone who has a problem or harbors ill intent, but sharing the burden of vetting is a positive move for both the vetting firm and the client.

Eric Lebson leads the Business Intelligence Practice at LEVICK, a public affairs and crisis communications firm. O

Defenders of the healthcare brand

How healthcare communication professionals can drive the top line while protecting the bottom line.

By Lisa Kersey

or healthcare PR and marketing professionals, intentional communications has never been more important to the brand. Unprecedented consolidation in the industry continues as providers shift their business models from being rooted in volume to driving value. What's more, technology has changed the way consumers, patients and even employees communicate, seek information and define "the news."

For healthcare communicators, these changes will fundamentally impact the way people perceive and experience your brand. Not to mention creating new risks to manage. The way you communicate can make or break your brand. In fact, according to a report published by Harvard Business Review, based on a global survey of nearly 600 executives across health and other industries, effective communications was identified as one of the top three factors most likely to bring success. And it's worth noting that it ranked second only to delivering a high level of customer service.

The good news is that most healthcare providers already are focusing on delivering a higher level of service, primarily through patient experience initiatives. The bad news is that most are not investing in enhancing communications. So while healthcare communicators have traditionally been thought of as promoters of the top line, today's healthcare market requires them to be equally adept at protecting the bottom line.

Building reputation through change

If there's one constant in healthcare right now, it's change. And if there's a second, it's ineffective communication, particularly during times of change, which is unfortunate, since every organizational change represents either an opportunity to build your brand or detract from it.

Sometimes, providers are so focused on the change itself, that communication about the change from a brand perspective is all but lost. Other times, organizations lack good infrastructure for effective communication to deliver meaningful information and engage with stakeholders. Either way, providers are investing millions of dollars in new business models and technologies, as well as new affiliations intended to improve their market position and longterm sustainability. Ironically, at the same time, they are shortchanging themselves on the potential benefits of these changes, and even losing money by short-circuiting communications.

A McKinsey study examined projects across 40 companies and assessed, among other things, the effect of organizational change management on a project's ROI. The study findings are clear:

For companies with strong change management, every dollar spent yielded a 43

For companies with weak change management, very dollar spent resulted in a 65

Just as the strongest brands are built from the inside out, so too, the best return on investment occurs when you galvanize internal audiences around a change first. As providers continue to be challenged on top line revenue because of declining reimbursement trends and increased risk-based contracting, guarding the bottom line is essential, especially in times of change.

Protecting reputation through crisis

Speaking of protecting the bottom line, leading healthcare providers are proactive when it comes to crisis communications and preparedness. While the cost of recovering from a crisis varies by organization and the strength of the brand going into the crisis, no one doubts that the cost is real. Just ask Chipotle. Or Texas Health Presbyterian.

For healthcare providers, the stakes are especially high and the opportunities vast, as evidenced by the unrelenting headlines. Yet, most hospitals continue to be reactive when issues hit home. Outside of plans and drills for managing natural disasters, most hospitals and health systems lack a robust plan to help prepare them for protecting their reputation, no matter the size or source of the issue or event. But why? The answer: most healthcare organizations are dealing with the immediate burning fires. If there are no flames, it will have to wait. But waiting can't be an option if you are serious about protecting your reputation. And in the era of risk-based models of care, it's prime time for healthcare communicators to demonstrate their role in minimizing organizational risk and the associated cost.

Consider this estimate: A recent IBM study estimated the cost of "lost business" resulting from a data breach at \$1.57 million. Included in this estimate were increased cost of customer acquisition and diminished goodwill.

Here are four tips to help you prepare for managing a crisis and minimizing reputational fallout.

Imagine your risk. Invest a few hours

of time to engage with your communications team and key stakeholders to identify scenarios for which you are at risk. What scenarios have you dealt with in the past?

What have your competitors experienced? What are you seeing in the headlines? Be thorough but also be realistic. Then categorize and prioritize your scenar-

Conduct an audit. This will help you understand your reputational risk and enable



Lisa Kersey

you to identify and correct any deficits in process, resources, infrastructure or approvals that may be needed. Do you have key policies and procedures in place to manage a crisis? Do you have key spokespeople and identified subject matter experts? Have they been media trained? Do you have draft messaging prepared, including social posts? Do you have a dark site?

Create/revise your reputation management plan. Based on your risk imagination exercise and results of the audit, create a detailed playbook. This should include processes, procedures, resources, roles and responsibilities, decision trees, messaging, media training schedules, scenario-based training schedules, post-crisis evaluation exercise and dates for future revisions (annually is advised).

Invest in scenario-based training. There is no better way to prepare for a crisis than to pretend like you're in one and evaluate your performance in a "safe" environment. From your imagination exercise, choose a few of the most likely near-term crises as the basis for your training session. Participants should be members of the team most likely to be impacted by these scenarios.

Just as providers are shifting their conversations and business models from managing sick care to promoting wellness and prevention, healthcare communicators would be wise to shift from reactive crisis planning to proactive reputation management. Because when it comes to a crisis, the fallout goes well beyond the immediate financial impact. It's about restoring relationships and trust with key stakeholders. And the cost of reputation recovery is much greater if you've neglected to invest ahead of time.

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Driving value in healthcare

Integrated marketing now requires a deeper understanding of new business models and stakeholders.

By Michael Roth and Liz DeForest

he reliable healthcare supply chains and care continuums of the past have spiraled into a webbed helix of interrelated stakeholders and influencers. That's because the ways in which healthcare businesses are able to grow, and the ways they make money, have fundamentally shifted.

Hospitals are becoming payers. They are starting venture capital funds and incubating health tech startups, monetizing innovations and creating new revenue streams. Care protocols and drug, device and service choices historically made by clinicians are increasingly made by "value analysis committees" whose decisions are implemented across integrated provider networks. And as providers collaborate more on care coordination and delivery, they're looking for proof that their potential affiliates add value to new narrow networks. Those that don't are excluded and face loss of market share.

These stem from reimbursement changes which are driven, in turn, by a combination of factors including: the Affordable Care Act, financial and clinical regulatory pressures, nonprofit/for-profit and domestic/ global tax implications, global competition, new research and development funding sources, transparency and patient consumerism.

To prove our value, healthcare marketers must step back and recalibrate. We need to re-examine how new and existing stakeholders influence our clients' futures, and direct resources toward reaching multiple audiences with messages that resonate in an era of value-based reimbursement.

What does "value" mean?

Healthcare marketers are deeply familiar with "the shift from volume to value," in which health businesses that deliver more value get paid more, and those that deliver less get paid less ... if at all. To best perform our role as marketers, we must understand value as a mathematical equation:

$$Value = \frac{Outcomes}{Cost}$$

The kicker here is that outcomes measurement, as the industry knows, is ill-de-

And that's an opportunity. The value of healthcare marketers is increasingly our own ability to help define and articulate value to multiple new healthcare stakeholders.

As one example of interrelated value propositions, take Medicare reimbursements. The U.S. Department of Health and Human Services has committed to tying 90 percent of Medicare payments to value by 2018. In April, they launched the first mandatory bundled payment model, the Comprehensive Care for Joint Replacement Model. Under CJR, Medicare pays hospitals a fixed dollar amount for every hip and knee replacement surgery and all related care inside and outside the hospital for 90 days, including surgical services and materials, post-acute care, drugs, rehabilitation and any readmission. Care providers that can't keep costs within that fixed amount must eat the difference. Those that can, keep the difference as a bonus.

Now, say your company makes joint implants or a suture alternative that promotes faster incision healing. Or your skilled nursing facility has the lowest joint replacement readmission rate in the area, plus you're affiliated with a home health network that can provide rehabilitation at an even lower cost. How are you messaging the value you provide to the influencers scrutinizing every variable in an effort to stay as far under that CJR cap as possible? Can you articulate the reimbursement challenge as it relates to the person who decides whether to use your service or product — even if they haven't yet identified it themselves — and can you explain how you fit into the solution?

If you're not explaining yourself, rest assured that someone else is ready to speak up. New Medicare waivers create opportunities for home health agencies and telehealth entities to receive Medicare reimbursements that weren't previously available to them.

That's a lot of stakeholders and a lot of value propositions competing for a limited bundle of funds, and that's just one reimbursement shift. We haven't even touched on the audiences of for-profit nursing home investors or the private equity firms that are buying up and consolidating home health agencies.

From B2B and B2C to B2B2C2B2B ...

In this rapidly-changing healthcare industry, audience segmentation and message development is never fully "done" because the forces bearing down on healthcare businesses, and businesses' own transformations, demand a state of constant adaptation and change.

Healthcare marketing departments often have the most comprehensive picture of the organization and its myriad of stakeholders. As that picture grows more complex, it is our responsibility as strategic counselors to monitor changes to stakeholder pain points, articulate the messages that most

resonate with them, and help our clients prioritize scarce resources to reach the audiences most critical to the organization's goals.

Here's where rubber hits the road: healthcare marketers need to develop better understandings of the trends and stakeholders outside of clinicians and consumers, which for many have been their traditional areas of expertise.

Medicare's CJR program is just the first mandatory bundle; what relationships will be impacted by the car-



Michael Roth



Liz DeForest

diac bundle models being iterated now? By the oncology bundles likely to come next?

How will a hospital system building a health technology incubator need to look at its audiences and the sequencing of its messages to reach investors, techies and clinical testing partners, and then to publicize those new technologies to both local consumers and with other care providers that might license them?

Health businesses desperately need healthcare marketers who understand how their companies make money now, how they won't make money in the future, and how changing psychographic trends, regulatory and legislative initiatives and technological developments could impact new opportunities.

The healthcare marketers that are best able to prove their own value and ROI will work with their client organizations to prioritize customer and stakeholder segments and identify opinion leaders, forums, and messages that matter most to them. The result will be an interrelated, impactful, comprehensive stakeholder communications program tailor-made for the new health economy.

Michael Roth is Head of the Healthcare Practice at Bliss Integrated Communication. Liz DeForest is an Account Director at Bliss *Integrated Communication.* **O**



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On the quest for health literacy

The art of using simple, effective language in healthcare communications.

By Joel Machak

wasn't born into the world of health communications. It's my second language. I can still remember, long ago, the first time I heard the phrase "patient-centered care." As a newbie to this jargon-peppered landscape, I asked, "as opposed to what?" The blank looks said it all. And I've been pedaling hard ever since.

At risk of your scorn, I'd like to remind you that for many, like that innocent soul I was then, the term "health communications" is often an oxymoron. I hope to help fix that.

A convergence of clarity

At Crosby, two of our practice areas have found a happy convergence in the area of language, or more precisely, in the area of clear, effective writing. Two of our specialties are health care and government communications. Much of our writing for federal agencies requires the use of Plain Language principles. And that's a good thing, because it also leads to better writing for health communications.

The plain language moon shot

The Plain Writing Act of 2010 requires that federal agencies put all new and revised documents into plain language. I believe that unsung piece of legislation was a breakthrough for effective communications. For health communicators in particular, the plain language guidelines should be seen as a boon for health literacy. One small step and all that.

Like the moon landing, getting there wasn't easy. People have bemoaned difficult, overly complex writing for ages. In the First Century CE, Cicero said, "When you wish to instruct, be brief; that men's minds take in quickly what you say, learn its lesson, and retain it faithfully. Every word that is unnecessary only pours over the side of a brimming mind."

More than brevity

But don't get me wrong. Plain language is not just about brevity. In fact, when taken too far, brevity can work against effective communication. After all, it is brevity that gives health communications all the jargon and acronyms.

Said most simply, plain language is writing that is easily understood by your readers the first time they read it. The Center for Plain Language states that: "a document, website, or other information is in plain language if the target audience can read it, understand what they read, and confidently act on it."

That sounds like the health literacy grail

The role of emotions

The unfortunate truth is, every day people make important health decisions based on information that they don't understand. They get confused and frustrated. Or worse, they recoil into apathy. These emotions can hinder good decisions and positive outcomes.

According to the National Assessment of Adult Literacy, only 12 percent of adults have proficient health literacy. That means nearly nine in ten adults may lack the skills they need to effectively manage their health and take preventive measures to stay healthy.

And this deficit in healtha literacy is not simply because of general literacy, education, or income levels. According to the Institute of Medicine, "Even highly skilled individuals may find healthcare systems too complicated to understand, especially when these individuals are made more vulnerable by poor health."

This is where plain language offers guidance. It's not about dumbing-down or writing to a demographic or a reduced grade level. Writing in plain language gives all the necessary information in a way that makes it easy to understand and use.

More than demographics

One of the first principles of plain language is: know your audience. Go beyond the demographics. Take the time to consider the situation, the environment, and the realities of the audience's life as they encounter your words and images. What is their mental state? Are they facing an illness? Are they stressed or worried? Taking these things into account, it's a rare moment when you can expect full cognitive engagement from your audience.

More than the moment

And plain language offers benefits bevond the immediate moment. Clear, easy-to-understand writing means less time spent later on clarifications, mistakes, misunderstandings, and explanations. That in turn means fewer complaints, and greater compliance, and a better overall experience for everyone involved.

Helpful tools exist

For the writer in me, I particularly like

that plain language is not about feeding your copy into a rote algorithm for a pass-

ing score. There is just good, clear writing. For help, there are useful tools and guidelines. If you seek to improve your health communications, I suggest a visit to www.plainlanguage.



Joel Machak

The CDC also offers a tool to guide and improve clear commu-

nications development at www.cdc.gov/ ccindex.

A real-world story

A day-in-the life experience recently brought health literacy home for me. I was sitting in a doctor's waiting room, before my annual checkup. Near me sat an elderly couple accompanied by what I guessed was their daughter-in-law. They had just emerged from the doctor's office shuffling through a variety of printed materials. There were lots of questions between them. There was tension and concern. I had no idea what was going on, but it was also clear that they had no idea what was going on. It was heart-rending.

A moment later, I was finally summoned to my appointment. During my visit, I counted three times when I didn't completely understand the information given to me. Two were care related, one was insurance related. But it was 11:35 and I had to get back for a 12:00 meeting. And I still had to give at the phlebotomist. No time for chit-chat.

Our shared responsibility

I hope you get the picture. As health communicators, we share a real responsibility. People's welfare can ride in the balance. Just putting the information out there doesn't cut it. We need to better appreciate the state of our audience when we ask for the most precious of modern transactions: give me your full engagement and in return I will give you something of value.

It doesn't often come easy. But with clearer, more empathetic, more compassionate communications, we can do better, for the organizations we support and for the patients who the best care is centered on.

Ioel Machak is Executive Creative Director at Crosby Marketing Communications. O



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Leveraging technology to shape health messaging

Listening and analyzing what your consumers say not only gives your business a significant competitive edge but has also been shown to immeasurably improve your bottom line. By John Carnett

rapping up 2016 and moving into 2017 the healthcare industry will see - and admittedly, has already begun to see — tremendous advances in technology. Human body parts are being printed on three-dimensional printers, scientists from the University of Bonn in Germany and Northeastern University in Boston have discovered a new life-changing antibiotic with the potential to fight fatal infections, robotic surgery is set to grow at an exponential rate, and researchers at Israel's Bar-Ilan University are even developing nanobots to eliminate cancer.

With all of these technological advances, which are often incomprehensible to most consumers, it is no wonder why many individuals are fearful of seeking treatment or visiting a doctor. David Yusko, Clinical Director at the University of Pennsylvania's Center for the Treatment and Study of Anxiety, has estimated that roughly three percent of the U.S. population has even developed a clinical phobia of visiting the doctor's office. It is a fact that people fear the unknown and although a new treatment or medical device can be highly effective, consumers do not want to risk their health for an item they know nothing about. As a PR practitioner it is our job to alleviate these fears by listening to our consumer and letting their voice shape our PR strategy.

Importance of the voice of the consumer

Listening to the consumer and acting on what they are saying not only gives your business a significant competitive edge but has also been shown to immeasurably improve your bottom line. By listening and analyzing what your consumers say, you are able to piece together an in-depth understanding of their preferences and their actions. These tactics can be used to create and implement very powerful marketing strategies in which you engage and develop relationships with those consumers, creating repeat customers and brand advocates that drive word-of-mouth customer acqui-

Some of the direct benefits associated with listening to the voice of the consumer include: identifying threats to your brand's reputation before it becomes a problem, being able to customize your product or service to better meet the needs of your customer, being able to address unforeseen consumer questions, having the ability to track marketing efforts to evaluate success, ensuring regulatory compliance in messaging, gathering product quality feedback as well as the ability to provide positive customer testimonials and more for your marketing efforts. Simply put, there are plenty of benefits to understanding the voice of vour consumer that the effort is worth it overall.

Advancements in consumer listening

With all of the current medical advances, PR agencies focusing on the healthcare industry need to keep up. There is a tremendous amount of data available to analyze, strategize, and monetize, but instead many companies keep departments in silos and lose information that could be potentially vital to a campaign. For instance, a marketing department currently has the ability to monitor online conversations occurring via blog sites and social profiles, or even analyze online traffic and e-commerce to gather significant marketing and sales data, but there is often no communication between marketers and call centers. With call centers being a major driving force behind both customer service and sales, the data that can be extracted from those calls can be invaluable. Instead this data is overlooked or even discarded because it is deemed to be too much of a hassle to integrate with current marketing data.

The technology needed to analyze call center data is already here with services such as Sentio 360, an automated speech recognition / natural language understanding platform. By combining this data with traditional online data, a marketer can finally have a complete understanding of the voice of the consumer, gathering consumer sentiment, keywords, relevant conversations and ensure regulatory compliance both online and offline. Many successful companies outside of the healthcare industry are already realizing the need to increase the use of technology within their marketing and customer service departments. Quoted in an Entrepreneur article, Janet Song, SVP of Member Services for Dollar Shave Club, says the company is a big believer in using technology to help create a rich understanding of its members which, in turn, aids in delivering an outstanding customer experience. For reference, the Dollar Shave Club has more than 3.2 million happy, returning customers and was recently purchased for \$1 billion by Unilever.

Shaping your strategy

There are many key data points along the customer's decision journey that we should be looking at from a marketing standpoint. We need to pinpoint phrases that 1) tap into the customer's needs/wants, 2) reference the customer's biggest pain points, 3)

key into the customer's hesitations or concerns about purchasing, and 4) could be potentially damaging to the brand. As conversations are through statements arise such as, "can this product help with [insert health concern]?" or even, "This pill is giving me



John Carnett

headaches and I didn't see any information about this ..." PR experts should identify keyword trends that bring to light the consumer's insight regarding product or services, common hurdles felt when trying to use or purchase the product, or even product defaults/side effects that could potentially be damaging to the brand.

This insight can be used to be solution oriented in PR communications activities by addressing the primary concerns of the consumer. By understanding the overall consumer sentiment, finding prevalent keywords, and discovering potential threats to the brand we are provided with ammunition to shape an effective PR strategy and alter an individual's purchasing decisions by making them feel both educated and understood.

With new available technology, such as Sentio360, we are now able to uncover all of our customer interactions in a cost-effective manner and transform this data into meaningful and actionable content and messaging. When used effectively this content will aid in generating positive brand sentiment, goodwill toward the brand and a measurable outcome from a reputation management perspective.

As Kevin Spacey said in his speech at the Edinburgh Television Festival in 2013 about the key to his success: "Give people what they want, when they want it, in the form they want it in." Though he was referring to the film industry, his message of success is just as relevant to the healthcare industry. In summary, to find success you need to understand your consumer. The best way to know your consumer ... simply

John Carnett leads Marketing Maven's consumer research and campaign analytics. **O**



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Better understanding cancer patients' needs

How communications focused on science and innovation can better serve and respond to patient voices.

he 2016 Patient Access and Engagement Report, a landmark study conducted by CancerCare, reveals a number of surprising and unsettling facts about the experiences of people living with cancer. CancerCare is a national non-profit organization that provides free professional counseling, education programs, financial assistance and practical help to people with cancer, their loved ones and the bereaved. "Cancer takes its toll in many ways, some of which last for years and cause debilitating distress for patients and families," explained Patricia J. Goldsmith, CancerCare Chief Executive Officer, in a press release announcing the report. "This report, reflecting the input of thousands of patients, sheds light on the important issues affecting patients' lives during and beyond a cancer diagnosis."

I recently had the pleasure of co-presenting "Providing Value to Cancer Patients Based on an In-Depth Understanding of Their Needs" with Ms. Goldsmith at the ExL Pharma Public Relations & Communications Summit in New York City. My presentation built on several findings in the report and focused on how healthcare communications can provide value in two specific areas: addressing low levels of awareness about cancer clinical trials; and facilitating the incorporation and dissemination of patient-reported outcomes into clinical practice and cancer research.

There's no question that we live in an age of tremendous innovation in understanding the biology of cancer and developing transformative therapies. There are more than 17,000 open cancer clinical trials on clinicaltrials.gov and, according to PhRMA, more than 800 anti-cancer drugs currently under investigation. However, there is a staggering disconnect. Despite the number of ongoing trials, only three to six percent of adult cancer patients are participating in trials and 90 percent of these studies are delayed due to slow enrollment.

There are several reasons for this. Studies are more complex in terms of eligibility criteria: as treatments become more targeted, some trials must find patients with particular molecular and genetic characteristics. Patient perceptions about clinical trials sometimes faulty, sometimes more accurate, are another barrier. For instance, patients may opt out of participating in a trial over the fear that they could receive a placebo. This is a myth that should be actively corrected since standard of care treatment is required in oncology studies. They worry that

the experimental drug being tested might not be the best option for them. There also might be very real inconvenience associated with joining a clinical trial, such as the cost and effort of travel to study sites.

There's also the simple fact that many cancer patients are not aware of the trial opportunities available to them. More than 80 percent of respondents to the Patient Access and Engagement Report said they did not have enough information about clinical trials. In my presentation, I looked at current communications practices and trends in this area, cited examples of companies at the forefront of increasing clinical trial awareness and proposed a few suggestions for better ensuring that people with cancer have the right information to access the potential benefits of scientific progress.

Biopharma companies have typically created physician resources and advertising to publicize clinical trials. Collaboration with advocacy groups and, in certain instances, earned media outreach can also be employed. Interestingly, social media channels are largely untapped in this area. A 2016 JAMA Oncology article states "... the use of Twitter for support and prevention dialogues is common. Although some Tweets are about clinical trials, virtually none are used for recruitment or provide links to enrollment websites."

Though not extensive, there are a handful of companies conducting trial-related outreach through social media channels. And this summer, the Dana-Farber Cancer Institute and the Broad Institute of MIT and Harvard announced that by using social media they had enrolled more than 2,000 metastatic breast cancer patients in seven months into its Metastatic Breast Cancer Project study. A Dana-Farber press release states, "By engaging patients directly, the MBC Project has lowered the barrier to participation for patients thereby accelerating progress in our understanding of genetic basis of disease." The release also includes the sentiment of a trial participant who heard about the trial at a conference: "I was so excited. Here was something involving and engaging patients. It was an incredible thing — it finally feels like people are listening to us."

In another positive development, there is also greater emphasis being placed on eliciting and sharing feedback from cancer patients on quality of life measures. While "patient-centricity" is the buzzword in industry circles, patient-centric care cannot happen without patient-centric information. Over-

all and progression-free survival endpoints — often key measures in cancer trials — are undeniably important. However, we must recognize that people with cancer also have vital questions about how their disease and treatment will affect their day-to-day lives. Will I be able to work? Will I be tired? Will I be depressed? How will I feel? These questions are becoming increasingly important

as cancer treatment becomes more long term and based on oral therapies taken at home rather infusions at a clinic.

The use of patient-reported outcomes, or PROs, in oncology has historically lagged other therapeutic areas, but collectively the re-



Jill Dosik

search, clinical, regulatory and communications communities are making progress in incorporating patient perspective into scientific advances. There's movement forward in clinical practice as adoption of ePRO software allows patients to report issues between visits. Email alerts can alert nurses anytime a severe or worsening side symptom is reported. Studies referenced at this year's ASCO meeting show that when patients, including those who are elderly or have late-stage disease, who are receiving active cancer treatment or following cancer surgery are offered an electronic system to report symptoms, 80-85 percent will regularly provide this information even over long periods of time.

Dr. Ethan Basch, Director of Cancer Outcomes Research Program, Associate Professor, Medicine and Public Health of the University of North Carolina Comprehensive Cancer Center, and a member of the CancerCare advisory board for the Report, has written, "In multiple prospective studies, integrating ePROs into routine cancer care has improved patient-clinician communication, patient satisfaction, symptom management and control, and quality of life."

PROs are also being integrated into cancer clinical trials. According to Dr. Paul Gustav Kluetz, of the FDA Office of Hematology and Oncology Products, "FDA is taking a look at how to best incorporate adverse events in drug development. We are now in a different era of drug development. Patient voices are more important now."

For those of us in the healthcare communications field, we should focus on how we can better enable and respond to those pa-

Jill Dosik is President, Global Scientific Communications and Message Impact, at GCI Health. O

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Communicating healthcare in a mobile-first world

The art of communication has changed and continues to change dramatically as new technologies become available and more widely used. By Johnathon Briggs

s healthcare communicators, we are asked to provide counsel on a range of digital tactics in the age of Google and Facebook, from email and social media campaigns to video storytelling and online advertising.

These strategies may seem the province of marketers, but as we navigate the ever-shifting landscape of U.S. healthcare, we find our communications toolbox expanding to address this new reality: information finds people as much as people find information.

I'll say that again: information finds people as much as people find information.

That's because technology in the form of faster processing speeds and smaller devices has dramatically changed the way consumers across every industry, including healthcare, access information and connect with the physical and digital world.

Consumer engagement

Nowadays, just about any question we may have about our health is a Google search away. And the digital footprint we leave in the wake of our search (data generated by our web-browsing — think cookies) allows marketers to target us with the right content at the right time to influence what McKinsey & Company describe as our "consumer decision journey." Most of us have come to accept the way ads follow us around the internet, how the jeans we clicked on but didn't buy keep popping up here and there even though we left them behind hours (sometimes days) ago.

It's no wonder then that the healthcare industry continues to invest in the development of online information resources, mobile apps, and personal health devices. As Deloitte's 2015 Survey of U.S. Health Care Consumers notes: "These tools are designed to increase 'consumer engagement,' to help individuals take action to improve their health, make informed decisions, and engage effectively and efficiently with the healthcare system."

Deloitte survey authors Dr. Harry Greenspun and Gregory Scott highlighted three findings that caught my eye:

52 percent of consumers report searching online for health or care-related information.

Use of social media, patient portals, and performance scorecards is growing. One-quarter of consumers said they looked at a scorecard or report card to compare the performance of doctors, hospitals, or health plans compared to 19 percent in 2013.

Among Millennials who needed medical care, scorecard use grew from 31 percent to 49 percent.

At Public Communications Inc. we gain inspiration from these trends, while recognizing both the opportunities and challenges they signal for our healthcare clients.

Value is the buzzword

We work with clients who are making a positive difference in the world whether they are educating patients about better treatment options, introducing new medicines, sharing important research findings or shattering myths about who gets sick and why. Our clients range from healthcare providers and patient advocacy groups to accrediting organizations and professional associations representing physicians, dentists and allied health professionals.

What each client has in common is the need to communicate value: the health outcome or healthcare benefit achieved for every dollar spent or every policy advanced. We help shape their reputation as thought leaders and providers of choice who are transforming healthcare for the better and delivering innovative solutions.

Value is the buzzword of the moment. Spurred by the Affordable Care Act, the U.S. healthcare industry is shifting from a fee-for-service model where providers are paid by the number of visits and tests they order to a value-based model in which they are incentivized to deliver coordinated care that is cost-effective, keeps people healthy and improves the health of those living with chronic conditions.

This shift requires our clients to develop compelling new messages and content and deliver both in highly targeted ways to various audiences: patients, caregivers, payers, policymakers, media, advocacy organizations and even their own employees

In turn, our clients ask us as communications strategists to demonstrate the value of public relations in a complex, mobile-first world where Gary Grates, Principal of the W2O Group of marketing and communications firms recently noted, "people are tied to platforms, apps, and outlets as a means of filtering information and content that most interests them."

Bypass the filter

Breaking through today's fragmented media landscape requires increasingly so-

phisticated techniques. For example, audience segmentation tools on platforms such as the Google Display Network allow

us to identify, target and reach people who may fit a specific psychographic profile or belong to a population that has traditionally been hard to reach or underserved. Pharmacy store apps now send customers reminders as they shop (e.g., a personalized coupon offer



Johnathon Briggs

for smoking cessation kits based on their historical data and product reviews).

Our agency currently runs a digital campaign on behalf of an AIDS organization that encourages Mexican men in Chicago living with HIV to seek treatment if they are not in care. The campaign delivers culturally specific visuals and messages through websites, Facebook, Instagram and hookup/dating apps. Because the majority of the campaign's audience uses mobile devices, a click-to-call phone number appears in the ads. When men choose this option, their call is directly routed to a counselor who can connect them to care.

The campaign is continuously reviewed to ensure it drives quality traffic to a central website and prompts action. A phone call or email to the counselor to request care. This assessment of real-time metrics allows us to switch or alter creative — visuals or messages — to optimize what works and avoid wasting resources on what doesn't. What we've learned: Timely and relevant content helps you bypass the filter.

This echoes the Deloitte survey conclusion that healthcare "organizations that figure out how to address their customers' needs for better informational and digital support may strengthen satisfaction and retention through increased engagement, while also enhancing the value of the services and products they deliver. The trick, however, may be coming up with a set of strategies that will work across the consumer segments that are present in the market. One strategy will not fit all."

That's the beauty of the digital world: everything can be tailored.

Johnathon Briggs, MPH, is Senior Vice *President, Digital at Public Communications*



Keeping your communications strategy on track

Too often, companies let internal conversations around the water cooler influence their overall marketing and public relations strategies, relying on opinions and hunches instead of research and facts to guide decision making. What results is a communications plan that is apt to change with the prevailing wind.

By Chowning Johnson

ake the recent explosion of the population health category, for example. Many vendors are clamoring to get on board, feverishly working to weigh in on the topic, whether or not population health is relevant to their products. It's similar to when new products hit the shelves claiming to be "gluten free," implying they are healthier or desirable because of it. Yet many of these products have always been gluten free and so the disclaimer is at best superfluous and at worst, confusing. In both examples, rather than focusing on areas in which they excel, these companies are jumping into an already crowded market, and their message — because it's not as strong as others — is getting lost in the shuffle.

The fallout from inconsistency

Even though it's risky to base your marketing and communications strategy on transitory thoughts and ideas, it's easy to see how companies can inadvertently go down this path. We've all been to conferences or sat in meetings where we hear the latest buzzwords and get swept up in the excitement, feeling compelled to participate, even if it's not in our best interests.

The problem is that when you succumb to this urge, usually there are negative consequences. In addition to wasting time and resources developing new messages that don't fit with your brand, you also cause confusion among potential and existing customers. When your communications are somewhat erratic, the market may not fully understand who you are or what you do best. This makes it hard to drive sales, and it can even alienate your existing customers, especially when they think they are getting one product or service but then read about how you actually deliver something else.

Lack of consistency also presents challeng-

Media news brief

The Hill debuts healthcare vertical

Capitol Hill political tabloid The Hill has launched The Hill Extra: Healthcare, a new vertical that focuses exclusively on policy and regulation news in the healthcare sector.

The service debuted in September.

The ad-free vertical is the first from The Hill's forthcoming offering, The Hill Extra, a paid subscription service that promises specialized coverage and behind-the-scenes access. Five more specialty verticals are planned for this new offering.

The Hill Extra, whose launch was first announced in May, is led by former Prometheus Global Media VP Meghan Milkowski.

es for internal communications because the company is not completely aligned around the product's message. Your sales team can give different pitches and thought leaders can take conflicting stances, adding to the confusion. Your ability to recruit talent might also be affected because the organization can't articulate a clear vision or mission, which may be off-putting to a potential employee.

Staying flexible yet committed

Remaining true to your message does not mean that you should automatically reject interesting suggestions or avoid responding to emerging trends. In reality, these may generate great ideas and opportunities. However, before racing headlong down a new direction, make sure to put things in the proper context so you deploy your responses in the right way and maintain a strong, distinct persona in the market.

The following are a few strategies for striking this essential balance.

Know who you are, and who you aren't

Every company should, at some point, engage in an exercise to validate their positioning. This will involve actively seeking and listening to external feedback, such as market research, customer surveys, focus groups and so on. Some organizations have found benefit in creating an advisory board and periodically turning to them for guidance. Industry analysts also make a good input source because they provide an external, objective view.

Once you've collected qualitative and quantitative information, it may be helpful to make a point-by-point list of where your company plays and where it doesn't, so there is no confusion about your place in the market. This is particularly important if you want to enter a new category or pivot in an existing one.

Be collaborative

A company is more likely to slip into a water cooler mentality when employees aren't aware of or invested in the company's current positioning. Therefore, marketing and communication teams should make sure they don't operate in silos, and instead reach out to stakeholders to foster alignment. It is vital for key leaders to feel their perspective matters and that the ultimate communications strategy will help them meet their goals. Once the positioning is finalized, the marketing team should share details about

the approach, so that everyone is on the same page and speaking the same language.

Show, don't tell

Companies that outperform their competitors spend more time showing their brand's benefits rather than explaining them. They share data, customer case studies, survey information and other types of external validation. By passing



Chowning Johnson

the megaphone around, these companies demonstrate their excellence as opposed to just talking about it, adding more credibility to the message.

Not only is this important for marketing collateral, it is also critical when crafting thought leadership pieces. If your organization is going to take a stance on a certain topic, it's imperative to have data behind your claim and not rely on sentiments from company thinkers. If hard numbers aren't available, client experiences or other third-party authentication can be a good substitute. Otherwise, people won't believe you, and you may come across as merely trying to sell them something. This will eventually hurt your reputation rather than

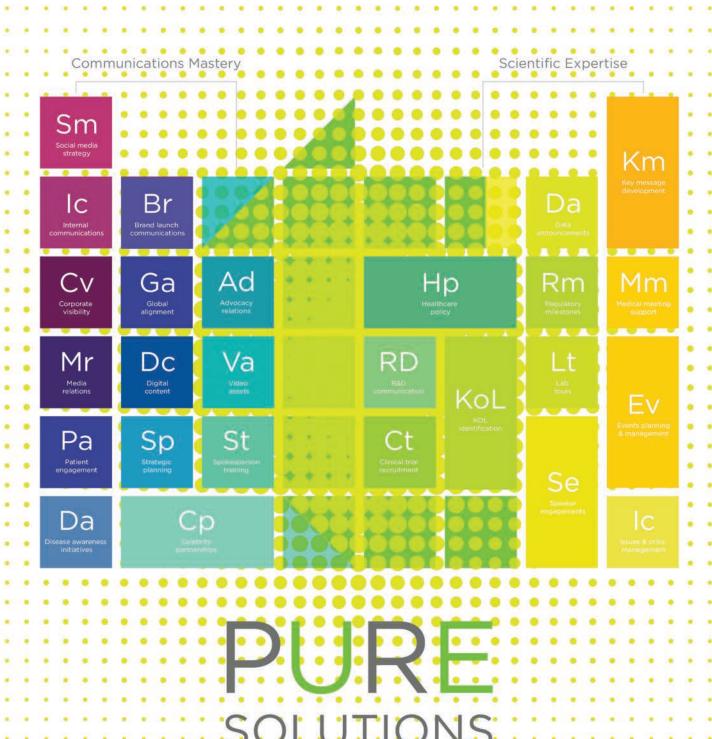
Don't let latest crazes alter your course

Healthcare is a dynamic field, and there will always be new developments, trends and perspectives. While organizations should be aware of these, they should avoid being controlled by them. This is where relying on the opinions of your marketing and PR agency or another third-party expert may be valuable as they offer a more global perspective and can anticipate whether entering the conversation is worth your time. Plus, they can suggest the most appropriate ways to weave new concepts into existing

Creating a lasting and compelling brand takes commitment, focus and no small amount of work. However, if companies start with a foundation built on facts and resist the temptation to respond to every new fad, they can take their communications to the next level, attracting and retaining customers for years to come.

Chowning Johnson is Senior Vice President at Dodge Communications. O

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The power of patient voices

PR professionals play a key role in empowering patients to tell their stories effectively.

By Tim Bird

oday, there are many well-organized patient-, parent- and caregiver-led organizations conducting dynamic and important health advocacy programs. These organizations drive life-changing progress in the prevention of disease, the improvement of health outcomes, and even, the development of treatments. Compelling patient voices are central to the most successful initiatives, and communications plays a significant role in empowering those patients to tell their stories.

The role of advocates as communicators

The personal experiences of individuals who have been affected by an illness or disease can illustrate its impact in a way that nothing else can. Consider a parent whose child is struggling with an incurable and fatal genetic disorder, a teen facing lifelong consequences from a vaccine-preventable illness, or a family coping with the progression of a degenerative condition. Their voices are unique and incredibly powerful assets because, unlike statistics, they humanize the disease.

Each advocacy organization has needs and goals specific to the population it represents. These can vary from conducting grassroots or wide-reaching educational programs to driving national or state policy changes or highlighting unmet treatment needs. Patient advocates and organizations often play an important role in leading or participating in stakeholder collaborations related to achieving these goals. Building communities for patients and families to find support and make connections is also an important function for many patient-focused groups.

Equipping advocates, unifying messages

Good advocate stories are compelling, credible, engaging, and motivating. All advocates start with a powerful experience and a passion for their cause, but not all are natural storytellers. Additionally, although they are intimately familiar with the personal impact of a disease, the scope of their knowledge may be limited. It's important to balance their personal experience with relevant and accurate data and statistics such as epidemiology, treatment options, behavioral or other barriers. Advocates must tell a story that is easy to understand, informed, and aligned with the broader narrative of the driving organization or campaign.

Working with patient advocates to achieve the above presents communicators

with a distinct challenge. It's important to understand and show sensitivity to what patients have been through while helping them hone their stories. Communicators can also help support individual advocates and organizations by identifying or developing the most appropriate tools, platforms and tactics for implementing communications programs that help achieve their

Below are some examples that illustrate the power of well-structured communications programs in advancing patient advocacy objectives:

Raising voices to accelerate research: Parent Project Muscular Dystrophy is the largest most comprehensive parent-led organization focused on finding a cure for Duchenne muscular dystrophy, the most common fatal, incurable and untreatable genetic disorder diagnosed in childhood which primarily affects boys. Their program has brought together patients and their families and friends to raise their voices in Washington, demand optimal care for all young men who have Duchenne and educate the global community. The results are many including accelerating research for a treatment to end Duchenne.

Advocating prevention through creative story-sharing and networking: Cervivor is a cancer survivor led community that features cervical cancer survivors telling their stories and an online retreat that promotes healing, connecting and thriving. Over the years, Cervivor has organized a range of innovative and creative activities to encourage screening and HPV vaccinations. These include YouTube webisodes on Cervivor TV as a way to make a difference; "HPVs" or House Parties of Five to help women educate each other; and "Cervivor School," which is a series of events for women to connect with other survivors and advocates while working together to change the future of women's health.

Engaging stakeholders to raise funding: Beyond Batten Disease Foundation was formed in 2008 by parents in response to their daughter's diagnosis of Batten disease, a rare, fatal, inherited disorder of the nervous system that usually begins in childhood. Its mission is to eradicate Batten disease. Today, through a cohesive, one voice strategy called the Be Project, the organization is connecting families, communities, researchers and supporters across the globe

to drive funding for research into Batten Disease treatment. Through its efforts, a clinical trial for a new treatment is now in

Building a community of support: More Than Motion is a Facebook Group sponsored by the pharmaceutical manufacturer UCB as a place for people with Parkinson's disease and their loved ones to receive information, help educate others about Parkinson's disease and

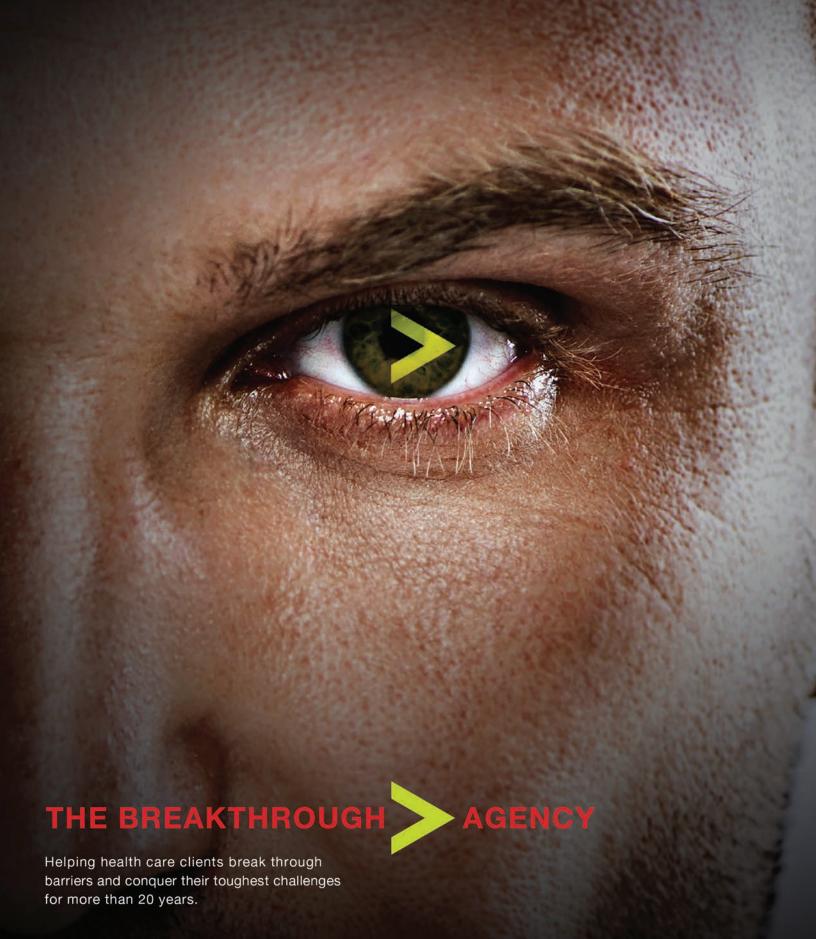


make connections with people like themselves. The online community of more than 76,000 is also a place to learn, share, act, and most importantly, have their voices heard.

Creating a network of powerful advocates: For National Meningitis Association, patient advocacy for prevention is a part of every aspect of the organization's DNA. NMA was founded fifteen years ago by a small group of parents whose children died or live with permanent disabilities from meningococcal disease, a vaccine-preventable infection. When NMA was founded, there was little public knowledge about meningococcal disease. Also, at that time, vaccination was not recommended, and an organized support structure for affected families did not exist. Since its start, NMA has grown into a national organization that comprises parents and disease survivors who carry out NMA's mission of educating others about meningococcal disease and its prevention. NMA provides ongoing training, resources, and support to its advocates. Today, in part because of NMA and its advocates efforts, health officials recommend routine vaccination against meningococcal disease and vaccination rates continue to increase steadily each year.

The most effective patient advocates are informed, easy to understand and aligned with the broader narrative of the driving advocacy organization or program. They are focused on those areas of advocacy they are most comfortable with. The most effective advocacy campaigns clearly define goals, deploy effective communications strategies that utilize appropriate platforms and prepare advocates to raise their power-

Tim Bird is CEO of Cooney Waters Group family of companies, which includes Cooney Waters Unlimited, Alembic Unlimited and Cooney Waters Unlimited. O



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Communication counts when you're saving lives

The biggest enemy to an international intervention to fight disease can often be a messaging stumble that comes from ignoring local issues of race, religion, politics or gender. By Angela Dejene

elinda Gates has said, "You can have the best vaccines for a woman or her child, but if you can't get her to come and get them then they won't work."

There are change agents and global first responders who make global health intervention their mission every day - organizations like the Clinton Foundation's Health Access Initiative, Carter Center, the Bill and Melinda Gates Foundation, Médecins Sans Frontières, Jhpiego and the UN's World Health Organization (WHO saved all our lives by its prompt and effective mobilization against the Ebola outbreak in 2014).

We think of those on the "front lines" working to improve the health of the most vulnerable around the world as medical technicians and practitioners first. And they are that.

But think about Mother Teresa. It certainly wasn't her modern medical prowess that made her effective in relieving suffering among India's poor. She was a genius at communication.

Mother Teresa was just a schoolteacher when she first landed in India and had only a haphazard introduction to healthcare ba-

PR news brief

Spectrum opens Chicago office

Washington, D.C.-based healthcare and life sciences agency Spectrum has opened a new office in

Spectrum's new Windy City digs, located on Clark Street in the heart of the Loop, will officially open in October. Agency officials told O'Dwyer's that the new Midwest outpost will house teams representing all of the Spectrum's practice areas and has a capacity for more than a dozen employees, "with contingencies for growth." The healthcare and public affairs firm is actively recruiting for positions at the VP, account supervisor and senior account executive levels at the new location, agency officials told O'Dwyer's.

"We decided to expand our operations to Chicago in the second quarter of this year to better serve our existing clients and because of the continued investment in and growth of health technology in the region," Spectrum President Jonathan Wilson said. "We also wanted to offer Spectrum's unique brand of independent, health, science and technology agency experience and 'One Spectrum' culture to the considerable talent pool that exists in Chicago.

The new Chicago office will be led by David Zitlow, who has been appointed to the role of Executive Vice President and will spearhead the firm's health technology practice.

Zitlow joins Spectrum from Burson-Marsteller, where he served as Chair of that WPP unit's U.S. healthcare practice. Prior to that, he was the Chief Marketing and Communications Officer for biotechnology company CBR Systems and was formerly Executive Vice President and Healthcare Practice Leader at GolinHarris.

sics at Holy Family Hospital in Calcutta before she opened her first clinic. She certainly wasn't canonized because of the high quality of the low-tech and archaic treatments she and her hospice centers later administered to the sick and dying.

She aggressively sought out and petitioned important influentials around the world to raise awareness. What better message platform for raising funds and donor awareness than Mother Teresa's 1979 Nobel Peace

Melinda Gates was an ace at math, not medicine, and was initially a computer programmer before she met Bill. But it likely is the application of her marketing communication skills, learned as a product manager at Microsoft, that has made the Gates Foundation so effective in bringing vaccination and hygiene to the rest of the world.

It turns out that the hardest problem in bringing modern healthcare to places in the world that lack even basic necessities is sometimes not the funding nor even the logistics of delivering life-saving medicines to remote corners of the world. The biggest challenge may be raising awareness and understanding among those who most need

Working with those international health foundations are world-walking heroes who know how to medically address the biggest threats to global health — like malaria, yellow fever, dengue fever, polio, fistula — even AIDS and Ebola that seemed insurmountable challenges not long ago. At least one huge killer, smallpox, was actually swept off the face of the earth and reduced to a few samples in university labs.

Of course, our passion for sharing medical resources during health crises beyond our own borders seems to burn hottest whenever something new from there, like Ebola and Zika, shows up here, closer to home — like in Miami's Winwood Arts District known as "Little San Juan" or here in Texas where I live, where there have been 174 reported cases of Zika — all travel-related.

Both the Aedes aegypti and Aedes albopictus mosquito breeds, implicated in the spread of Zika, are prevalent in the Austin area. The fear of Zika is palpable among friends and colleagues here, even if local transmission has not been reported yet. As of early September 2016, the 174 cases in Texas include 11 pregnant women, two infants infected before birth and one person who had sexual contact with a traveler.

If we ourselves, in a land of organ transplants and MD Anderson cancer cures, become frenetic over Zika, think how difficult it is to overcome the cultural suspicions and resistance of poor populations in Asia, Latin America or Africa to conventional and safe vaccinations. Confuse the message and you may well lose the battle ... and thousands

The mostly successful global campaign against polio had a major setback in mid-2003 when a rumor that vaccination was a scheme sterilize Muslim girls halted the immunization campaign for a year. According to the New York Times,



Angela Dejene

18 once polio-free countries had outbreaks traceable to Nigeria. And early stages in identifying and eradicating Zika-carrying mosquitoes in Latin America slammed into similar modern myths that the birth defects caused by Zika were actually the result of other mandated government vaccines or the very larvicides sprayed to kill the mosqui-

Culture matters when you are trying to save lives, and the biggest enemy to an international intervention to fight disease can often be a messaging stumble that comes from ignoring local issues of race, religion, politics or gender.

But one truth seems to be universal across most cultures: when we educate women, we educate a village. We change a family, we change a community, we change a nation and we change a world.

As Melinda Gates and Mother Teresa have demonstrated, improving health outcomes requires not just modern medicine and technology but clear and compassionate communication to dispel the myths and panics to which we are all prone when our own health and the lives of our families are suddenly threatened.

For those of us in public relations committed to telling stories and creating meaningful change, one of our greatest gifts is our voice. It's also one of the most powerful tools we have. It's how we use it — and where and when — that will make all the difference.

Angela Dejene is Executive Vice President at Crosswind Media and Public Relations in Austin, Texas and heads the agency's topranked global healthcare practice. O



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Bridging the gap between healthcare and technology

There's been a significant shift in brands meeting at the intersection of healthcare and technology, from pharmaceutical and medical devices, to diagnostics and healthcare IT. As communication strategists, we're seeing increased opportunities to not only leverage our vertical healthcare experience, but take a broader approach across practices and disciplines as well.

t the end of the day, we're all driving towards meaningful data that can help propel our products or services to the next level of growth. There are a number of strategies that have helped us to better understand how to serve our clients efficiently and effectively in an evolving media landscape while keeping their primary goals in mind.

Listen to the ask

It's important to always take a step back and listen, especially to those that live in the world of healthcare and technology. Take the opportunity to truly understand their needs and define a strategy that maps and aligns to their primary goals. It sounds rudimentary, but at the onset of the relationship, it's essential to develop a detailed program that will immediately initiate trust. As healthcare marketers, we work with a number of emerging companies and at the onset of all of our relationships, we take the time to sit, listen and be a part of their world. Understand their challenges, take it all in and come back with an approach that fits their needs, instead of a PR-in-a-box campaign. This is particularly important for technology marketers joining the healthcare industry for the first time. It's new to them; we must show them all the benefits and impact that the healthcare industry brings to the world on a daily basis.

Talk to, not at each other

There's nothing more frustrating than two communications professionals saying the same thing but not actually understanding each other. This holds true across technology and healthcare — let's all get on the same page and lose the "marketing speak." When communicating on behalf of a brand, it's

PR news brief

Devine + Partners aids NWF

Philadelphia-based agency Devine + Partners has been hired by the National Wildlife Federation to raise awareness of the Nature Center Network, a network of nearly two dozen environmental education centers whose aim is protect and improve the water quality of the Delaware River watershed.

D+P will help the NWF coordinate a series of grant-supported events titled "River Days," which raises awareness of the Delaware River Watershed and the importance of its care, with events aimed at promoting and strengthening the new network and its 23 nature education centers, which are located along the Delaware River in places such as Reading, PA; Trenton, NJ: the Poconos and other areas.

essential that we're addressing the industry need, the technology being applied to that ask, defining the market size and ultimately delivering the solution to market. We work with a number of companies that are answering industry needs and although it may be considered niche, it's an unmet need. This holds true when applying this approach to reporters. Take them through a day in the life of the company. Ask yourself if you've taken the message and actually communicated what the brand is bringing to the market and how that will impact their reader's world.

Leverage technology to drive metrics

Across industries, communications professionals have been challenged with hitting numerous audiences in a campaign: investors, patients, providers, etc. How do we ensure that we know where these influencers are consuming information? Technology, whether it be proprietary or through a third party, is essential to influencer mapping and ultimately delivering metrics that measure ROI. As part of our listening exercise, we take the opportunity to understand which metrics matter and how they will be shared within the company. More specifically, define how important engagement is and how influencer(s) can help to amplify a client's message. Often times, physicians and hospital administrators are the most important influencers vs. analysts and reporters. Every influencer ecosystem is different for each company. Take the opportunity to understand that world before engagement.

All efforts can and should be measured. It's important for PR and marketing agencies to show the value they're bringing to companies across the technology and healthcare industries.

Take an integrated approach

The days of the one-and-done hit are gone. When assessing an opportunity, take an integrated approach, especially when the ask is to amplify content to a number of audiences. Microsites allow for engagement with patients, advocates and the general consumer typically seeking data around a particular disease state or treatment option. Microsites allow for the dissemination of thoughtful and accurate clinical data that may have been lost on the average consumer.

Paid social media has also been extremely effective in driving awareness, especially on Facebook, around campaigns and specific

news announcements. The benefit of paid media also allows for brands to pivot; if it's not working or showing the results you anticipated, make a change and do it quickly. Healthcare technology companies are striving and hungry for data that shows traction and immediate ROI.

Create consumable content.

There's an enormous opportunity to devel-

op and amplify content that can be targeted, measured and effective. The lines of earned, contributed and paid media are blurred more often than not. We know that reporters, bloggers and influencers simply can't keep up with the need for consumable content



24/7. By developing contributed content across marketing disciplines: earned, paid media and owned, there's an opportunity to manage the peaks and valleys of the news pipeline and message and market penetration. Connect with influencers and reporters, like we all do with our clients, and learn about their needs. Ask the question of how we can work together while ensuring that we are both meeting our individual goals. Join forces with these influencers-it's a win-win for everyone.

Ask yourself: is it working?

Sometimes it just doesn't work. The traction isn't happening. The reporter isn't biting and the influencer isn't engaging. Take a step back and ask yourself the key question: are the strategies and tactics that we've set forth really working and achieving our goals? If the answer is no, leverage the opportunity and assess the situation as opposed to continuing down the path of frustration. This is especially true with companies that are technology-based but servicing the healthcare market. Think about the story and the message and ask if it could be better suited for a technology reporter versus a healthcare reporter. As our media landscape continues to evolve, the trend has also been for some reporters and influencers to be more open to industry stories beyond their typical beat. Package the story to ensure it's relevant and relatable to the audience and make a case for the story. Sometimes a little luck and a lot of timing plays into our efforts.

Sally Bain is Vice President of Racepoint Global. O



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Inspiring healthy appetites for healthcare content

The debate on paid versus earned media has entered the healthcare landscape.

By Shauna Keough

hile the Oxford Dictionary 'word" of the year in 2015 was the 'Face with Tears of Joy' emoji, we're putting an early bet that 2016's will be "content." Everywhere you turn this year it's all about content: long form, snackable, user-generated. Previously it was about the volume of content and flooding channels to see what sticks, but now more than ever, the focus is about creating thoughtful, carefully curated content that can make a huge impact. In the healthcare space we are also seeing a rise in content curated by patients, which is helping to spur an evolution in how we approach content development.

Public relations is well poised to be at the helm of this shift in healthcare content development. Public relations has the expertise to create content throughout the patient lifecycle and can deliver meaningful, impactful content centered on patient need at critical points in their health management. Our discipline has always been about getting to know the specific audience well and engaging with them in the right way at the right time. If we want to continue to be successful here — which I know we do — we need to up our storytelling game significantly.

With the patient at the center of our universe, we need to be more thoughtful in how we approach the story we are trying

PR news brief

Prosek picks up Muirfield

Prosek Partners has acquired Los Angeles-based corporate communications and investor relations agency Muirfield Partners.

Financial terms of the deal were not publicly dis-

Muirfield, which represents clients in the asset management, investment banking, private equity, tech and real estate sectors, was founded in 2001 by President Mickey Mandelbaum. A former General Manager at tech and digital PR firm Connors Communications, Mandelbaum was also previously VP of Corporate Communications at European banking group Banco Santander and served as an associate at New York-based corporate and Crisis Communications firm Kekst and Company.

The deal gives New York-based Prosek its first West Coast outpost. Muirfield's Wilshire Blvd. offices will remain in operation under the Prosek name. Mandelbaum now takes the title of Prosek Partner.

"Muirfield gives Prosek a top-notch financial communications team on the West Coast that shares our vision and values," Prosek Partners Managing Partner Jennifer Prosek told O'Dwyer's. "This will benefit our clients with West Coast needs and will also bolster our transactions and special situations capability across the firm.

to tell them. The first step is thinking about the ingredients needed to tell a good story. These include:

Understanding your audience.

Creating a narrative arc.

Embracing the emotion.

We know that patient communications isn't a one size fits all approach, so knowing your audience is critical. Investing in research early and often to unearth patient behavior and needs will drive decisions about what information is most important to include and influences the tone and structure. This may seem like a no brainer with all the current dialogue around patient centricity, but it's also perhaps the most important point. We can't foster a patient centric ethos without truly understanding the patients' needs.

In thinking about a creative narrative arc, step back to high school English class for moment and think about what makes for a good story. You may remember learning about the classic story arc, derived from Aristotle's writing, which is still relevant today. According to him, a story must have exposition (good background information), rising action, climax, falling action and resolution. We need to commit to less emphasis on communicating just the key messages and think about the entire story. Focusing on the fuller story will ensure the reader has a more enriching experience and a deeper appreciation for and engagement with the content.

The final piece of good story telling is embracing the emotion and human side of the story. This can at times be the most challenging for the pharmaceutical industry to bring to life. Providing an emotional context in marketing campaigns makes content more engaging, and more impactful. People relate to life stories, much more so than content that features or promotes a

One way to infuse emotion is to work with patients directly to co-create content and stories with them. The key to being successful here is infusing a high level of empathy, not sympathy. To sum up the differences between the most commonly used meanings of these two terms: sympathy is feeling compassion, sorrow, or pity for the hardships that another person encounters, while empathy is putting yourself in the shoes of another. When trying to engage patients, communicating empathy should be the gold standard.

With the right content in hand to tell your

story in the most impactful way, the critical next step is to understand how and where patients are looking for information so that you can you can ensure they consume

your content. With how quickly the media environment in evolving and the increased amount of content in the universe, it's important to keep a few key points in mind:

Blurred lines. Given the changes in the media landscape, the lines between sources are



Shauna Keough

blurring; in a surround sound, multi-channel world, people do not readily process the information source.

Quality trumps all. As long as there is value in the information presented, people care less about the source and more about the quality of the message

Follow the data. There's copious amounts of information on how and where specific audiences consume information. Be sure to leverage that data to narrow in on the appropriate channels and platforms

At the end of the day, we have many more channels and opportunities to deliver our content than ever before. To engage people in a meaningful way, we — as public relations practitioners — need to think holistically about an integrated media approach to incorporate both earned and paid opportunities. Paid is no longer a dirty word, it is a reflection of our new reality. An integrated communications approach extends the reach of high-value content, provides the ability to target a specific audience based on combination of demographic and interests and can be less intrusive and more cost-efficient than traditional advertising.

The importance of the multi-channel media mix combined with the increasingly competitive earned media environment sets the stage for public relations to assume a broader view of communications planning. Taking a more thoughtful approach to tell a richer story through the content development is a great first step in the planning process. While strong content can sell itself, a strategic, integrated media approach will ensure maximum engagement with key content.

Shauna Keough is Managing Director of Biosector 2, a global healthcare communications agency that builds brands and grows markets for companies driving innovation across a variety of disease states. •

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Keeping pace in an evolving marketplace

Digital transformations are driving disruption within the healthcare landscape and are affecting how audiences receive information and engage with brands. This poses major challenges for the modern healthcare marketer and the role PR plays in healthcare today.

By Dan Martin

redicting the future of healthcare marketing is a constantly moving target and a near-impossible task, especially when you factor in the simultaneous evolution of two distinct industries: healthcare and marketing. As the healthcare industry undergoes significant transformation, marketing must naturally modernize to keep up with the addition of new channels, the different ways generations (Gen Facebook comes to mind) interact with content and the impact data and analytics can have, to name a few. Forecasting this industry is not easy, and contributing to the evolution has become just as hard. Even though the future will never be crystal clear, today's healthcare marketers need to stay sharp and be ready for the changes that lay ahead.

There are two large and powerful forces that have swept the healthcare landscape recently and are changing the game for all key constituents. The first is the seismic shift from a fee-for-service payment system to a value-based model. What is this? In the current fee-for-service model of reimbursing providers for healthcare, physicians and organizations have incentives to do more. The more tests they order, patients they see, or procedures they do, equates to the more money they will make. With this shift, the emphasis will move from quantity to quality whereby measurement (and payment / reimbursement) is accounted for in quality outcomes and patient satisfaction rather than volume of tests, procedures, screenings, etc.

The second, and perhaps the most affecting, is the rise of consumer-driven healthcare. In the past, benefit-rich health plans, mainly through an individual's employer, would bear the majority of costs and, therefore, consumers didn't have to think — or understand — much beyond plan selection, leading to an overall lack of fluency and engagement and, oftentimes, irresponsible spending. However, in today's new healthcare eco-system, empowered healthcare consumers are taking center stage and have been put in a position whereby they are now far more responsible financially for their healthcare — and benefits — and all related decisions regarding it. As a result, consumers are increasingly attentive to the cost implications of their choices. In fact, according to recent in-

dustry research, 76 percent of consumers now say they are very focused on getting the best value for their healthcare dollars and 66 percent of consumers rate "planning for out-of-pocket costs" as the most challenging and stressful aspect of managing their healthcare. Other decisions that consumers find particularly challenging cited in the research include understanding out-of-pocket responsibilities prior to receiving care, comparing costs and assessing whether medical charges are correct.

Wrapped in with those two main drivers are, of course, issues and policy such as HIPPA and the Affordable Care Act, as well as the proliferation of technology across all healthcare sectors. These are not only driving disruption within healthcare but also shaping the means by which audiences can and will receive their information and engage with brands. So, in terms of the changes impacting healthcare, this just begins to scratch the surface. But, regardless, it is clear that the degree of change healthcare marketers face is, arguably, unparalleled compared with all other industries.

As a result, within this ever-changing environment and against the backdrop of the aforementioned forces, payers, providers, vendors, and hospitals and care facilities are all faced with one new and very startling reality: yesterday's "how" and "who" is vastly different than tomorrow's. Meaning, their target audience(s) and how to reach — and engage — them is evolving quickly and must be not only understood but also acted upon before the opportunity is lost and educated consumers and patients go elsewhere.

But what does it all mean and how do marketers accomplish it in today's increasingly complex environment? There are several things to keep in mind.

First and foremost, and most obvious, healthcare marketers must deeply understand their audiences, including their behaviors and preferences, and then create relevant campaigns that best meet the needs of those audiences in order to connect with them to drive action. Summing it up in one word: targeting. Marketers must employ systematic targeting approaches to help facilitate decisions regarding communication vehicles to their key audiences, whether that be patients/consumers, payers or providers. Moving forward into this new age of healthcare and marketing, a greater degree of precision must be applied to ensure that messages reach an audience that is receptive, attentive and motivated to take action. For example, reaching and

engaging with Millennials, and specifically Gen F (those Millennials that have grown up using social media as their primary form of communication and networking), is vastly different than doing so with baby boomers. The expectations of



Gen F are changing the way in which all businesses, and specifically healthcare entities, incorporate and use technology when interacting with this group — the channels used, the types of content employed, the tone and style, look and feel, timing and frequency must all be carefully considered for maximum impact. A key here is the role of technology and how it is used by key constituents to interact with brands and access information and content. Digital media has been, and will continue to be, a strong catalyst, making access to health information prolific via the internet and mobile apps, regardless of whether a consumer wants to research chronic conditions or health and wellness products, participate in online patient communities, or look up cost and quality measures to guide their choice of healthcare provider, plan and/or and benefit options. In fact, according to the DMN3 Institute's recent Benchmark Study, digital channels are overtaking traditional marketing channels across all marketing sectors, including healthcare. According to a separate study, this one from Medical Marketing & Media, 'the greatest growth for the pharmaceutical, diagnostics, biotech and medical device marketing budgets is taking place in social media, mobile/tablet apps and digital sales materials. For consumer marketing tactics, the greatest growth is taking place in mobile/tablet apps, social media and digital ads.'

A key to understanding audiences for deeper insights, and a driving force behind the utilization of digital media and other

Continued on next page

channels, including content marketing and earned media, to implement successful marketing campaigns, is data. It seems everywhere we turn we are hearing about data and analytics — we can't escape it, and marketers should learn to embrace it now more the ever before. Knowing what data you have and how to use it is critical to the planning and implementation of effective campaigns that can truly generate excellent credibility for healthcare organizations as they move and transform. It's important that today's marketers spend the time to understand what data they have access to currently. They should also determine what additional or new data they need to start collecting for better and deeper insights into the target audience they are trying to understand and reach. Once they have a handle on those two questions (what data do I have now? What data do I need in the future?), the next consideration for marketers is how to capture, manipulate, analyze and track all of that data. Do they have a Content Management System like HubSpot or Pardot? A customer relationship management system like Salesforce? What automated processes are being used to manage email campaigns? These are just a few examples of the types of systems potentially in the marketer's arsenal, but the key is knowing whether the data created and stored in those systems is easily integrated, accessible, and usable. Is there an infrastructure in place to help the marketer understand it all to develop creative, personalized and highly engaging campaigns?

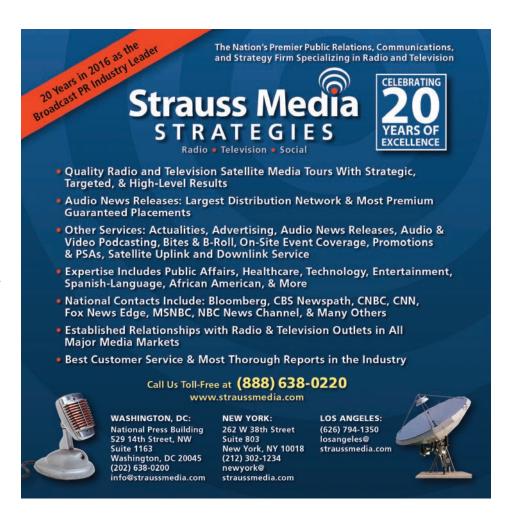
Today, 80 percent of any decision to purchase is made before a service provider is even contacted. Long gone are the days when patients/consumers were only able to get information from their doctor. They can now access information when they want, where they want and on any device they choose. Within this new environment, it's important that audiences are aware of your brand and educated on what it offers and its benefits. It's also critical to be a part of the decision making process early on and to build a relationship over time - consumers will pull together the information they need to get comfortable making a decision. They do this on their own terms and marketers need to fit into that in a non-invasive manner, offering value.

How can that be done? It's all about providing great content that is visually appealing, informative, non-promotional of a brand or product/service and can be shared at the right time through the right channel. And, as we all know, content comes in many forms — visual, audio, video and the written word (print or online) — so, based on your audience behaviors and preferences, your pace and what your data is telling you, be sure to use the right form (or combination of forms) to get the desired results. Content is still king. In conjunction with your content efforts, keep in mind the importance of a strategic earned media campaign. Earned media can create thought leadership and express strong POVs that can not only be used as part of your content strategy, but also supplement it to impact decisions during a customer or prospect's evaluation process, steering them further down the path to purpose.

Data, content, earned media and digital engagement are all great, but they are useless to today's marketer if there is no measurement in place to understand how all of the pieces are working together and resonating with the desired audience to move the needle in a positive direction (or, if not, understanding where things are failing so you can adjust accordingly). Results — often in real-time — based on data have become increasingly mandatory in healthcare marketing. Marketers are spending too much time, money and resources to rely upon subjective or hypothetical means of determining the success and impact of a campaign. Marketers must be able to quantifiably measure success by demonstrating actual follow-through/engagement/action, regardless of how that is measured within a specific campaign — it could be downloads, click-throughs, open rates, subscribes, shares, SOV or likes, to name a few. Having a strong handle on measurement allows for a post-mortem to cull out key learnings, findings, failings, successes which, in turn, can be used for tweaking, revising, altering and improving the next campaign. Without data-based measurement, that is not possible.

As the healthcare market quickly changes — oftentimes on a daily basis — and as that collides with the advances taking place in marketing, it is important that marketers embrace these changes, take the time to understand them and determine how they can best implement the right ones within their organization, company, hospital or practice to stay ahead of the curve and make an impact.

Dan Martin is Vice President at PAN Communications. O



Planning rare disease communications programming

When planning orphan disease drug communication programs and the best practice approaches to implementing them successfully, it's essential to recognize special characteristics of the rare disease environment and to create integrated communication programs through the pre-approval, approval, and post-approval phases of drug development that respond to those idiosyncrasies. By Donna L. LaVoie

s is the case with all product development, different types of communications are required as the clinical process proceeds. It is important to have an understanding of your objectives for your company's communications to determine your business case and to create the messaging that effectively supports it.

What makes orphan disease communications different is the patient population. Orphan diseases often have close-knit patient communities who are often dealing in a disease area in which there is no effective therapy. When targeting communications to a particular audience, it is important to remember that other audiences are always listening.

Without a doubt, large and small companies may have different disclosure and communications requirements because of internal policies, general commercial views, and regulatory compliance issues. These factors can sometimes create challenges, particularly for larger companies that have more policies in place with regard to regulatory compliance.

Audiences

Throughout the process, audiences may include physicians and providers, regulatory agencies, foundations, patients, families, and advocacy groups, as well as investors and others. For orphan diseases, governments are also audiences, since many are involved in providing access under treatment protocols to patients prior to approval and also provide the manufacturer with a supply agreement in advance.

Orphan drugs are often in a class by themselves since the number of patients in a pivotal program is often smaller than a traditional product. As a result, there are communications considerations such as managing expectations of drug access to patients, their physicians and other key stakeholders: including investors who often are trying to understand and project the company's potential product revenue and resulting profit to help them put a value on the company.

The environment

An orphan disease environment is often more personal than large-scale pharmaceutical development. While the treatment of any disease or illness has its obvious personal and emotional overtones, an orphan situation can be more challenging, given

the low disease awareness and limited ther-

Orphan drugs communities have powerful patient voices who are partners with the industry in drug development. There are personal relationships and a special bond among patients, families, physicians and patient advocacy groups. Foundations and other advocacy groups are founded and heavily populated by people with personal interests together with families, industry, government, physicians and others working toward finding a treatment, a cure or a way to save the life of a family member.

Communicators need to understand that patients and their families, physicians, researchers, advocacy groups and other stakeholders have profound personal stakes in gaining recognition of the importance of the disease and its devastating consequences, the searches for effective treatments, and the importance of their roles in the process.

They also need to recognize that there may be differences of opinions about care, treatment, and research directions. Advocacy groups and others may be in competition with each other.

As a result, the content of communications must be carefully considered. It is important to understand the specific needs of each of the audiences and the factors that may prejudice their perceptions. In that context, it is important to recognize that all stakeholders can see all communications and balancing conflicting demands requires experience and sensitivity.

When framing communications, it is essential to understand the personal motivations of audience members. Materials aimed at them need to have a personal tone and reflect an understanding of the importance of the problem to those immediately impacted by it.

At the same time, investor relations and other financial and business releases and medical communication materials must be professional and regulatory compliantprepared without forgetting that they will also be read by people with very personal interests.

Master planning

A master plan is key to the success of any communications program. It needs to begin with basics: the definition of the program's objectives; the themes and messaging that will help to realize those objectives; the audiences, strategy and tactics; the use of key opinion leaders and patients, talking points and media.

Milestones and content also need to be included: when to start talking about the drug candidate, clinical trial initiatives, pricing, patient assistance programming, patient numbers, and other matters.

Integration

Integration is key to any multi-faceted communications program. A pharmaceutical communications program is a complex assemblage of virtually all contemporary methods and media, content and messages,



Donna L. LaVoie

all aimed at a very broad mix of audiences with different agendas. An effectively integrated program will capitalize on the strengths of the various methods and media designed to help the program achieve its objectives, to enlist support where and as needed, and to do more.

The integration must also soften the edges among differences in priorities as well as other considerations. Some differences are universal: shareholders would like to see pricing that will enhance their returns; payers want pricing that will save them money. Ultimately, saving lives is a critical message.

Other differences may be less readily apparent. Various stakeholders may have differences in treatment approaches, priorities, and many other factors related to the development process, scientific issues, pricing, schedules, and virtually anything else related to the development of a drug and its use and distribution.

Planning and executing a communications program for any product development, launch, and follow-up is a series of complex challenges. While orphan drugs have much in common with any medical products, there are differences that impact the strategy, organization, execution and content of communication programs. Their environment is more intense and more complex, and their success requires higher levels of experience and expertise.

Donna L. LaVoie is President and CEO of LaVoieHealthScience. •

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Four crucial keys to effective communication

The healthcare industry is evolving rapidly. The Affordable Care Act has changed how healthcare is accessed, and technology has shifted how we consume and share medical information. As this landscape changes, effective communications strategies that resonate with target audiences is more important than ever and must keep up with the pace of change. By Michelle Ubben

ere are four ways that healthcare professionals and organizations can leverage today's communications tools and best practices more effectively.

Establish yourself as a trusted source

Consumers are increasingly taking medical research into their own hands, with both positive and negative implications. According to a July 2015 report in The Telegraph, one in four attempt to self-diagnose their ailments using Internet-based research. Sites such as WebMD, though useful, can lead people to hasty and incorrect conclusions about their health. Less credible web sources can drive people to dangerous healthcare choices. Message boards, in particular, can induce anxiety in people as they read story after story from patients with negative or adverse experiences.

Healthcare providers can mitigate these negative online-driven effects by asking patients about their own knowledge and research, and taking the time to listen to their conclusions and findings. Specifically, ask about their information sources and get familiar with these websites to better understand where patients are coming from on any given topic. While you may not be able to compete with a website's reach, you can leverage the advantage of being a known entity and having personal or corporate credibility. So, the information you provide, be it by website, social media, in person or in print, can have greater weight than information from unverified sources.

Consider establishing your own online presence — whether through a site, blog, social media or podcast — where you feel comfortable sharing expert information. This can be done without violating HIPAA by not disclosing personal health information about specific patients and by not directly prescribing solutions to readers' issues.

Engage in the art of storytelling

With chronic diseases accounting for 86 percent of American healthcare costs and one in seven deaths, finding communications strategies that work to promote health literacy and positive behavior change is a national imperative. Fortunately, there have never been more communications tools at our disposal, but the best delivery system is only as good as the story you have to tell.

Storytelling is as old as humanity itself, and like a bestselling novel or blockbuster movie, your story must create suspense and provoke emotion.

First, consider the protagonist. Often, the most compelling messenger of a health tale is not the medical expert, but the patient. People will learn from the experiences of another person who overcame obesity, quit smoking, beat cancer or figured out how to overcome a sedentary lifestyle. Next, remember the plot. Like a blockbuster movie, a personal health tale should have dramatic suspense, a seemingly unconquerable problem and satisfying resolution, rising and falling action.

How a story is told makes all the difference. As health communicators, one of the greatest skills we can apply to promote health literacy is to help everyday people tell their stories in ways that reveal them to be the heroes and heroines of their own lives. In that way, they become an inspiration and catalyst to others.

Meet people where they are

Nothing beats face-to-face communication, and the office visit remains the primary teaching moment. Besides being an opportunity for individual counsel from a healthcare provider, the office visit is a time to enhance health literacy through traditional means, such a pamphlet or video, and with newer tools for staying connected. It's a perfect moment to engage patients in lasting ways, such as encouraging them to follow a Facebook page dedicated to managing a disease state or overcoming a lifestyle problem. Use it to encourage patients to download a health literacy app.

Speaking of social media, don't assume that this is merely the domain of the young. People 55 and older are the fastest growing demographic on Facebook and, unlike younger users, they're more likely to pay attention to expert information and are willing to spend more time with content.

Videos shared through Facebook should focus on the visuals over the audio. Most users never unmute Facebook videos — which are muted by default - so including easyto-read captions is a must to get your point across. While Facebook remains the dominant social sharing platform, don't overlook other channels like Pinterest, Instagram and even Snapchat, particularly if you're trying to reach a younger audience.

One size doesn't fit all

America's population is increasingly diverse, which demands culturally sensitive and appropriate communications strategies.

Racial and ethnic minorities, who will comprise almost half of the total population by 2050, are disproportionately affected by

chronic disease. According to a Georgetown University study, of the 37 million American adults who speak a language other than English, nearly half speak English less than "very well."



Michelle Ubben

Latinos who speak Spanish rather than

English are less likely to visit a physician or mental health provider, get preventive care such as a mammogram or get vaccinated. Problems with language comprehension can also lead to poorer adherence to treatment protocols and lower health literacy.

Effective intervention requires communicating in a way that's relevant and understandable to the listener. Translating materials into other languages and using plain language and culturally appropriate idioms can help. Medical jargon can be a particular impediment to understanding when language differences are an issue. The healthcare industry is notorious for an overabundance of jargon, and many consumers tune out when confronted with unclear terminology. Additionally, consumers are more inclined to make positive choices when they understand the true risks and rewards of any course of action.

Video can be a particularly helpful tool for overcoming language and cultural barriers, particularly if an appropriate spokesperson is enlisted as a messenger. Delivering information through a medical professional is not nearly as important as finding a messenger who can connect with and be viewed as credible and comprehensible by the target

Effective communication is a powerful tool to promote public and personal health, and there are more ways than ever to package and share critical health information.

By communicating clearly and in ways that resonate with specific target audiences, we can dramatically improve health literacy and positively influence lifestyle choices that reduce chronic disease.

Michelle Ubben is Partner and COO at Sachs Media Group. •

Trust is what's ailing healthcare

A trust deficit exists in healthcare: among health systems, health plans, physicians and patients. Healthcare organizations can close those internal and external gaps by utilizing several essential elements that drive and establish trust in brands.

By Kriste Goad

he 2016 ReviveHealth Trust Index reveals an alarming gap: Hospitals don't trust health plans. Health plans don't trust hospitals. Physicians don't trust either one. And in the absence of trustworthy data and information, patients are placing their bets with friends, family and the Internet.

Putting consumer attitudes aside for a moment, let's focus on healthcare's B2B trust issue. The reason it's so important — and the gap in trust so alarming — is because trust is absolutely critical among payors and the front-line providers of care if there is any hope of success for the mandated changes underway, from value-based care and population health to risk-sharing and new partnerships.

In fact, trust is the only factor cited in this year's survey as both a driver and a hindrance, contributing to the slower-than-anticipated transition from the fee-for-service reimbursement system to one based on value. This was a linchpin of the Affordable Care Act, which was intended to resolve underlying problems in how healthcare is delivered and paid for in the U.S.

Health system executives said a whopping 87 percent of revenue in 2016 is still tied to volume rather than value (a five percent increase from the previous year) while health plans said they expect the majority of their 2016 claims (56 percent) to be based on volume rather than value (44 percent).

The good news? While brand, marketing, and communication professionals have little influence over many of the ACA's provisions, trust is something they can actually help foster.

For years, surveys have revealed that consumers rank healthcare among America's least-trusted industries, although trust in those on the front lines delivering care — and even for health plans — appears to be on the rise. Naturally, if healthcare's key players can develop more trusting relationships, data, and technologies, consumer trust in that same system should rise, too.

The ReviveHealth Trust Index is the only survey that looks at trust among the system's key business-to-business relationships, where trust begins.

Here's are some key takeaways:

A shotgun marriage

A relatively low level of trust exists between the organizations that pay for health services and the organizations and caregivers that actually provide most of these services. On a 100-point scale, health plan executives have a higher level of trust in providers (67.6) than either doctors or hospitals have in health plans (54.9 and 54.1, respectively).

Pay-for-quality initiatives matter

To the degree there has been any progress on the trust issue, it appears to be based on the various parties working together to implement pay-for-quality initiatives. Seventy-six percent of health systems executives and 64 percent of health plan executives cited pay-for-quality programs as the most popular strategy for making the shift from volume to value.

The transition to value is slow

The disconnect is real. While payors say they expect 43.7 percent of 2016 claims paid are based on value, providers say they expect only 13 percent of 2016 revenues from value-based payments. Either way, we're not even halfway there. Yet it's clear health plans define value-based payments very differently from the provider defini-

Risk tops the list

Aversion to taking on risk tops the list of factors stalling the transition to value-based care. At least 95 percent of health system executives say caution by leadership to take on additional risk is hindering the transition while 100 percent of health plan executives point to this provider resistance.

Some health plans are better than

This is perhaps the greatest area of opportunity for health plans to differentiate themselves with better communications, information sharing, and physician engagement.

We asked physicians which plans are better at respecting the doctor/patient relationship, and while local Blues plans rated higher by far on this measure than other health plans, the most common reason physicians gave when asked why one health plan was better than another was "they're all the same."

Trust is the potential glue

All three sectors agree that for the transition to value to go more smoothly and rapidly, increased levels of trust will be necessary, based heavily on the new alliances needed to deliver bundled care, reduce readmissions, share in cost savings and better manage the health of large populations. In fact, 94 percent of health plans and providers alike said decreased trust was either a

very important or somewhat important factor restraining the transition to a value-based payment structure.

Technology and data can close the gap Another key factor holding providers

back from a more rapid transition to value-based payment arrangements: the lack of technologies and processes to support this transition, including access to timely and reliable data.



Closing the gap

There is a huge role that we communica-

Kriste Goad

tions experts can and should be playing in our organizations to drive trust in our brands. With better communication between and among health systems, health plans, and front-line physicians, trust will improve, which in turn will help improve the patient experience and (hopefully) consumer trust in the healthcare system.

The key question is how. We subscribe to the theory that there are four drivers of true trust and that each must not only be present, but existing and moving forward together:

Communication: Internal communication is just as important as external communication. It's important for everyone in your organization to know what you stand for, the direction you're headed, and how you plan to get there. Share this with your external audiences, too, so they know what to expect and how to work with you.

Consistency: What you communicate is as important as how and how often you communicate. Stay on message, keep the communication flowing on a regular basis, and have an omni-channel strategy to be sure you're reaching your audiences where they are.

Compassion: Do the research. Understand the challenges your audiences face, and demonstrate in your words and deeds that you not only feel their pain, but tell them what you're doing to alleviate it.

Competency: No organization is great at everything, nor do people expect them to be. Know what you're good at, work to improve areas that need improvement, and tell people about both.

Kriste Goad is Chief Marketing Officer at ReviveHealth. O

Integrated communications in the life sciences

PR agencies are building capabilities to offer integrated communications services to clients, and more and more organizations are trying to implement best practices, with varying levels of success. In the life sciences and medical tech sectors, in particular, integrated communications is an effective way to reach key stakeholders, including healthcare professionals, key influencers, patients and advocacy groups, and the investment community.

By Jim Heins

uch has been written about the value of "integrated communications." This term means different things to different people. Some would define it as leveraging multiple communications channels — email, blogs, print, broadcast, social media — in a campaign. That's sometimes referred to as "integrated marketing communications," a practice that can help an organization increase the visibility of its brand and the reach of its message.

However, in a larger sense, integrated communications can be described as a communications management process that focuses on conveying messages in a clear and consistent manner that reaches and resonates with a variety of audiences. This means "integrating" the perspectives of all stakeholders and disciplines into a core set of messages that are faithfully delivered through all campaigns and communications channels.

Life sciences and medical technology companies in particular should recognize and take advantage of the fact that, due to the proliferation of digital communications channels, their messages about innovation and value are being delivered to, and digested by, more than one set of stakeholders. Still, many healthcare companies are only thinking about one target audience at a time (e.g., investors or prescribers) or have different parts of their organization speaking disparate, incongruent messages to the same audiences.

For example, a public company may want to communicate the results of a clinical trial to meet SEC disclosure requirements and attract more investors. However, scientific thought leaders and patient advocacy groups who have a stake in the eventual introduction of the investigational therapy may also

PR news brief

JMPR drives PR for Prestone

JMPR has picked up PR agency of record duties for Prestone Products Corp., the top automotive fluids

Lake Forest, III.-based Prestone is owned by private equity firm Centerbridge Partners, which acquired the company in April for \$230 million.

The auto-sector-savvy JMPR, based in Woodland Hills, Calif., will pitch the benefit of Prestone's anti-freeze, brake fluid and power steering fluid, plan events, and promote the overall brand. Firm President Joseph Molina called Prestone an "iconic aftermarket brand" with a long history in the marketplace.

find value in the information. If the company hosts an analyst conference call to talk about the new data, it's important that the message is comprehensible to and resonates with multiple stakeholders, engenders understanding and support, mitigates the potential for misunderstanding and opposition, and stays within the boundaries of regulatory guidelines.

If a reporter for a widely-read publication listens in on the call and reports about the study, for instance, it can help healthcare professionals and patients understand the company's R&D progress. But if the story quotes a company executive telling call participants that the results demonstrate the safety and efficacy of the therapy, it may be viewed by the FDA as an unsubstantiated claim for an unapproved therapy. There is a fine line between objectively reporting data and making promotional claims that are not sanctioned by the FDA, particularly when anyone may be reading or listening to your communications.

One of the biggest challenges to achieving communications integration in the agency and corporate setting is culture. The larger and more established your organization, the more critical integration becomes and the more difficult it can be to achieve. A marketing manager who's focused solely on communicating about a product or a functional head who can't be bothered to try something new can both be impediments to your efforts. Of course, the world won't come to an end if a marketing campaign doesn't include corporate branding messages or doesn't speak to all potential audiences, but a series of missed opportunities can ultimately impact the organization's ability to effectively communicate its overall value.

Even though this all makes sense and indeed may seem obvious, in my experience, integrated communications does not happen more often than it does. So what do you do when an organization resists integrating the communications process?

Be Persistent. It's worthwhile, but if it were easy, everyone would be doing it already.

Build Relationships. If your colleagues and clients are all on board and rowing in the same direction, count your blessings. Otherwise be prepared to work at it. Organizational inertia and busy colleagues are just as big a barrier as limited resources and budget.

Demonstrate to your peers that what you are proposing will help them and that by collaborating, their efforts will have an impact not only on the entire organization but their area of responsibility as well.

Start Small. You don't have to do it all at once. If you don't have the resources and budget to use all available channels and touch every audience, choose one or two channels and a small universe of stakeholders and build from there.



Jim Heins

Demonstrate Value

and Impact. I worked with a cross-functional team of colleagues to implement a corporate communications campaign to raise the visibility of the organization's value-added and CSR programs. Our marketed products were never mentioned. We used the results and KPIs from past commercial marketing campaigns as a benchmark to measure performance and knocked it out of the park, exceeding the goals across all channels by a wide margin. We also showed that the perception among key stakeholders of the value the company was providing increased year over year. The icing on the cake was when the marketing team member on the project extolled the value of the program to his supervisors and peers, and they got on the integrated communications bandwagon.

Repeat. One and done doesn't work. Lack of commitment or budget can shorten the lifespan of many a good program. That's why having data and metrics that demonstrate that you are moving the needle in the right direction is critical.

In summary, integrated communications can help your organization reach target audiences more effectively than traditional news channels like press releases and media alone. But it's more than just using multiple channels. It is a communications management process whereby different functions within an organization work collaboratively to communicate clear, coherent, consistent and complimentary messages that maintain and enhance the overall value and visibility of an organization among an array of stakeholders. When it happens, it's beautiful to behold.

James Heins is Senior Vice President and head of healthcare PR at ICR. O







Pharma must lead with facts, focus on patients

Biopharmaceutical innovation companies are facing a hostile media environment, in which negative news stories about drug prices are written every day, putting drug makers and biotech companies on the defensive.

By Al Jackson

s communications counselors for companies that discover and manufacture live-saving and life-preserving treatments, giving voice to the value of biopharmaceutical innovation is one of our top priorities. We have seen how biopharmaceuticals have transformed the lives of people with HIV/AIDS, some types of cancers and cardiovascular diseases and, most recently, Hepatitis C. When media and others focus exclusively on the price of a drug, they miss the bigger picture of its long-term and widespread benefit to many. What's the value of a cure?

Not by accident

How did we get here? It seems there's always a villain when it comes to healthcare and spending. During the debate on the Affordable Care Act eight years ago, the health insurance industry had a target on its back, and suffered the wrath of policymakers and the public for charging exorbitant premiums, cancelling policies and denying care. Each year there are flare-ups in Congress and in the media about wasteful hospital spending, with demands for cuts in government reimbursement.

Now it's the pharmaceutical companies being hammered for the high price of prescription drugs, facing political attacks from both sides on the campaign trail and bipartisan support for potential legislation that could curb patient access to needed medicines and slow the discovery of future treatments. Third-party, insurer-backed organizations purport to measure the "value" of drugs and, by extension, arrive at a "reasonable price." And anti-pharma coalitions wisely focus attention on a few bad actors that have grabbed the headlines and made it easy to define the entire biopharmaceutical industry.

Biopharma is losing the message wars. But it's not too late to balance the conversation, to make sure policymakers and patients hear from all sides.

Own the issue, drive the conversation

There's a natural reluctance on the part of pharma leaders to put themselves out there and become the "face" of the pricing issues. In the current environment they find themselves immediately on the defensive. Some CEOs have gone on the record to condemn price gouging and to raise topics such as PBM rebates, the need for transparency and value-based pricing. But pharma leaders and their counselors — must find a way to

make their voices heard.

Armed with consistent messaging about pricing, value and patient access to treatments, pharma leaders across the board can step up to tell their story. Industry organizations such as PhRMA and BIO have launched campaigns highlighting the cost and challenges of innovation. That's an important part of the story. But we must go

We've got to get the facts out there. Insurers and others reflexively point blame at the pharma industry for the lion's share of rising health care premiums and costs. But the facts show a different story: between July 2015 and July 2016, the growth in prescription drug spending was only 3.9 percent, the slowest in three years, according to September findings by the Altarum Institute. Further, their analysis shows drug spending went up less than spending for home health, physician/clinical services and hospital care.

Accept responsibility, and compel others to follow

Most pharma leaders agree their industry needs to do more to address concerns about cost and utilization of pharmaceutical products. They recognize the need to demonstrate to patients and payors the value of some very expensive treatment regimens, and ensure improvement in patient outcomes. Many companies have explored innovative or alternative pricing arrangements with payors, such as pay-for-performance, outcomes-based guarantees and

However, pharma cannot — and should not — take all of the blame here. Many other areas of the healthcare system contribute not only to the rising cost of healthcare in general, but to the price consumers pay for pharmaceutical products. There is a tremendous need for transparency and understanding about how drug pricing really works, about how multiple parties contribute to the cost of pharmaceuticals today. For example, PBMs demand growing rebates from drug companies to be included on their formulary, rebates that patients rarely see. A growing percentage of insurance policies now require huge co-pays and deductibles for pharmaceuticals, raising the cost to patients. All of this needs to be on the table.

Speak directly to patients

Part of it is our fault. When the pharma industry first talks about price and cost, it's usually in the context of an investor call

and the focus is on return on investment for shareholders. In every other context, we talk and think first of patients. We've got to move patients to the center of the pricing and value discussion as well. To me, that's what's going to give the biopharmaceutical field a seat at the table, and force

policymakers to work with pharma, rather than simply point fin-

Viewing the cost and the burden of an illness from a patient's perspective — how it impacts her family, her community and her livelihood — is the only way we can really understand



Al Jackson

the value of a biopharmaceutical that can treat that illness. You can't look at the cost without also recognizing — and valuing the benefit.

Amplify willing voices

It's a simple argument for detractors to make — drug prices are going up and so are health insurance premiums. Take a look at the numbers and the graphs — it's all right

In reality, it's not that simple. Drug spending makes up only about 10 percent of the healthcare dollar. But the pharma industry's explanations are complex. We must simplify the argument and help people understand the implications. While industry leaders need to lead the value conversation, it's critical to involve others who are just as passionate about medical innovation and its role in their lives. Patients and families, for example, who have partnered with drug makers through clinical trials, patients who subsequently survive what had been an always-fatal cancer or are cured of Hepatitis C want to contribute to the conversation. We must create an environment where everyone has the opportunity to speak and be heard.

Pharma has a great story to tell, and the industry should be willing to engage in the value conversation. Drug spending is arguably the most efficient in all of healthcare. Pharmaceuticals keep patients out of the hospital, help prevent expensive medical procedures and improve lives.

Let's talk about it.

Al Jackson is Executive Vice President of *Spectrum Public Affairs.* **O**



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To learn more about our multicultural programs and strategic alliance with Newlink, please contact Katie Mahony at katie.mahony@inventivhealth.com

Care with us



Leveraging events for organizational change

How agencies and brands can leverage an event as a model for digital activation and influencer engagement in healthcare

By Steven Cutbirth

gencies and brands are in an excellent position to bring together partners across industries to foster collaboration and open up new opportunities for all stakeholders involved. Hosting a summit with the right audience can encourage cross-industry dialogue, drive excitement and establish your company as a leading connecter among influencers and influential brands.

Specifically, using social analytics and strategic relationships to identify the right attendees will ensure yours is a must attend event for the influencers and brands that matter. Cross-industry summits are the best way to activate influencers on social media, align your brand with their audiences and grow your reputation with the individuals that matter most to your business. W2O Group learned first-hand how beneficial this approach can be while organizing and launching the inaugural Digital Summit for a large regional integrated healthcare system in Texas.

Digital Summit, a case study

The Digital Summit was conceived by the healthcare system's digital team with two main purposes in mind. The first was to bring together key influencers across multiple industries to encourage dialogue and gain momentum for innovative approaches to healthcare's numerous issues. The second was to facilitate pitch sessions for 10-15

PR news brief

Lyons launches SF office

Kensington, MD-based agency Lyons Public Relations has expanded to the West Coast with the addition of a San Francisco office.

The D.C.-area firm, which specializes in broadcast media relations, radio and satellite media tours, PSAs and video production, opened the financial district outpost in August.

Lyons PR President Dan Lyons told O'Dwyer's that the broadcast firm embarked on a Bay Area location to better serve its clients in that region.

"After serving clients on the West Coast for over a decade, establishing a formal presence in the Bay Area was the logical next step," Lyons said. "The demand for our services, particularly satellite and radio media tours, has been high and we're looking forward to continuing to grow in the market and across the region."

Lyons' new office, which is led by Senior Account Executive Cherise Washington, will add staff within the coming months. Agency clients include Honest Tea, Toyo Tires, American Gas Association and the U.S. Library of Congress' Veterans History Project.

health startups from across the U.S. to pitch for the chance to win an accelerated path to a pilot within the healthcare system.

In order to pull this off, the healthcare system's Chief Digital Officer and his team approached W2O Group with the idea of holding an innovation-focused event to spread excitement about digital health initiatives within the organization and to identify possible industry partners. W2O Group loved the idea and signed on in full force, using our relationships and expertise in convening conversations to bring together key stakeholders in the health ecosystem.

As we approached brands to participate in the summit, we kept getting the same response: "Wow, a healthcare system is putting this on? Yes, I would love to be involved". People were impressed that a healthcare system was taking the lead to bring influential voices from multiple industries together. Quickly the list of companies involved grew to include executives from well-known technology brands like IBM, Dell, Philips & NASDAQ as well as digital health companies like Imprivata, Proteus, EchoPixel, Quartet Health & Eko Devices. The summit was an overwhelming success with the healthcare system's core group of leaders in attendance and executives from the aforementioned companies sharing their groundbreaking work and leading conversations on the future of healthcare technology advancements. The significant interest and excitement in the summit confirmed the need for more events like this allowing healthcare systems, pharma, digital health, biotech, and other health ecosystem stakeholders to work together to improve healthcare.

Keys to success

Audience architecture. Be strategic when choosing the attendees and speakers at your summit. Don't choose based on intuition or subjective reputation. Know your target audience well - what people and topics resonate most with them? Ensure you know which voices matter in your space by performing social analytics on your audience. Most companies have realized that influencer marketing is a real force to be reckoned with — but most don't realize that simple "influence" isn't enough. You need to know who is influential about the topics that matter to you; and **to** your target audience. Then you can collect online content and quantitatively rank influencers based on several dozen metrics that define influence in three categories (reach, relevance, and resonance). Using an audience-driven approach to your analysis will ensure you choose the right people to include in your event, which is absolutely crucial to success.

Cross-industry cooperation. Including

stakeholders across industries is the best recipe for full sustained innovation. Studies have proven diverse teams perform at a higher level and the same is true here. Cross-industry participation ensures varying perspectives are brought to the



table and the most creative solutions are identified. Everyone has a voice in the conversation and they want to be heard. Your event may be one of the few places where this can occur.

Make it happen. This is one of our core values at W2O Group. If an employee has an idea, we pride ourselves on allowing them to drive it forward and make it happen. This holds true whether your role is inside a large brand, an agency or a startup. You must work tirelessly to bring the right people to the table and gain organizational support for your event. You will have to push through multiple setbacks and logistical hurdles to make the event a reality but once you make it, it will all have been worth it.

Innovate or get left behind

Agencies and brands are in an excellent position to play the role of facilitators in innovation. Utilize your connections to bring your partners together, encourage synergies and start the conversation. Be proactive, host a summit, start a hashtag, get the right people together one way or another and see what happens. Whether you are a brand or an agency you have to innovate or get left behind.

In our case, the Digital Summit was a PR, communications and marketing tool that successfully connected hospitals, health system, and administrators with influencers while also allowing brands to enter the healthcare innovation conversation. Regardless of the industry you are in, this is a model for activation that can be repeated across industries and geographies with great success.

Steven Cutbirth leads operations & business development for W2O Group's MDigi-



You just got served: on excellence in client service

Good client service goes beyond simply mitigating a media crisis. It acknowledges shifts in how our clients work and how technology changes the way they think about responsiveness.

By Michael O'Brien

t's late in the evening and your phone rings. You know the number well: it's your client. Immediately you think: this can't be good. The client begins rattling off details about a message from a top-tier reporter and a looming deadline to craft a statement, a response that will have huge implications for the story and your client.

You dig in and get the job done. Whatever it takes. Everyone would agree that this is good client service. It's what any good PR practitioner would do to help their client in their time of need.

But, the truth is, excellence in client service goes far beyond mitigating a media crisis.

Superior client service is a day-in, dayout commitment. It's a mindset. And, agencies don't always get it right. The agency-client relationship must be based on trust, mutual respect, nimbleness and a customer service ethic.

Times have changed. Technology, global reach, endless new communications channels and an unparalleled level of sophistication have changed our business forever. Has client service been lost along the way? Because we can communicate by email 24 hours a day, should we? Or would an in-person meeting or phone call better serve the client?

It's time to remember that the PR agency business is still a people business. It's about relationships, alongside results. While our PR world has changed drastically, client service should still be our top priority.

We've identified seven pillars for excellence in client service. If you follow these, you can enjoy a long, prosperous relationship with clients. If you're a client and your agency isn't delivering on these pillars, well, maybe it's time to find another part-

Do you believe your client can trust, predict and depend upon the agency to follow through on its commitments? Client service is all about doing what you said you would do, whether it's meeting a promised deadline or showing up for meetings on time. Consistency builds confidence with clients. Clients count on their PR partners, and falling short in this area builds resentment and anxiety.

Reliability is also about responsiveness. Clients need to know their team is at-theready to assist in a crisis, deliver on an urgent need, but also can handle the small things, such as responding to emails and phone calls in a timely manner.

Understanding

Do you "get" your client? Clients can be demanding, but put yourself in their shoes and seek to understand their pressure points (i.e., what makes them tick). If a client knows their agency is focused on solving their problems, is aligned in purpose, and dedicated to making their life just a little bit easier, they will reward you.

Agencies also need to fully understand their client's business. No matter what level, agency personnel should invest the time to learn their client's product/service, goals and objectives, weaknesses and strengths, competitors, etc. Nothing drives clients crazier than an account person who doesn't know them.

Quality

How satisfied are your clients with the quality of your work? We've all heard the problems with "quantifying" quality. It's all in the eyes of the beholder, right? Maybe not. What really matters is how the client defines quality. Too many agencies define their work by their own standard. Instead, agencies need to quickly learn what the client views as exceptional work and then meet that standard every day. If you're not sure, simply ask your client.

Business relations

How easy do you make it to do business with your firm? Strained client-agency relationships are painful to everyone. Often, systems and processes get in the way of the relationship. Instead of focusing on delivering results, clients are pouring over a 20page invoice, or trying to understand complex billing codes. Agencies should make it easy to do business with them. The more time spent on administrative duties, the less time is spent on driving positive outcomes. Simplicity is the name of the game.

Budget stewardship

How closely do the total costs correspond to your clients' expectations? Let's face it, no one likes to deal with finances. Not the client. Not the agency. But it's a necessary and important part of the business.

The biggest problem seems to be with expectations. Did the agency deliver what it was supposed to for the price that was

promised? But transparency may be a more critical factor. Keeping the client informed of the budget along the way prevents much heartache.

Personnel

How satisfied are your clients with the attitude, courtesy, and professionalism of your agency staff? "Confident" and "self-assured" can be an asset. "Egotistical" and "arrogant" turn clients off. This is such a perplexing phenomenon within some agencies.



Michael O'Brien

Talented individuals with questionable people skills continue to thrive. Exceptional client service requires extraordinary interpersonal skills.

The why

What drives your agency's staff to do the work they do? It's a simple question, but it's often difficult to answer. You might think that clients don't — or shouldn't — care. But they do. Deeply. They want to know that you're committed to their cause, that you're all in. Agency staff should know why their client matters and why they've committed themselves to this line of work. It can make all the difference in going the extra mile.

Excellence in client service isn't just table stakes any more. Agencies that do it well can differentiate themselves and form long-lasting relationships with clients. If you're not convinced, consider service providers in your non-work life. When you feel that they are committed to you, that they have taken the time to understand you and delivered on their promises, you remain loyal.

When these people treat you with respect, are up-front about costs and they put a premium on quality, you remain faithful. When they're responsive and make working with them easy, you reward them with your business.

PR is a people business. Loyalty is earned. And, it takes more than answering a latenight phone call to prove it to your clients.

Michael O'Brien is EVP and Managing Director of IPA Health Communications' *Washington, D.C., office.* **O**

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Leading amid disruption

Today's hospitals and health systems are faced with more complex and difficult-to-communicate change than ever before. Executives, seeking to drive engagement and maintain alignment as they lead organizations into an uncertain future, must embrace an assertive, holistic communications approach.

By David Jarrard

s change and transformation reshape our nation's healthcare delivery system, hospital leaders and communicators face an increasingly difficult challenge: how to lead people — or more to the point, how to convince them to follow you - into an uncertain future, inspiring confidence and improving performance along the way?

The traditionally difficult task of navigating one of the nation's most byzantine business landscapes — hospitals are among the most complex organizations in the U.S. economy — is getting harder. And it will grow only more challenging as the seismic shifts caused by new reforms and outsider disruption continue to rattle healthcare.

First the bad news: regardless of what any election-year politician says, deep down we all know that the uproarious market dynamics of the healthcare sector aren't going to calm at any point in the foreseeable future. The earth is going to keep quaking.

The Affordable Care Act is here to stay

PR news brief

O'Malley Hansen acquires Alpaytac

O'Malley Hansen Communications has acquired Chicago-based brand and social media agency Alpaytac Public Relations.

Alpaytac was founded in 2004 by President and CEO Huma Gruaz. The agency, which holds additional offices in New York and the Los Angles metro area, lists Turkish Airlines, Abt Electronics and SharkNinja

Alpaytac's brand will gradually transition to assume the O'Malley Hansen name in light of the deal. Chicago-headquartered OHC, which maintains additional offices in St. Louis and New York, adds Gruaz to its senior management ranks, where she'll wear the title of Partner. She'll be based out of the agency's forthcoming Los Angeles-area office. In New York, OHC staff will move into Alpaytac's prexisting offices.

O'Malley Hansen Principal Todd Hansen told O'Dwyer's that both agencies offer complimentary strengths, which ultimately broadens the scope of the combined agencies' client offerings, adding OHC's corporate communications and media capabilities to Alpaytac's digital merits. The deal would also strengthen OHC's New York presence while giving the agency its first west coast outpost.

"I think both Huma and I really saw exponential opportunities for getting bigger, and we're really fortunate that our respective portfolios are so complimentary," Hansen said. "And the opportunity to be on the west cost and have full national coverage is very exciting.

and, although some of its new rules have been delayed, they'll arrive soon enough. Reimbursement models continue their lurching shift towards value and away from fee for service. Both the clinical and corporate sides of health systems face heightened regulatory scrutiny. Physicians, stretched thin by shortages and buried beneath increasing reporting requirements, remain difficult stakeholders to appease. And once-predictable patients, now facing an increased payment burden, are harnessing their consumer power to force transparency and an improved patient experience. Disruptive change, it seems, is the one constant that leaders can count on in today's

Smart hospital leadership teams are taking forward-looking, strategic steps to better position their organizations for the future, often before change is forced upon them by players outside of the C-suite or boardroom.

For some, this means moving their health system through transformation change and massive realignment of resources, services and work assignments. For others, this means being acquired or partnering with a regional or national health systems. In any case, the changes today's hospitals must pursue are far more complex and difficult to explain than ever.

The speed and magnitude of change in today's healthcare environment requires a new approach to communications. It begins not with the tactics, but with the story. Here, communications is a strategy, not an opportunity. To accelerate change, healthcare leaders need smart communicators

Driving the sort of engagement required today involves crafting a vision of where healthcare is going and how the health system plans to adapt — one that goes well beyond specific changes or transactions before any steps towards change are ever taken. This vision will provide a broader context for change, outlining challenges and solutions against the backdrop healthcare's current landscape. To be effective, it must speak to the mission and calling that is at the heart of every nurse and physician.

From there, communications must come in a steady drumbeat across a variety of channels, both traditional and new. It must also be a two-way channel. Stakeholders especially internal ones — should have an opportunity to engage, ask questions and interact with leadership.

Within their communities, hospitals must take the opportunity to be the local expert on the transforming healthcare market and

provide insight into how it affects healthcare delivery for both its staff and citizens. Additionally, the act of communicating and inviting dialogue with those who matter to the organization is an important message in itself.



David Jarrard

These communications, which can take

myriad forms - from one-on-one and small group dialogues, and digital communication platforms, to more traditional vehicles such as letters and advertisements — keep the conversation nimble and active as difficult changes are navigated, bringing a sense of transparency and mutual interest to the effort.

To deepen this sense, the messages a hospital constructs must also take into consideration the important adage that the messenger is often equally as important as the message itself, reflecting the style of various constituents. Whether it be the board, frontline staff, employed or independent physicians, community members or some other constituency, finding the voices and delivery mechanisms most trusted and utilized by its various stakeholder audiences is a key component of any successful communications strategy on the part of a hospital.

This continuing dialogue keeps the community engaged and also allows those impacted to acclimatize to the changes afoot. With the current complexity permeating the industry, motivating people to accept change takes time, repetition and personal interaction. Once alignment is gained, smart hospitals will stay engaged and keep

A health system's physicians, employees and community can be allies and accelerate change; or completely derail it. Sometimes the only difference between the two is a strong vision for the future and an engaged, well informed and energized army of advocates. Fortunately for communicators, our skills are needed to achieve the latter.

David Jarrard is President & CEO of Jarrard Phillips Cate & Hancock, Inc. O



PR executive Kerr dies at 90

an Kerr, retired PR counselor and president emeritus of the Westchester/Fairfield Connecticut chapter of the Public Relations Society of America, passed away on September 16. He was 90.



Ian Kerr

London-born

led a PR career that spanned six decades. He emigrated to the U.S. in 1952 and joined the PR department of British state-owned airline British Overseas Airways Corporation, and in 1977 he founded his own New Yorkbased PR agency, Kerr Kelly Thompson, which eventually relocated to Greenwich, CT. That agency, which represented clients such as Rolls-Royce, Northwestern Mutual Life Insurance, Ernst & Young, Rolling Rock Beer, Singer Sewing Machines and the British Automobile Manufacturers Association, later merged with national advertising and PR agency Earle Palmer Brown.

The executive later served as Chairman of Stamford, CT-based FleishmanHillard affiliate Emmanuel Kerr Kilsby, a PR and institutional advertising firm that specialized in corporate and financial communications. That agency, which was founded in 1985, was acquired by Creative Partners in 2004.

Kerr, who was twice President of the Fairfield County Public Relations Association and PRSA's Fairfield/Westchester chapter, was a two-time winner of the PRSA's prestigious Silver Anvil award and was also recipient of a Matrix prize from the Women in Communications' Connecticut chapter. The Fairfield County Public Relations Association recognized Kerr's career with a Charter Oak Award "for integrity, fortitude and perseverance in communications."

Kerr resided in Greenwich, Connecticut. O

Airlines for America bulks up PR, social

athy Grannis Allen, Senior Director of Media Relations for the National Retail Foundation, has taken off for the Washington-based airline trade group Airlines for America as Managing Director for Airline Industry PR and Communications.

Kathy Grannis Allen Allen spent 10 years at the NRF as a top media liaison after starting out with Stovell Marketing and NAVAIR.

A4A, as the trade group is known, also added Nicole Soufi as Manager of Social Media from government statistics contractor Westat, where she was a Digital and Social Media Associate.

A4A lobbies and advocates for a sector that claims 11 million jobs and \$1.5 trillion in economic activity in the US.

Jean Media is Senior VP of Communications. O

Chandler is Western Union comms. chief

ill Chandler, former top communications executive for retailer Gap Inc., has landed at Western Union as Senior VP and Chief Communications Officer.

He takes a role vacated last year by Luella

Chavez D'Angelo, who is now a Vice Chancellor at the University of Colorado Denver.

Chandler leads the publicly traded, Denver-based payment services giant's global communications organization and serves as its top spokesman.



Bill Chandler

The 52-year-old Chandler, has been consulting for the past year since leaving Gap in 2015, where he served the clothing retailer for 11 years in San Francisco.

He was previously VP of Communications for Charles Schwab and DIRECTV Broadband, and worked on the political side for seven years as state and communications director for Sen. Diane Feinstein

At Western Union, he reports to Executive VP, Chief Strategy and Product Officer Elizabeth Chambers.

WU posted 2015 revenue of \$5.5 billion. O

Seigenthaler signs on with Finn Partners

ohn Seigenthaler, former NBC News anchor and Seigenthaler Public Relations partner, has joined Finn Partners, where he'll serve as Senior Counsel.

John Seigenthaler, who began his career as an anchor and reporter at Nashville's WSMV-TV and Seattle's KOMO-TV, is perhaps best known as weekend anchor of "NBC Nightly News," a role he held for nine years. Most recently, he served as evening news anchor for cable channel Al Jazeera

Seigenthaler left his NBC anchor post in 2007 and joined Nashville-based Seigenthaler Public Relations, which was founded by his uncle, Tom Seigenthaler. He led that agency's New York City office until 2013.

Finn Partners acquired Seigenthaler PR and DVL Public Relations & Advertising in 2015 and combined the two Nashville agencies to create DVL Seigenthaler, now the largest firm in Nashville.

Seigenthaler will advise clients across Finn Partners' network of offices on crisis and reputation management. He'll be based out of the global agency's New York headquarters. O

Poe returns to W20 atop healthcare comms practice

mily Poe, Executive VP for Healthcare at Cohn & Wolfe, has returned to W20 Group as Global Practice Leader for Healthcare Communications.

Emily PoePoe, a veteran healthcare communicator, spent five years at W20 before departing in 2013 as a Group Director for C&W.

W20 notes her client experience spans healthcare blue chips like Pfizer, Merck, Bay-



Emily Poe

er and Boston Scientific. She previously held VP roles with Vox Medica, Cohn & Wolfe and Noonan/Russo Communications after starting out in the publishing realm. O

Tyrell chairs APCO UK **Healthcare**

ames Tyrell has joined APCO Worldwide as its Healthcare Chair for the

Tyrell, who co-founded London health-

care PR and policy consultancy Insight Public Affairs, now known as ICG, has been on sabbatical for the past seven months as a crew member in the Clipper Round the World Race across the Pacific Ocean.



James Tyrell

Tyrell spent 10 years at ICG, helping to build the firm to 25 staffers are a blue chip roster in the healthcare space.

London Managing Director James Acheson-Gray said Tyrell will be a great value to clients facing "an increasingly complex and regulated environment." O

STRATEGIC & CRISIS COMMUNICATIONS

Sard Verbinnen & Co provides strategic and crisis communications advice and services to help our clients manage overall positioning and specific events affecting reputation and market value. We work on behalf of multinational corporations, smaller public and private companies, investment firms, professional services firms, educational and cultural institutions, and high profile-profile individuals.



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O'Dwyer's guide to HEALTHCARE COMMUNICATIONS

5W PUBLIC RELATIONS

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Ronn D. Torossian, President &

Since 2003, New York Citybased 5W Public Relations (5W) has worked with world-class and emerging brands, corporations, consumer companies, technology companies of all shapes and sizes, healthcare interests, regional businesses, non-profits, and high profile individuals to help them achieve their strategic public relations and marketing objectives across a broad range of interests.

5W practice areas include Consumer Brands, Food & Beverage, Health & Wellness, Travel & Hospitality, Technology, Beauty, Entertainment, Nonprofit, Corporate Communications and Reputation Management, Public Affairs, Crisis Communications, and digital strategy. Resourceful, innovative, and nimble, 5W works hard, thinks big, and delivers successful, game-changing results.

5W's team of 130 knowledgeable, tenacious, and passionate professionals understand how to leverage any story, and direct the conversation to your best advantage. We develop and execute novel and fresh ways for our clients to connect with their target audiences in memorable ways. As a result, we measurably increase the positive results of their communication efforts. Our diverse roster of client experience includes Sparkling ICE, Medifast, Walgreens/Duane Reade, DigitalOcean, KRUPS, Anheuser Busch, Camp Bow Wow, L'Oreal, AEROSOLES, Jane Iredale, T-Fal, GoHealth, Zeta Interactive, and other publicly traded companies, consumer brands, technology companies, start-ups and personalities.

Our programs lead to award winning recognition, including PR Agency of the Year, PR Executive of the Year. Product Launch of the Year, Business to Business Program of the Year and Digital/Social Media Campaign of the Year, among others.

ALLIDURA CONSUMER

450 West 15th Street, Suite 700 New York, NY 10011 212/229-8400 Fax: 212/229-8496 www.inventivhealth.com/Allidura info@allidura.com twitter: @allidura blog: allswell.allidura.com

Who we are: 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.

Expertise: Allidura 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 analytics. 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 com-

Allidura is a part of the inVentiv Health Public Relations Group, which is powered by inVentiv Health, a global professional services organization designed to help the biopharmaceutical industry accelerate the delivery of much-needed therapies to market. Learn more at inVentivHealth.

BEEHIVE STRATEGIC COMMUNICATION

1021 Bandana Blvd. E., Suite 226 St. Paul, MN 55108 651/789-2232 www.beehivepr.biz

Lisa Hannum, President & CEO Nicki Gibbs, Senior Vice President Ayme Zemke, Vice President Steve Mann, Vice President

Beehive Strategic Communication is best known for fresh insights, creative strategies and positive connections that create enduring value for our clients.

We are inspired by the global movement toward purpose-driven businesses and are committed to using the power of communication to build better businesses for a better world. Our expertise includes research, communication strategy, brand positioning, employee engagement and internal communication, public relations, social and digital marketing, and crisis communication

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

BIOSECTOR 2

450 West 15th Street, Suite 602 New York, NY 10011 212/845-5600 www.inventivhealth.com/B2 twitter: @biosector2 h2view biosector2 com shauna.keough@inventivhealth.

Who we are: 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

Expertise: B2 builds brands and grows markets for companies driving innovation across a variety of disease states, and our main goal is to create measurable behavior change for our clients' most important stakeholders. Our capabilities to deliver against this goal go beyond traditional public relations, incorporating issues management, digital & social media, corporate branding, research & analytics and more. Our dynamic, insightful approach allows us to solve today's problems while uncovering tomorrow's opportunities.

Biosector 2 is a part of the in-Ventiv Health Public Relations Group, which is powered by in-Ventiv Health, a global professional services organization designed to help the biopharmaceutical industry accelerate the delivery of much-needed therapies to market. Learn more at inVentivHealth.

BLISS INTEGRATED COMMUNICATION

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Michael Roth, Healthcare Practice Leader Vicky Aguiar, Vice President

Bliss Integrated Communication's Healthcare Practice spans the life sciences and healthcare continuum. We are a strategic partner to pharmaceutical, biotech and medical device/diagnostics companies, advocacy and professional groups, as well as hospitals, medical technology and informatics companies. Bliss has a tight grasp on the business of healthcare, understanding that the complex system of payer operations impacts the entire industry and the work that we do. To support our clients' needs most effectively, we focus on three core disciplines: corporate communication (portfolio & internal), product communication and thought leadership (client and third party) communication.

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. Bliss works directly with senior marketing, medical and communications executives, as well as patient stakeholders, to cut to the heart of the matter and gain alignment on aspirations and achieve realistic outcomes. Our clients trust Bliss as a long-term partner to set an integrated strategic communication path and execute new, creative ways to first meet, and then exceed business objectives.

BREWLIFE

50 Francisco Street, Suite 103 San Francisco, CA 94133 415/362-5018 info@brewlife.com http://brewlife.com

Andrea Johnston, 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.

CENTRON PUBLIC RELATIONS

1745 Broadway, 21st Floor New York, NY 10019 212/532-0909 http://www.centronpr.com/

Erinn White, President & CEO Stacey Gandler, 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 manage-

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.

CHAMBERLAIN HEALTHCARE PR

450 West 15th Street, Suite 405 New York, NY 10011 212/884-0650 inventivhealth.com/chamberlain Christie.Anbar@inventivhealth.com

Who we are: At Chamberlain, we are passionate about translating science into meaningful stories that inspire action. At the end of every day, if we have empowered consumers and providers to create better health outcomes, then we know we've done our job. That's why, for more than 20 years, our clients from Fortune 500 pharmaceutical companies to small non-profit patient groups — have relied on us to communicate their information to the audiences that really matter.

Expertise: Chamberlain offers a complete suite of communications services fully matched to today's technological and geographic realities. Our teams' experience ranges from digital and social media to corporate communications, to advocacy, data strategy and management and more.

Chamberlain is a part of the in-Ventiv Health Public Relations Group, which is powered by in-Ventiv Health, a global professional services organization designed to help the biopharmaceutical industry accelerate the delivery of much-needed therapies to market. Learn more at inVentivHealth.com.

CHANDLER CHICCO AGENCY

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info@ccapr.com

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

Expertise: CCA sets the standard in delivering best-in-class communications in a collaborative, flexible environment where creativity reigns and clients come first. For 20 years, we have achieved 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 a part of the inVentiv Health Public Relations Group, which is powered by inVentiv Health, a global professional services organization designed to help the biopharmaceutical industry accelerate the delivery of much-needed therapies to market. Learn more at inVentivHealth.com.

COMMUNICATIONS STRATEGY GROUP

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Shannon Fern, Senior Vice President, Health & Wellness

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

Our philosophy is simple: we do good work for good people and are committed to helping people live healthier lives. This mantra drives our team's dedication to providing thoughtful and impactful public relations support to organizations in the health and wellness fields.

At CSG, our work is rooted in what we call a content value exchange. Essentially, this means we are dedicated to gaining a deep understanding of our clients' core audiences, developing strategies that deliver compelling content

that inspires action and constantly measuring the effectiveness of our work to ensure continuous improvement

Clients we have worked with: Cochlear Americas, CorePower Yoga, HealthONE, Holidav 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 strategic communications to improve human health around the world. 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

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

COONEY WATERS UNLIMITED

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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.com

COOPERKATZ & COMPANY, INC.

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

Ralph Katz, Principal Anne Green, President / CEO

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: Alliance to Advance Patient Nutrition, an interdisciplinary partnership to improve hospital outcomes (with Abbott Nutrition); Memorial Sloan Kettering Cancer Center; The Physicians Foundation, a non-profit supporting physician practice; AHIMA (American Health Information Management Association); 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. We've also supported consumer health and wellness initiatives.

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

CROSBY

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

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

Joel Machak, Executive Creative Director

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

communities.

The firm's Healthcare Practice serves hospitals and health systems, health plans, physician groups, technology and service providers, seniors housing, health advocacy groups and Federal 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 behavior-change campaigns.

Crosby ranks among the top health communications agencies in the country. Clients include Kaiser Permanente, Saint Agnes Hospital, Military OneSource, Agency for Healthcare Research and Quality (AHRQ), Social Security Administration, Health Resources and Services Administration (HRSA), Substance Abuse and Mental Health Services Administration (SAMHSA), Sagepoint Senior Living Services, and Quality Health Strategies. Crosby has offices in Annapolis, Md., and Washington, D.C.

CROSSWIND MEDIA & PUBLIC RELATIONS

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Thomas Graham, President &

Angela Dejene, Executive Vice President Jake Clements, Vice President Rich Oppel, Senior Advisor

Arnold García. Senior Advisor Tom Goff, Strategic Corporate Counsel

Corporate affairs, senior executive media positioning, crisis and issues management, thought leadership, digital & social media, employee communications, government & public affairs, healthcare, investor & financial relations, lifestyle & entertainment, market intelligence, marketing, media relations, trade shows & special events.

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.

DIDIT **COMMUNICATIONS**

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Dave Pasternack, CEO/Co-found-Kevin Lee, Exec. Chmn./Co-found-Renee Marquardt. COO Jeannette Boccini, Lucy Siegel and Mark Simon, EVPs Liz Burke, Marie Cacciato, Keiko Okano and Ana Raynes, VPs

Didit Communications, the public relations division of privately-held integrated communications agency Didit, provides a full range of traditional and digital PR services led by senior professionals who work hands-on with clients to build recognized, respected brands. Clients benefit from a truly integrated service team that recommends the best-suited strategies and solutions, whether they include PR, other marketing disciplines or both.

B2B and B2C healthcare PR experience includes strategic communications for life sciences, medical device and personal care products and companies; hospitals; and non-profits. Special expertise includes market entry and startup PR for clients from Europe and Asia as well as North America. Heavy emphasis on analytics to measure progress and ROI.

Didit has been recognized as an Inc. 500, Deloitte Fast 50 and Fast 500 marketing industry leader.

DODGE COMMUNICATIONS

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

Brad Dodge, President Elisabeth Deckon, Senior VP Chowning Johnson, Senior VP

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We Build Brands, Create Value, and Get Results









212.999.5585 | info@5wpr.com

See what we can do for you at www.5wpr.com



Learning how to swim is one of the Pool Safely campaign's Simple Safety Steps that Save Lives. The award-winning campaign, developed by Widmeyer Communications, a Finn Partners Company, has been run by the agency for six years, teaching parents and caregivers important tips on how to keep their families safer around the water.

DODGE COMMUNICATIONS

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You innovate. We'll tell the world. Dodge Communications is a trusted partner for companies in the healthcare, biotech and life sciences industries. We are experts at developing and executing incisive, tightly integrated communications programs for clients of all sizes, from startups to publicly traded companies. Our full-service, integrated approach combines public relations, marketing and digital media as one cohesive function to drive visibility, credibility and growth for our clients. By leveraging a combination of proven and out-of-the-box strategies tailored to each customer we serve, we enable our clients to deliver a more consistent message and better engage prospects at critical points throughout the sales cycle for sustainable, measurable results. Since 2001, our expertise, dedication and drive has helped nearly 300 companies reach their business goals. And in the process we've won numerous awards for creativity, content development, agency growth and company culture.

FINN PARTNERS

301 East 57th Street New York, NY 10022 212/715-1603 www.finnpartners.com @FinnPartners #FPHealth Gil Bashe, Managing Partner/ Global Health

Chantal Bowman-Boyles, Managing Partner/London

Jessica Ross Burke, Managing Partner/DC

Nicole Cottrill Partner/Nashville Joe Foster, Partner/West Coast Glenn Jasper, Senior Partner/ .lerusalem

Kristie Kuhl. JD. Senior Partner/ New York

Emily Shirden, Partner/Detroit Ovidio Torres, Partner/Chicago

Navigating an uncharted and ever-changing health landscape requires experience and foresight. Finn Partners, with the fastest growing Health Practice in the U.S., offers a bold vision and expertise in delivering innovative payer, provider, patient advocacy, health policy and product-innovation communications solutions. We're known for crafting real-world solutions for an industry centered on people and access-tocare. All with amazing results.

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

Finn Partners — and its DVL/ Seigenthaler, Lane PR 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 with Let's Win; 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 Amarin, Aralez, Arterys, Centerstone, Clarity, EarlySense, Epstein Becker Green, Equashield, The Galien Foundation, Jonas Center for Nursing, LifePoint Health, The Lustgarten Foundation, NuSirt Biopharma, Operation Smile, Seal Software, Sterling Partners and Veterans Healthcare. Regardless of the sector, all our clients focus on the most important part of the health system: patients.

GCI HEALTH

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

Wendy Lund, CEO

GCI Health has a singular vision: to be the best healthcare agency in the world renowned for unrivaled talent, forward-thinking capabilities, unrelenting client service and an energizing workplace. This vision informs our culture of "doing something different" and reinforces our agency's values of going above and beyond the call of duty for our clients, exhibiting flawless execution and challenging the status quo. We encourage our employees to continually think about creating opportunities and anticipating the challenges of a dynamic and complicated industry and pushing ourselves to dream bigger for our clients. We are driven by innovative science and the power of today's patient.

Our brand is built on "Redefining Healthcare Communications," and we continue to evolve our services to remain in sync with our clients' needs and industry transformation. We are rooted in offering public relations expertise and thought leadership tailored to helping our diverse roster of clients in the evolving healthcare space succeed. The top-notch quality of our staff, cutting-edge programming, unparalleled dedication and service to our clients, makes GCI Health a top leader in healthcare communications.

HAGER SHARP

1030 15th Street, NW, Suite 600E Washington D.C. 20005 202/842-3600

202/842-4032

Jennifer Wayman, MHS, President & CFO

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: 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.

H+K STRATEGIES

466 Lexington Avenue, 4th Floor New York, NY 10017 212/885-0300 www.hkstrategies.com

David Bowen. Global Healthcare Practice Lead (david.bowen@ hkstrategies.com) Penny Mitchell, US Healthcare Practice Lead (penny.mitchell@ hkstrategies.com)

At H+K, we believe in purpose driven communications, going beyond delivering profit or shareholder value to the very root of our clients' reasons for being.

This model works at the intersection of insight, innovation and creativity to put purpose at the heart of communications. This gives authenticity, credibility and durability for engagement with clients' target audiences, creating campaigns that touch audiences and craft stories in which they have a real part to play.

Headquartered in New York. our 200+ experts worldwide have been on the front lines shaping and delivering tomorrow's healthcare: writing Federal legislation including the Affordable Care Act, reporting from operating rooms in war zones, nursing patients to health, pioneering self-publishing,

creating novel public-private partnerships and directing marketing communications for leading health companies.

ICR

685 Third Avenue, 2nd Floor New York, NY 10017 Fax: 646/277-1201 www.icrinc.com

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

Established in 1998, ICR partners, with companies to develop and execute strategic communications programs and advisory services that achieve business goals, build credibility, and enhance the long-term value of the enterprise. The firm's highly differentiated service model, which pairs capital markets veterans with senior professionals. communications brings deep sector knowledge and relationships to clients in more than 20 industries. Today, ICR is one of the largest and most experienced independent advisory firms in the world, maintaining offices in Boston, Connecticut, Los Angeles, New York, San Francisco, Hong Kong and Beijing.

INVENTIV HEALTH PUBLIC RELATIONS GROUP

450 West 15th Street. Suite 700 New York, NY 10011 212/229-8400 Fax: 212/229-8496 www.inventivhealth.com/PR prgroup@inventivhealth.com Twitter: @inventivPR blog.inventivhealth-pr.com

Who we are: The global public relations group of inVentiv Health helps launch brands and build the reputations of companies working to improve human health. Our teams create communications that enhance brand perception, drive engagement, activate behavior shifts, and deliver on the bottom line.

With an integrated approach to communications, inVentiv Health Public Relations Group includes four agencies - Allidura Consumer, Biosector 2, Chamberlain Healthcare PR and Chandler Chicco Agency - that offer best-inclass capabilities spanning public relations, digital and social media, medical and scientific education, and research and analytics.

The broad scope of inVentiv Health Public Relations Group is powered by inVentiv Health, a global professional services organization designed to help the biopharmaceutical industry accelerate the delivery of much-needed therapies to market. Learn more at inVentivHealth.com.

JARRARD PHILLIPS **CATE & HANCOCK,** INC.

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

Based in Nashville, Tenn., with an office in Chicago, Jarrard Phillips Cate & Hancock, Inc. is a U.S. top 15 strategic communications and engagement firm for the nation's leading healthcare providers experiencing significant change, challenge or opportunity. Founded in 2006, the firm has worked with more than 300 clients in more than 40 states and served as a communications advisor on more than \$32 billion in announced M&A and partnership transaction communications. A proven strategy leader, Jarrard Inc. delivers tightly focused issue management campaigns and long-term transformational initiatives designed to advance healthcare providers' most important goals. For more information, visit jarrardinc.com or follow us @JarrardInc or @Jarrard IB.

JPA HEALTH COMMUNICATIONS

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

Carrie Jones, Principal Michael O'Brien and Diane Wass, Managing Directors Ken Deutsch, Exec. VP

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

At JPA, we are passionate about our work and always strive to exceed expectations. One of the ways we do this is by focusing exclusively in healthcare. Our senior leadership has decades of industry experience understanding the unique



Landis Communications celebrates its 25th anniversary.

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.

Rapidly growing, JPA has offices in Washington, Boston and London; it is a member of IPRN, the world's leading independent public relations agency network.

LANDIS COMMUNICATIONS INC.

1388 Sutter St., #901 San Francisco, CA 94109 415/561-0888 Fax: 415/561-0778 info@landispr.com www.landispr.com

Named America's #1 Healthcare PR Agency (Ragan's Ace Awards), San Francisco-based Landis Communications Inc. (LCI) represents healthcare organizations not just in California, but nationally and globally as well. With more than 25 years in business, award-winning LCI provides integrated PR, digital, social media, branding and marketing strategies that work. Our healthcare clients include: University of California at San Francisco (UCSF) Medical Center, Lucile Packard Children's Hospital Stanford, Johnson & Johnson, Global Alzheimer's Platform, Merck, Brain Health Registry, Planned Parenthood, OnLok Senior Health Services. Crestwood Behavioral Health and more. For your healthcare public relations needs, please visit LCI online at: www.landispr.com. For further information. please contact Ms. Brianne Miller, Business Development Manager, LCI: brianne@landispr.com or call us at: 415/561-0888.

LAVOIE HEALTHSCIENCE

One Thompson Square, Suite 403 Boston, MA 02129 617/374-8800 Idescenza@lavoiehealthscience. www.lavoiehealthscience.com

Donna L. LaVoie, President and CEO

Beth Kurth, VP, Investor Relations Ben Navon, AVP, Public Relations Lisa DeScenza, Senior Director, Special Projects

With a passion for innovation for the benefit of humankind, LaVoie-HealthScience provides strategic communications, investor relations and public relations services to biotech, pharmaceutical, medical device and digital health companies.

We design and execute strategic communications programs that make our clients, technologies, products and services known, understandable, approachable and relevant. Through our proprietary process, LHS ImmersionTM, we prodevelop communications grams that build value, awareness and differentiation. Starting with leadership collaboration and the involvement of select external stakeholders, LaVoieHealthScience uses the methodology to optimize credibility, visibility and valuation for its client companies. We bring 15 years of case studies and over 100 proven strategies to our clients.

Continued on page 64

LaVOIEHEALTHSCIENCE

Founded in 2001, LaVoieHealth-Science is a trusted advisor. Celebrating its 15th anniversary, the firm has received 28 awards over the past seven years in recognition of the work it has done for emerging and established industry leaders in life sciences, pharmaceuticals and government.

Select clients include: Abpro Labs. Biotechnology Innovation Organization (BIO), Cydan Development, Hydra Biosciences, Imara, NewLink Genetics, Newron Pharmaceuticals SpA, Origenis GmBh and Oticon Inc.

L.C. WILLIAMS & **ASSOCIATES**

150 N. Michigan Avenue Suite 3800 Chicago, IL 60601 312/565-3900 Fax: 312/565-1770 info@lcwa.com www.lcwa.com

Kim Blazek Dahlborn. President and CEO Shannon Quinn, Executive Vice President

For more than 30 years, L.C. Williams & Associates (LCWA) has planned and implemented public relations strategies and programs for numerous healthcare organizations including work in fields such as pediatrics, dentistry, rehabilitation, sleep medicine, vascular surgery, nursing, accreditation and urgent care, as well as for hospitals and insurance companies.

Our mid-sized, full-service firm offers clients thoughtful counsel and creative solutions in response to the ever-evolving healthcare landscape through issues management, branding, positioning, media relations and more.

One area of specialty is LCWA's extensive experience with healthcare associations to help them meet a variety of communications objectives that target the profession and consumers. We understand the nuances of working with an association with a variety of interests and priorities — from the board of directors and various committees to the executive director and staff.

Current and recent healthcare clients include Accreditation Association for Ambulatory Health Care, Accreditation Council for Graduate Medical Education. American Academy of Sleep Medicine, American Association of Endodontists, American Nurses Association, American Dental Association, Eye Health Life Health Coalition, Swedish Covenant Hospital, UnitedHealthcare and Urgent Care Association of America.

LOVELL COMMUNICATIONS

2021 Richard Jones Rd., Suite 310 Nashville, TN 37215

615/297-7766 Fax: 615/297-4697 rosemary@lovell.com www.lovell.com Twitter: @LovellComm

Rosemary Plorin, President & CEO

Rebecca Kirkham, Senior Vice President

Dana Coleman, Vice President Robin Embry, Vice President Nicole Kleinpeter, Vice President Susanne Powelson, Vice Presi-

Lovell Communications protects brand reputations and helps companies build and grow their businesses with marketing creativity and strategic public relations. We are nationally recognized for our depth of knowledge and experience in essentially every sector of healthcare

We've provided strategic communications, marketing support and crisis communications management to more than 2,000 notfor-profit, faith-based and investor-owned hospitals and ancillary service companies across the coun-

From issues management and CON communications to regulatory issues and internal programs, our team has experience helping hospitals and health systems navigate the ever-changing challenges of healthcare for nearly 30 years.

Our team has meaningful relationships with editors, reporters, innovators, investors and business leaders throughout the country. We bring all of these resources to bear when developing and executing marketing and communications strategies for our clients.

Our firm — and the talented individuals who make it remarkable - has been recognized with hundreds of national, regional and local awards.

MARKETING **MAVEN**

135 East 57th Street, 4th Floor New York, NY 10022 212/967-5510

www.MarketingMavenPR.com

Los Angeles Headquarters 310/994-7380

Lindsey Carnett, CEO & President lindsey@marketingmavenpr.com Natalie Rucker, VP of Business Development natalie@marketingmavenpr.com John Krisiukenas, Managing Director, NY johnk@marketingmavenpr.com

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.

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 com-

MCS HEALTHCARE PUBLIC RELATIONS

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

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

For the last three decades, MCS has remained a constant fixture in an ever-changing media marketplace by adapting and innovating as rapidly as the science itself. From our earliest assignment celebrating the eradication of smallpox, to announcing the results of the world's first cardiovascular

mega-trials, to the design of PR programs that move the needles for many of today's blockbuster brands, 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.

As an independent specialty shop solely focused on healthcare, we think of ourselves as a swift boat among battleships: small but sturdy; nimble and reliable; and best-suited for operations that are difficult, demanding and unique. Everyone here 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 passionate about what we do. We are data wonks, pop-culture junkies, and nerdy, notorious spell-checkers. And we're sticklers for ensuring the availability of senior counsel, on your team and in your trenches, every day.

When it comes to media relations, we want home runs, not just hits. You have an important perspective to communicate, and only a quality article inclusive of your brand's attributes constitutes a win. As part of our daily media monitoring, we evaluate each article's impact on your brand and proactively answer the questions, "so what?" and "what now?"

We are a highly collaborative bunch that believes in the pollination of ideas across all brand communications. We welcome the opportunity to partner with your creative agencies, co-marketers and cross-functional colleagues to deliver results more efficiently and with a holistic vision of the brand's success

MERRITT GROUP

8251 Greensboro Drive. Suite 600 McLean, VA 22102 703/390-1500 703/390-1519 www.merrittgrp.com

220 Montgomery Street, Suite 640 San Francisco, CA 94104 415/247-1660 Alisa Valudes Whyte, CEO, Senior Partner Thomas Rice, EVP, Partner John Conrad, EVP, Partner Jayson Schkloven, EVP, Partner Shahed Ahmed, SVP, Partner Matt Donovan, VP of Healthcare Practice

Merritt Group is a nationally recognized PR, marketing and creative agency with offices in Wash-

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NCOA
Personalization / Variable Data



TARGETER®
Broadcast Faxing
E-mail Targeting
Media Contact System

MERRITT GROUP

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ington, DC and San Francisco and clients across the U.S. Our team is comprised of more than 50 professionals including PR practitioners, social media experts, digital/interactive strategists, researchers, marketers, content creators, designers and videographers. 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 campaigns.

For more than 12 years, our team has worked with major healthcare provider networks, insurance providers, health IT innovators, HHS contractors, telehealth and 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 the complex and highly evolving healthcare space, as well as a robust toolkit to support our clients' most critical business objectives.

PAN COMMUNICATIONS

255 State St., 8th Floor Boston, MA 02109 617/502-4300 info@pancomm.com www.pancommunications.com

Boston I San Francisco I Orlando **INYC**

Philip A. Nardone, President & Mark Nardone, Executive Vice President Elizabeth Famiglietti, EVP, Human Resources Rob Adler, EVP & Managing Director Gary Torpey, EVP Finance Lisa Astor. Senior Vice President Gene Carozza, Senior Vice President

PAN Communications is a data-focused integrated marketing communications agency servicing technology, healthcare and consumer tech brands. A strong midsize independent firm with offices in Boston, San Francisco, Orlando and New York, PAN delivers insight-driven, measurable public relations programs for leading and emerging brands nationally and globally such as SAP, MediaMath, RSA, GreatCall, BlueCoat, Maestro Health, Quanterix, roOomy and Dyn, to name a few.

With a staff of 100+ professionals, PAN offers agility and personalized service while leveraging national and international relationships to manage large scale communications programs. The agency provides today's modern marketers with impactful communications, influencer relations, social media and digital services across desired channels driving consistent engagement and impactful brand awareness.

PEPPERCOMM, INC.

470 Park Ave. South, 4th Floor N. New York, NY 10016 212/931-6100 hello@peppercomm.com www.peppercomm.com

Steve Cody, Co-CEO and Co-Founder Ed Moed, Co-CEO & Co-Founder Ted Birkhahn, Partner & President Ann Barlow, Partner & President, West Coast Deborah Brown, Partner & Managing director Jacqueline Kolek, Partner & Managing director 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 and London. Founded in 1995 by Steve Cody and Ed Moed, Peppercomm began as a B2B PR agency with a focus on financial and professional services and technology. Today, it has grown to include consumer lifestyle and hospitality.

With a deep understanding of highly-regulated industries, helping clients see around the corner and determine what's next sets Peppercomm apart from other integrated communications and marketing firms. It enables us to push boundaries while mitigating risk for clients in financial and professional services, consumer, B-to-B and multi-industry sectors. Our integrated team of specialists work together to create cohesive campaigns that leverage the right communications and marketing vehicles across all touchpoints.

Our unique approach and dynamic workplace attract the best talent who, in turn, help us win and retain the best clients. While we've won countless awards, we're most proud of being named Best Place to Work in New York City by Crain's New York Business and a 2016 Best Workplace for Women by Great

Place to Work® and Fortune.

Our love of what we do combined with years of deep category experience shapes our work. We engage 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.

Services include Branding, Content Strategy & Development, Creative Services, Crisis Management, Digital Solutions, Experiential, Insights & Strategy, Licensing, Public Relations & Social Media and Research & Measurement.

PERRY COMMUNICATIONS **GROUP**

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

Kassy Perry, President/CEO Julia Spiess Lewis, Senior Vice Jennifer Zins, Vice President

Perry Communications Group (PCG) is an award-winning, full service strategic communications firm. Led by Kassy Perry, PCG shapes ideas, galvanizes opinions and influences decisions ultimately leading to social change. The PCG team helps clients positively impact pressing issues not only in Sacramento, but also throughout California and the U.S. PCG tackles pressing health care issues including those dealing with public health, health care reform, foster youth and chronic diseases.

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

Current health care clients include: Bonnie J. Addario Lung Cancer Foundation. California Chronic Care Coalition, California Association of Area Agencies on Aging, Hepatitis C Task Force,

NAMI California, Partnership to Fight Chronic Disease, Pharmaceutical Research & Manufacturers of America.

PUBLIC COMMUNICATIONS INC.

Partner in The Worldcom Public Relations Group

1 E. Wacker Drive, 24th Floor Chicago, IL 60601 312/558-1770

lets_talk@pcipr.com www.pcipr.com

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.

consistently 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 en-

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

More than a third of our healthcare clients have staved with us 10 years or more with several exceeding 20-year partnerships. Our success grows from truly listening

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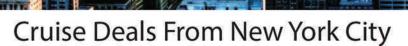
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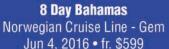








Business Travel

























The Reis Group celebrated National Sunglasses Day on June 27 to support UV eye protection and overall vision health on behalf of their client, The Vision Council. According to a recent report from The Vision Council, only 31 percent of U.S. adults wear UV-protective sunglasses every time they go outside.

PUBLIC COMMS., INC.

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to, and talking with, our clients. We then create solutions and deliver quality service and results that meet or exceed our clients' goals.

RACEPOINT GLOBAL

53 State Street. 4th Floor Boston, MA 02109 617/624-3200 www.racepointglobal.com

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 vour customers, their psychology and how they consume information. The key is our propri-

The November issue of O'Dwyer's will profile technology PR firms. If you would like to be profiled, 646/843-2080 or

etary 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.

RASKY BAERLEIN STRATEGIC COMMUNICATIONS

70 Franklin St., 3rd Flr. Boston, MA 02110 617/443-9933

1825 I St., N.W., Suite 600 Washington, DC 20006 202/530-7700

Rasky Baerlein Strategic Communications (RBSC) is a nationally recognized public and government relations firm with more than a decade of experience providing exceptional client service to healthcare organizations that operate at the intersection of business, politics and media.

With offices in Boston and Washington, D.C., RBSC offers a comprehensive range of services including media strategy and public relations, government relations, reputation management, crisis communication and digital media to healthcare clients that include hospital systems, insurers, medical device and life sciences companies, nonprofits and advocacy organizations.

As an independent firm, RBSC has the flexibility and resources to address complex challenges with a commitment to serve our clients' interests first. We are dedicated to providing consistent, strategic hands-on engagement at all levels, as each client team — including the senior professionals — is highly engaged, from beginning to end of each client engagement.

THE REIS GROUP

1300 19th St., N.W., Suite 600 Washington, D.C. 20036 202/868-4000 www.TheReisGroup.com

Sharon Reis, Principal Tamara Moore, VP Lauren Musiol, Mng. Supervisor Hieu Nguyen, Mng. Supervisor Peter Pearl, Sr. Counselor

The Reis Group is a public relations firm specializing in health, healthcare, science, and social issues. Our team of seasoned public relations professionals works closely with clients to raise their profile nationally among targeted audiences, to draw needed awareness and attention to pressing issues

Our expertise spans all aspects of strategic communications planning. Working closely and collaboratively with our clients, we develop tailored advocacy, public education and media campaigns to meet their needs and produce measurable and meaningful results.

We represent leading foundations, associations, coalitions, health systems, and universities, and work on the issues stakeholders are facing in today's evolving healthcare landscape, including improving patient safety, engaging patients in their care, improving access to high-quality healthcare, advancing new models of care, promoting clinical trials, and encourage healthy lifestyles and behaviors.

We may be based in Washington, DC but our clients and the impact of our work extend across the country and beyond.

Partial client list includes: American Gastroenterological Association, Banner Alzheimer's Institute, Blue Shield of California Foundation, Society for Healthcare Epidemiology of America, Society of Interventional Radiology, Society

to Improve Diagnosis in Medicine and The Vision Council.

REVIVEHEALTH

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

Brandon Edwards, CEO

Outside thinking based on an insider's knowledge of the business of healthcare. Wired to translate complex business challenges into integrated marketing communication strategies that connect brands with how people experience, engage with, and make decisions about healthcare in the real world.

ReviveHealth is the first purpose-built, engagement firm for Health Systems, Health Services, and Health Technology. A Top 10 healthcare agency, we have decades of senior-level experience working for and representing some of healthcare's leading and largest brands.

Through insights and strategy, we help our clients make informed, efficient, and effective decisions. Our proprietary suite of services — BrandBuilderSM | StoryTellerSM | MarketLeaderSM | BrandProtectorSM — offer clients best-in-class strategies that are highly customizable and scalable, depending on specific needs, internal resources, and budget.

As part of the Weber Shandwick family, we bring clients just the right mix of solutions: boutique healthcare specialists plus the depth, breadth, capabilities, and relationships of a global agency.

SACHS MEDIA **GROUP**

114 S. Duval St. Tallahassee, FL 32301 850/222-1996 Fax: 850/224-2882 www.sachsmedia.com Facebook.com/SachsMedia Twitter.com/SachsMediaGrp

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

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.

SARD VERBINNEN & CO

630 Third Ave., 9th Flr. New York, NY 10017 212/687-8080 Fax: 212/687-8344 inquiries@sardverb.com www.sardverb.com

George Sard, Chmn. & CEO Paul Verbinnen, Pres.

Sard Verbinnen & Co is a leading strategic corporate and financial communications firm. We provide communications counsel and services to clients including multinational corporations, smaller public and private companies, investment firms, financial and professional service firms, and high-profile individuals.

The firm's highly experienced professionals provide senior sound, objective advice and execution support to clients across a broad spectrum of industries. Our work encompasses corporate positioning, media relations and investor relations, transaction communications, litigation support, crisis communications, special situations, and social media and online communications

SEVENTWENTY STRATEGIES

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TOGORUN

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Recently named PRWeek Global's 2016 International Agency of the Year (highly commended) and winner of the SABRE Award for Superior Achievement in Reputation Management, TogoRun is a mission-based health and well-being communications agency dedicated to outstanding client service and exceptional multichannel solutions. We are an inspired, full-service agency with offices in New York, Washington, D.C., Boston, Los Angeles and London. Togo-Run specializes in integrated public relations, marketing, branding, advocacy and public affairs covering the pharmaceutical, biotech, medical device, health insurance, hospital, non-profit/association, medical aesthetics and beauty industries.

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Continued on page 70



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TOGORUN

_Continued from page 69

Companies to Work For in the U.S; winning 2015 "Best Twitter Campaign" by PR News Platinum; winning the PRWeek Global 2014 Corporate Social Responsibility Award; being named one of PR News' 2014 "Best Places to Work in PR"; and being shortlisted by PRWeek in 2014 Small Agency of the Year. TogoRun also is 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 Communiqué Excellence Award in International Media Relations

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Maryellen Royle, Global CEO

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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.

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WCG

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Jim Weiss, Founder & CEO, W2O 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.

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.

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Laura Schoen, President, Global Healthcare Practice

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

ZENO GROUP

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Barby K. Siegel, Chief Executive Officer

Nancy Ruscheinski, Chief Operating Officer Ame Wadler, Managing Director, Global Health

The healthcare environment around the world is undergoing a revolution, driven by a rapidly aging population, a consumerization of health consumption, rapid advances in innovation and pressure to deeply reduce costs. This dramatic shift in the healthcare system is being experienced around the world from the developed marketplaces of Western Europe and North America to emerging economies. Health at our fingertips, the hospital as healer and destination, health at home — all are challenging healthcare companies to think differently.

Zeno Health focuses on anticipating these shifts and helping clients to navigate a disruption to legacy standards of operations and communications. We provide insights and experience to help clients reposition their offerings to create better connections with healthcare providers and consumers to deliver better outcomes and quality of care. From translating science into compelling stories to engaging with influencers and advocacy to deliver programs that motivate healthy behaviors, Zeno Health helps clients motivate their customers to become part of their vision. Our channel agnostic approach has been applied to new product approvals, data dissemination and patient and caregiver activations. Additionally, we are believers in the power of employees as the best champion of a healthcare company's story. Our leadership initiatives have placed executives in front of audiences as diverse as policymakers, physicians and celebrities to unite behind a passion and a cause. With experience in virtually every therapeutic area and with health systems around the world, Zeno understands that while science lives on a global stage, healthcare is personal. Zeno Health makes our clients' business our personal mission.

We're nimble entrepreneurs who collaborate around the world and stand alone as a truly global midsize agency. Zeno is a DJE Holdings Company. For more information, visit us at www.ZenoGroup. com. O

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

	Firm	Net Fees (2015)	Firm	Net Fees (2015)
1.	Edelman, New York, NY	\$145,016,490	35. Sachs Media Group, Tallahassee, FL	1,200,633
2.	W20 Group, San Francisco, CA	71,600,000	36. Bliss Integrated Communication, New York, N	
3.	APCO Worldwide, Washington, DC Ruder Finn, New York, NY	29,633,800	37. CooperKatz & Co., New York, NY	1,072,936
4.	Spectrum, Washington, DC	25,800,000	38. Standing Partnership, St. Louis, MO	1,024,364
5. 6.	Cooney Waters Unlimited, New York, NY	14,840,000 14,020,725	39. L.C. Williams & Associates, Chicago, IL40. French West Vaughan, Raleigh, NC	1,017,121
7.	ReviveHealth, Nashville, TN	10,000,500	41. Inkhouse Media + Marketing, Waltham, MA	975,000
8.	Finn Partners, New York, NY	9,942,000	42. Crosswind Media & Public Relations, Austin, 7	828,563 X 760,000
9.	Crosby, Annapolis, MD	8,199,236	43. Rosica Communications, Paramus, NJ	674,687
	WE, Bellevue, WA	7,853,000	44. Merritt Group, McLean, VA	659,500
	Dodge Communications, Alpharetta, GA	7,736,000	45. Regan Communications Group, Boston, MA	657,000
	PadillaCRT, Minneapolis, MN	7,718,617	46. Jackson Spalding, Atlanta, GA	501,562
	Makovsky, New York, NY	7,450,000	47. Status Labs, Austin, TX	500,358
	Jarrard Phillips Cate & Hancock, Brentwood, TN		48. Landis Communications, San Francisco, CA	475,000
	Zeno Group, New York, NY	6,734,639	49. Didit Communications, LLC, New York, NY	445,099
	JPA Health Communications, Washington, DC	6,056,952	50. Pierpont Communications Inc., Houston, TX	432,894
17.	Coyne PR, Parsippany, NJ	4,973,721	51. Gregory FCA, Ardmore, PA	400,000
18.	Racepoint Global, Boston, MA	4,691,575	52. Schneider Associates, Boston, MA	394,503
19.	KYNE, New York, NY	4,592,165	53. rbb Public Relations, Miami, FL	388,368
20.	MCS Healthcare Public Relations, Bedminster, N	J 4,339,299	54. North 6th Agency (N6A), New York, NY	356,478
21.	RF Binder Partners, New York, NY	4,036,065	55. Trevelino/Keller, Atlanta, GA	350,000
22.	Gold PR, Corona, CA	4,000,000	56. Prosek Partners, New York, NY	290,000
23.	5W Public Relations , New York, NY	3,800,000	57. SPM Communications , Dallas, TX	262,500
24.	Rasky Baerlein Strategic Comms., Boston, MA	3,599,809	58. Red Sky PR, Boise, ID	239,021
25.	Public Communications Inc., Chicago, IL	3,125,777	59. Perry Communications Group, Sacramento, CA	225,171
26.	Hunter PR, New York, NY	3,000,000	60. Marketing Maven PR, Camarillo, CA	220,291
27.	LaVoieHealthScience, Boston, MA	2,517,515	61. Greentarget Global LLC, Chicago, IL	194,000
28.	Beehive Strategic Communication, St. Paul, MN	2,035,569	62. Maccabee, Minneapolis, MN	165,817
29.	Lovell Communications, Nashville, TN	2,000,000	63. WordWrite Communications LLC, Pittsburgh,	PA 122,170
30.	Moore Communications Group , Tallahassee, FL	1,812,532	64. The Power Group, Dallas, TX	68,028
31.	PAN Communications, Boston, MA	1,579,418	65. Idea Grove, Dallas, TX	63,915
32.	Singer Associates, Inc., San Francisco, CA	1,476,084	66. Weiss PR, Baltimore, MD	53,000
33.	McNeely Pigott & Fox PR, Nashville, TN	1,347,959	67. Rock Orange, Miami, FL	39,958
34.	LEVICK, Washington, DC	1,325,358	68. O'Malley Hansen Communications, Chicago, II	22,645
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How Hillary wins the debates

By Fraser Seitel

t's not breaking news to note that Hillary Clinton is hurting, and not just with pneumonia. From questionable emails to reluctant press conferences to suspicious health issues, Hillary in September suffered

a disastrous public relations month.





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.

Don. In an election where the prevailing public mood to both candidates

is antipathy, the polls in the only states that matter — Ohio, Florida, North Carolina and a handful of others - have recently tightened, and it's likely that the candidates will be in a virtual dead heat throughout the

Those four scheduled head-to-head debates, therefore, could mean the difference in who wins the election.

So what does Clinton have to do to win these debates decisively?

What she doesn't have to do is reinforce her credentials as a policy wonk. She's already proven beyond a shadow of a doubt that she knows far more than her fact-challenged opponent about everything from the global dangers of radical Wahhabism to the economic and social challenges of inner cities to the conundrum of the Syrian refugee crisis. (She even knows where Aleppo is!)

So, Hillary's knowledge base isn't at issue; which means that she doesn't have to, as reports suggest, prepare furiously for her debate showdown with Trump. Indeed, over-preparation for someone whose policy knowledge is so indisputably superior to her opponent's but whose physical stamina is increasingly questioned is a real mistake. And so is relying for debate prep support on the scores of "advisors" who surround her.

Rather than being weighted down by briefing books and confused by too many well-meaning helpers, Hillary should focus on four simple goals to triumph in the debates with the Donald.

First, refuse to play defense

The Trump strategy will be to keep his opponent off kilter by pressing her on defending the Obama record on terrorism, health care, immigration and the rest. Trump needs to keep the focus on her so that he doesn't have to address policy. Mrs. Clinton shouldn't let him get away that easily.

Rather, she should adopt an approach of answering the Trump challenge quickly and succinctly and then turn the spotlight on him, demanding specifics on whatever topic is being discussed.

This strategy depends on Hillary, as Archie Bunker used to say, "stifling herself" on policy elaboration. There's no need to elaborate, but the more she presses Trump on his lack of specificity — or even his lack of the specificity listed on his website — the better she will do. And that also suggests that she must

Second, come back hard

There's little more impressive to viewers or voters than a candidate who appears unscripted and able to think on his or her feet. Indeed, one of Trump's great assets is that, until recently, he was unafraid to speak his mind and was rarely scripted. Hillary, on the other hand, is often accused of being robotic in heavily scripted public appearances. She should flip that script in the debates.

Trump says a lot of things that are false, but rarely do interviewers challenge him (see Matt Lauer). In the debates, Clinton should become a rhetorical cop and call her opponent out whenever she knows he's on thin ice. She should do this in the form of questions and address him directly, for instance.

"How precisely will you get Mexico to pay for your wall? And what happens if, as Mexico's president has already said, they refuse?"

"How will you go about flushing out the illegal immigrants you want gone; how will you pay for all this; and will you send back their children as well?"

"What exactly is your 'secret plan' for defeating ISIS, and how much will that cost in terms of taxpayer money and young American lives?"

Hillary's broad knowledge of policy should provide the wherewithal instantly to bat back Trump's half answers with questions that expose his lack of knowledge of the issues and lack of preparedness for the

Third, seek out reverse sound bites

Hillary's advisors will stock their fighter with pithy, overly-rehearsed sound bites, which traditionally she has delivered with all the subtlety of a J.J. Watt quarterback sack.

It's all gotten too formulaic and traditional and hasn't appeared to offset predominant feelings that Hillary is too wooden and programmed. So, here again, she should aim for something different.

Specifically, she should use her counter punching to try to trap Trump into committing embarrassing rhetorical gaffes for which he is notorious, especially when baited. That means pushing her opponent into unconventional and uncomfortable areas, particularly when the Lester Holts refuse to do so. For example:

"What's your reaction to Colin Powell calling you a 'disgrace?""

'Do you think your advisor Chris Christie did, in fact, know about the George Washington bridge closures, as the government contends?"

"Do you think your friend Vladimir Putin was telling the truth when he denied knowing anything about the hacking of U.S. private information"

Such aggressive, gloves-off probing would be something rarely seen in presidential debates and some would characterize it as "un-Hillary like." But Mrs. Clinton knows more than Trump, which helps her be a better debater than an opponent who knows little and has shown a wariness of exposing that knowledge gap in a debate format.

Besides, with momentum shifting to Trump, Hillary has to pull out all the stops. And that also means ...

Play the sympathy card

This is always tricky, especially for one with so much baggage, who has inexplicably become a multi-millionaire while spending most of her life in government service.

On the other hand, Hillary's coughing spells, pneumonia bout and swan dive off the curb at the 9/11 ceremonies suggest she is certainly not in peak condition and is, therefore, vulnerable.

She should use that "vulnerability" to her advantage by reminding viewers every time Trump ad hominems her on her health or stamina or strength that she, personally "can take the abuse" because she has been in the ring a long time. But she should do so calmly, without a trace of rancor, concerned only "for the message such condescending comments leave with all the men and women and children taught to respect others and practice the golden rule."

Such radical tactics as these — all admittedly counter-Hillary in approach — could help Clinton not only triumph in the debates but immediately reverse the negative trajectory into which her campaign has fallen. O

Part-time CFOs a solid bet for PR firms

By Rick Gould

or many PR agency owners, some expenditures can't be helped. Boosting budgets to fund new video programming, for instance, is something that PR firms ignore at their own peril, as vid-



Rick Gould

moves toward the core of marketing communications. Ditto for online analytics with increasing sophistication, to help PR firms make better sense of all the consumer data they now collect on behalf of their clients. However, when it comes to hiring

a chief financial officer — an integral position for brands and organizations throughout the economy — PR agencies often hold back.

A lot depends, of course, on the size of the firm and its capital structure. Any reluctance to bring a CFO aboard purely may be a function of dollars and cents. Among boutique shops and smaller agencies, for example, CFOs can be perceived as prohibitively expensive.

For many midsize firms the CEO and/ or managing partner wears the company's financial hat, as well, finding new efficien-

However, as managing PR firms becomes more and more complex — and agencies integrate an ever-increasing number of digital practices and software platforms agency owners may want to consider hiring a CFO. In a hypercompetitive marketplace, hiring a CFO sends a strong message to the marketplace that you run your firm as a "business," as opposed to a lifestyle firm.

If hiring a full-time CFO is not in the cards, hiring a part-time a CFO is a relatively safe bet for agency owners. While it may be a tough nut to swallow, investing in a part-time CFO will yield PR agency owners concrete results. Having a CFO in the fold will enable agency owners to build a stronger financial infrastructure and bolster staff utilization and profitability.

The benefits from hiring a part-time CFO include:

Master the daily process

In such a rapidly changing marketplace, a financially successful PR agency must get all of the daily processes under tight control and position the firm for managed growth. The CFO makes sure all of these processes are airtight and there are no "leaks" that can make the agency financially vulnerable.

Maintain books and records

A part-time CFO will get your chart of accounts in conformity with industry standards. This is crucial, since the chart of accounts is the underpinning for your general ledger and, ultimately, your financial statements. (Having a proper financial statement format is also critical when preparing to sell your firm.) Knowing what to include in net revenue, rebilled out-of-pockets and rebillable costs, direct costs, operating expenses and other income/costs is imperative for successful interpretation of the results, compared with industry benchmarks. A CFO brings all that know-how to the

Billing, utilization, proposals

The part-time CFO will monitor billing rates and utilization/productivity and recommend solutions should either be trending in the wrong direction. She will also track write-offs of time to put utilization percents in perspective and give them real meaning. This provides the CEO to make more informed decisions about what's immediately ahead, in terms of billing, etc., and what's on the horizon. It puts the vision of the firm into sharper focus. The CFO will also get a handle on baseline hours, or the available client hours, for each staff person (typically 1,700 hours, but a lot depends on each staffer's allowance for vacation time, personal time, maternity leave, paid holidays, etc.). In addition, the part-time CFO will price out proposals based on the work projected and the billing rates of the staff assigned to the account team. She must be sure the team is staffed for maximum efficiency and productivity and, at the same time, achieves the profitability goals of the

Effective budgeting

Budgeting can sometimes be nettlesome for PR agency owners, a left-brain exercise for people who tend to be more right brain. A part-time CFO can create budgets that will be the basis for the fee quotes. She will also prepare a "rolling budget" that is updated monthly, accounting for new hires, new business, lost business and infrastructure investment needed (particularly on the digital front).

Cash management

Effective cash management is a necessity to sustain and grow any PR agency. A firm may show high profitability but be insolvent. Sounds incredible, but I have seen it many times. The profits may all be in the receivables. If the receivables are not collected the firm will not survive. The part-time

CFO will assure that receivables are collected timely and if not, recommend appropriate action: stop work, collection agency, sue. All told, the part-time CFO will make cash management, budgeting and predicting the future an ongoing responsibility for your firm.

Rick Gould, CPA, J.D., is Managing Partner of Gould+Partners. He can be reached at rick@gould-partners.com or 212/896-1909. Portions of this article were excerpted from the latest edition of "The Ultimate PR Agency Financial Management Handbook." O

PR news brief

Finn Partners, Stagwell launch joint venture

Stagwell Group, the marketing investment group headed by polling guru and former Burson-Marsteller CEO Mark Penn, has purchased preferred stock in global independent agency Finn Partners.

The private equity fund's preferred share investment in Finn Partners carries future conversion rights to a minority interest in the firm, according to the agency in a statement. As a result of the deal, Penn now joins Finn Partners' board. No other changes in Finn Partners' management, structure or operations will occur, according to the agency.

Finn Partners Founding Partner Peter Finn told O'Dwyer's that bringing on a minority investor was something he'd "wanted to do for quite some time."

"We're on track to becoming a top global agency, but we're still far from where we need to be, and for some time I've wanted to bring in a minority investor to help accomplish that," Finn told O'Dwyer's. "What was important to me was to find an investor who was willing to take a minority position and was willing to do it on terms that worked for us, and Mark was willing to do it on terms that made sense to me. He firmly understands our business."

As a result of the investment, Stagwell and Finn Partners will also launch a new jointly-owned PR agency titled Wye Communications. Wye will hold multiple purposes, serving as a conflict shop for Finn Partners and slated to become a home to some "significant accounts" that Stagwell will bring to the table, according to Finn.

Wye will initially maintain offices in New York and Washington, D.C. Finn Partners will provide office space for Wye in the agency's existing offices.

Stagwell, which was established last year after Penn's exit as EVP and Chief Strategy Officer of Microsoft, has been in the midst of a purchasing frenzy. The investment advisory shop in January acquired a majority stake in New York-based digital agency Code and Theory, a deal that followed Stagwell's October 2015 purchase of PR and public affairs firm SKDKnickerbocker, and its November acquisition of Nielsen's National Research Group. Former Microsoft CEO Steve Ballmer is a Stagwell investor.

Finn Partners in August acquired Portland-based agency Lane PR, and in July picked up Washington, D.C.-based branding and marketing services shop Greenfield Belser. The New York-based agency also acquired San Francisco-based tech agency Horn Group last year.

Benefits of working for a small agency

Working for a small agency often gives PR pros a chance to offer more input on projects, as well as an opportunity to build lasting relationships. By Gabrielle Jasinski

reaking into the PR world can be an overwhelming endeavor. With so many big-name agencies with multiple departments, offices and specialties to consider, the small agencies are sometimes overlooked. But they shouldn't be.

Having previously worked for one of the "big guys," I've come to learn that there are many benefits to working at a small agency.

While big agencies force you to climb the corporate ladder before participating in many agency and client activities, small agencies allow you to participate in every aspect of the business. From media relations to social media strategy and management and from new business presentations to direct interaction with existing clients, you have the opportunity to learn through a variety of first-hand experiences.

There are many benefits to working for a small agency, but here are a few that I find most valuable:

You get to know your entire team

Working at a small agency gives employees the opportunity to get to know each other extremely well, because all staffers — from account coordinators to principals — are collaborating on the same projects. And, because the teams are smaller, employees are able to learn from each other's successes and mistakes. This also makes it easier to build strong relationships with colleagues at all levels.

You can explore many aspects of PR to discover what you love

Instead of handling just one component of a larger project, you're involved in every piece of the project: from brainstorming to program development and execution to launch. This gives employees the opportunity to discover what they like most. For example, I found that I'm passionate about media relations and am often brought in to help pitch on other accounts.

Your input matters

Big agencies and corporations often rely on specific departments and sectors to get work done. At small agencies, employees contribute on a project from start to finish, with more input on the final product. This means that your voice is heard during ev-



Gabriella Jasinski

ery brainstorm and client call and that your opinion matters.

As the old saying goes, it can be far more gratifying to be a big fish in a small pond. At a small agency, your actions are more significant, and you have the opportunity to feel like your contributions can truly make a difference.

Gabrielle Jasinski is an Account Manager at Bospar. O

The decline of the editorial calendar

Like other once-popular resources in the industry, the prevalence of the editorial calendar has sadly fallen out of favor in PR.

By Jon Schubin

y first job in public relations was only a decade ago, but it was a dif-

As an assistant account executive, I was required to keep a three-inch binder full of materials regarding a client, including a full media list, copies of important emails, printouts of the client's website and a list of editorial calendars. These calendars would be compiled during a three-week rush in the late fall, when every employee below a certain level would be required to call publications and request access to documents.

Editorial calendars fill three roles. First, they direct reporting staff on topics to cover throughout the year, helping ease the weekly or monthly burden of empty pages. They also let advertisers know about special sections, allowing them to reach niche sponsors and place specific ads. And for public relations professionals, the editorial calendar also allowed the chance to know in advance about a feature that might be relevant to the client.

The editorial calendar was comforting to all parties. Every month there would be an opportunity or two in an industry trade publication. It wasn't the entirety of a program, of course, but it was a reliable element. Call an editor a few weeks in advance of an issue hitting the newsstands, tell them why a client would be a worthwhile inclusion, and arrange an interview.

Those days are over.

Like so many relics of the print-dominated age of communication, it was a slow death. Much like the list of stocks in the business section or the faxed press release, every year the editorial calendar hunt slowly brought in fewer results. There would be times in the year — usually slow moments in the middle of the summer — when a boss would suggest to account executives to get a needed client hit through editorial calendars. We'd consult the binder and meekishly shrug our shoulders. The cupboard was empty.

Technology helped facilitate this decline. Many trade publications reduced publication schedules. Online journals were seldom bound by content devised months in advance. Major newspapers pulled back as well, usually to just a few reliable features and pullout sections.

Today the editorial calendar landscape is much like the Byzantine Empire in the thirteenth century: a rapidly declining state merely pretending to carry out tradition. Calendars are now available to nearly everyone with a click, through services like Gorkana and Cision. But the information contained inside them is usually simply a suggestion of what might be happening that particular week.

I remember one conversation with a editor who described their publication's quite robust — calendar as a mere "guess" at what they might want to do. This makes sense, as it's really quite rare that a supplement matches its original time and description.



Jon Schubin

Replacing editorial calendars underscores something even more old-fashioned: relationships. In order to understand what may interest a particular reporter, it's important to get a feel for them. Follow their writing. See the types of experts they quote. Speak to them on the phone. Use individual or more transactional email exchanges to push for a larger conversation. Follow them on Twitter to see their thoughts in near-real time.

We're in an era where figuring out to how participate in the news cycle requires actually reading some news. And that's a good

Jon Schubin is Vice President at Cognito. O

Cable TV: not on top of the news

By Arthur Solomon

here are many things wrong with cable TV's coverage of the election. But one thing that serious students of news coverage might agree on is that covering the news is not its prime consideration.



Solomon, former journalist and senior vice president/ senior counselor Burson-Marsteller, a frequent contributor to public relations and sports business publications, consults on public relations projects and is on the Seoul Peace Prize nominating committee.

You don't have to be an experienced journalist to realize that cable TV breaks few news stories. Cable TV's formula is follow the leader reporting. The overwhelming majority of its stories containing news on cable TV are follow-ups from print publications. they do is talk about it in excited voices to make it appear as if it's new news. That might be acceptable. But what isn't is that cable

TV's reports are based mostly on comments, tweets or press releases from candidate's PR operations.

The backbone of cable TV political coverage is "he said, she said," commentary from surrogates of both parties. Any resemblance to those lame interviews and news is less than purely coincidental. Cable TV equates appearances by campaign managers and surrogates as news reporting. What they really are is biased talking heads advertising.

Listening to those conversations uncovers how limited many reporters are. Untrue statements are accepted as facts — probably because the reporters don't know the facts — reporters can't control the surrogates and follow-up questions are few and far between. Cable TV reporters also act like tape recorders, repeating what the campaigns tell them, as if the campaigns are really going to tell them anything except what they want to make public.

In many ways, cable TV talent reminds me of our business, where attractive people who are facile with words are used as new business presenters without really knowing the background of prospective clients.

The above is bad enough. What really bothers me about cable TV political reporting is that the reporters want both campaigns to bow to their story lines. And that's not what reporting is. Print publications do investigative reporting to uncover facts. Instead of doing their own investigative journalism,

cable TV does what I call the "badgering technique" of journalism. And both Clinton and Trump are their targets. The "badgering technique" isn't good journalism. It's the lack of initiative journalism.

Ever since the campaign began, Clinton has been hounded by her email problem. It's reported on almost every day. Then came the Clinton Foundation coverage. Then her health coverage.

Clinton's poll numbers fell immediately after her stumbling while getting into her van when she left the September 11 memorial services. Cable TV showed footage of the incident, which was newsworthy. But they stepped over the line by repeating the footage multiple times a day, day after day, even after it was revealed she was dehydrated with pneumonia, playing right into the Trump playbook, which has been attacking Clinton as weak. That's not bad journalism; it's deplorable exploitation of an event that might affect an election outcome and shows the shallowness of what passes for cable TV political reporting.

During all of cable's coverage of Clinton supposedly wrong doings and health problems, one aspect was missing: actual facts. It's as if the cable producers learned from William Randolph Hearst and Joseph Pulitzer on how to practice Yellow Journalism.

Trump was exempt from cable's "badgering technique" for many months. but no longer. Almost daily, the echo remarks about the GOP candidate not releasing his tax returns, problems with his so-called university and foundation is constantly repeated. What's missing is actual reporting. At the very least, cable producers and reporters should read the investigative reporting led by the New York Times and Washington Post. Cable TV seemingly equates attractiveness of its on-camera talent to actual reporting.

Apparently, what cable TV wants is for candidates to bow to cable's agenda wishes. That's not journalism. Major print pubs report on what the candidates are doing and if they are not satisfied with candidate's disclosures reporting teams are assigned to try to uncover additional information. That's what journalism is. That's what cable TV political reporting is not.

Cable TV has turned the campaign into a sit-com zeroing in on misstatements by the candidates, leaving the serous reporting to print publications. Harping on the same subject(s) day after day, program after program without revealing any new information is not true journalism, unless you're a cable TV political reporter. O



Bully Pulpit gets Incite, Obama alums' PR shop

ashington-based Bully Pulpit Interactive, a Democrat-aligned digital marketing shop, has acquired The Incite Agency, the PR agency of former Obama administration communications hands Robert Gibbs and Ben LaBolt.



Seven-year-old Bully Pulpit, which has outposts in Chicago and New York, was backed by

Chicago private equity firm Svoboda Capital Partners in the deal. BPI President Andrew Bleeker said the move is the firm's first in a bid to become "first chair" counselor to clients.

LaBolt, a former Press Secretary for Obama in the Senate and National Press Secretary for the president's 2012 re-election, takes a Partner role with BPI alongside its five founding partners as the firms plan to integrate starting in the fall through 2017. Gibbs left Incite last year to head communications for McDonald's.

BPI has worked with the Democratic Party, World Food Programme, Alliance for Climate Protection, Exelon, VF Corp. and Royal Bank of Canada.

AdMedia Partners advised the transaction. •

Casino industry bolsters public affairs amid sports push

Erik Balsbaugh, Principal for Dewey Square Group, has rolled to the American Gaming Association as VP of public affairs for the Washington-based trade group for the \$240 billion casino sector.



At AGA, he works under senior VP Sara Rayme and will focus on efforts to change sports betting law and the industry's overall image.

Amid the rise of the lucrative fantasy sports sector, the AGA in November kicked off a major initiative to target \$138.9 billion in illegal sports betting and study alternatives to approach the issue.

At Dewey Square, he worked on the successful passage and later defense against repeal of Massachusetts' 2011 gaming expansion law, which granted three casinos and a slots parlor in the state.

He was previously Executive Director of the Massachusetts League of Environmental Voters. O

Obama PR aide Racussen to Snapchat

bama White House communications hand Rachel Racusen is returning to the private sector as Director of Communications for Snapchat.

Racusen, former Communications VP for MSNBC in a seven-month stint there, returned to the White House last year after a first-term stint directing public affairs for the Federal Rachel Racusen Emergency Management Agency.



Racusen signs on to Snapchat in New York on Sept. 19. Snapchat Communications Chief Jill Hazelbaker departed in



October for Uber. Burson-Marsteller alum Mary Ritti is VP of communications out of the company's base in Venice, Calif.

The social media app has grown widely in the past two or three years from a salacious photo-sharing phenomenon to an established media platform for brands. O

Householder Takes EVP Role for H+K in DC

olitical and agency vet Joe Householder has moved back to Hill+Knowlton Strategies as an Executive VP in Washington.

He departs the debt collection law firm giant Linebarger Goggan Blair & Sampson, where he led external affairs.

The former Communications Director for Sen. Hillary Clinton (D-NY) started out in journalism in the South before moving to the PR side with the law firm Vison & Elkins. He then worked Iowa Gov. Tim Vilsack's re-election before joining Clinton.



Joe Householder

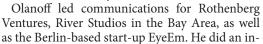
Householder's move to H+K is a return to the firm as he earlier worked at H+K merger partner Public Strategies. He also did a seven-year stint at Purple Strategies.

WPP-owned H+K said Householder will focus on PA and crisis engagements for some of the firm's top clients. O

Olanoff opens San Francisco for Mercury

rew Olanoff, a seasoned tech journalist and communicator, has moved to Mercury Public Affairs to open a San Francisco office for

Olanoff takes a Senior VP title with Omnicom-owned Mercury.





house stint at Yahoo as PR Manager as the company overhauled its corporate communications under CEO Marissa Mayer in 2013-14.

He was also a writer, editor and community director for Tech-Crunch and The Next Web.

Mercury has California outposts in Los Angeles and Sacramento. Google alum Ryan Brack is stationed in New York for the firm. •

Saudi Arabia lines up lobbyists

audi Arabia is gearing up for a lobbying salvo in the U.S. and in September hired two lobbying giants — Glover Park Group and Squire Patton Boggs — to represent the government of that Arabian Peninsula nation on Capitol Hill.

The pacts come soon after the passage of a Congressional bill titled the "Justice Against Sponsors of Terrorism Act," which amends the federal judicial code to allow the families of terrorist attack victims to sue foreign governments. That bill was introduced in May in the Senate and sponsored by Senators Chuck Schumer (D-NY) and John Cornyn (R-TX). A House bill appeared in September. The bill was passed by Congress on September 9.

A majority of the 19 hijackers responsible for the 9/11 attacks 15 of them — were Saudi citizens. A 28-page declassified 9/11 report released in July by the House of Representatives Intelligence Committee (which was originally redacted from the original 9/11 Commission Report prepared by the National Commission on Terrorist Attacks Upon the United States and released in 2004) suggested possible ties between some of the 9/11 hijackers and Saudi officials.

The report read: "According to various FBI documents and CIA memorandum, some of the September 11 hijackers, while in the United States, apparently had contacts with individuals who may be connected to the Saudi Government." The report also noted that "it should be clear that this Joint Inquiry has made no final determination as to the reliability or sufficiency of the information" regarding those alleged contacts.

President Obama vetoed JASTA on September 23. In a threepage message to Congress regarding his decision, Obama said the bill "undermines core U.S. interests," and "would neither protect Americans from terrorist attacks nor improve the effectiveness of our response to such attacks."

Congress on September 28 voted to override the President's veto. According to Foreign Agents Registration Act documents filed on September 20, Squire Patton Boggs has been hired by the Saudi Royal Court in Riyadh to advise it "in connection with legal and strategic policy advice and advocacy on foreign and related issues in the U.S. government."

Squire Patton Boggs is charging Saudi Arabia \$100,000 per month for the work.

Glover Park Group has been hired by the Royal Embassy of Saudi Arabia to "provide communications and government relations counsel and support" to Saudi Arabia "in connection with general foreign policy and related matters, as well as legislative, public policy and media-related activities of interest." O

Weber wins U.K. mobile shop

eber Shandwick has acquired London-based mobile and digital agency Flipside. Financial terms of the deal were not publicly disclosed.

Flipside specializes in mobile app development, web design and social media work. The agency has developed mobile apps and digital strategies for global clients such as Capcom, GlaxoSmithKline, Honeywell International, Novartis and Radisson Hotels, among others. It maintains a second shop in the southern county of Surrey.

Flipside will retain its name and brand. Agency managing directors Marcus Dyer and Tim Drake will continue to lead the operation.

The deal bolsters Weber's mobile and technical toolkit while strengthening its global reach in brand publishing. The Interpublic unit earlier this year expanded its content creation and distribution unit Mediaco, the brand-publishing platform it initially launched in 2013 which has since developed content programs for clients such as Excedrin, UNICEF, Ricoh and Fisher-Price.

"If you look at where the media world is and where it's headed, social and digital platforms are driving new user behaviors and new ways of creating media," Chris Perry, Weber Shandwick chief digital officer, told O'Dwyer's. "It's a competition to capture attention on mobile screens — all roads lead to mobile. We're always looking for new partners and talent that help us push the boundaries on the innovative ideas we bring to clients, so in this new mobile era, we're thrilled to bring Flipside into our network."

The deal accounts for Weber's second acquisition this year. The global PR agency in January acquired Revive Health, one of the largest independent healthcare PR agencies in the U.S. O

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.

West Wing Writers, LLC, Washington, D.C., registered Aug. 10, 2016 for The Royal Hashemite Court of Jordan, Amman, Jordan, to assist with draft preparation of various public remarks and written communications of interest to the Office of Her Majesty Queen Rania Al-Abdullah such as humanitarian efforts, regional development, education and women's and children's issues.

MILLField Global Strategies, Washington, D.C., registered Sep. 19, 2016 for Japanese Conservative Union (JCU), Tokyo, Japan, to mobilize and grow the politically conservative movement in Japan and improve U.S.-Japanese ties.

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.

Champlin Washington Strategies, Washington, D.C., registered Sep. 16, 2016 for Kellogg Company, Washington, D.C., for trade, taxes and other issues surrounding food.

Upstream Consulting, Inc., Washington, D.C., registered Sep. 21, 2016 for American Kratom Association, Norfolk, VA, to assist with overturning DEA restrictions on Kratom.

The Keelen Group, LLC, Arlington, VA, registered Sep. 19, 2016 for National Association of Letter Carriers, Washington, D.C., to ensure the United States Postal service takes all appropriate measures to ensure the continuation of door delivery for all businesses and residential customers.

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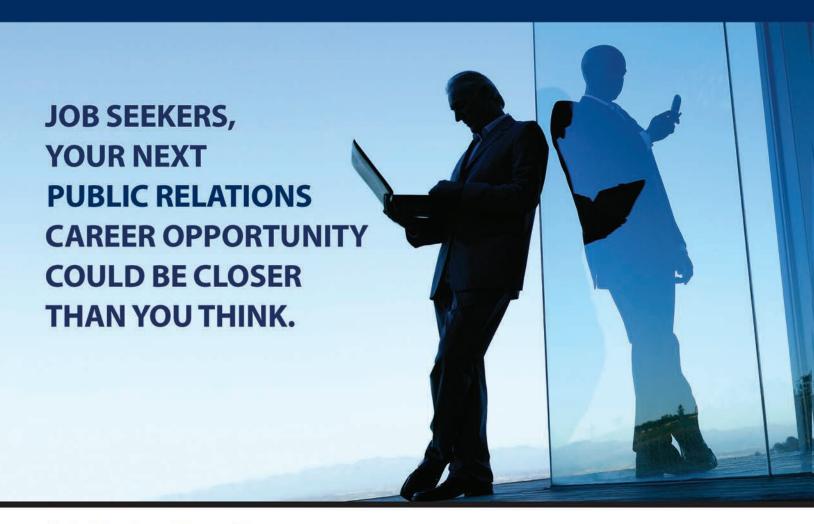
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