AGENCY REVIEWS

(THE GOOD, THE BAD, AND THE UGLY)

#HITMC2017

April 2017

arcadia
HEALTHCARE SOLUTIONS

SESSION OVERVIEW

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- **Understand when a formal agency review might be necessary**
- **Details of a successful agency review process** that included letters of intent, formal proposals, 2 days of pitches, and ultimate negotiations and selection
- **Review of selection criteria**, specific to healthcare agencies, and those where agencies were particularly differentiated

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ABOUT ME

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Engineer by Training

THAYER SCHOOL OF ENGINEERING AT DARTMOUTH

Strategy Consultant

Marketing and growth strategy for big pharma, tech, and NGOs

Monitor Deloitte.

HIT Consultant

Health Plans, IDNs, and ONC Grantees during HITECH and ACA rollout

The Office of the National Coordinator for Health Information Technology

Product Director

Analytics and Population Health during custom-to-SaaS transition

Strategic Marketing Leader

Forming and norming a department with new private equity investment

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ABOUT ARCADIA

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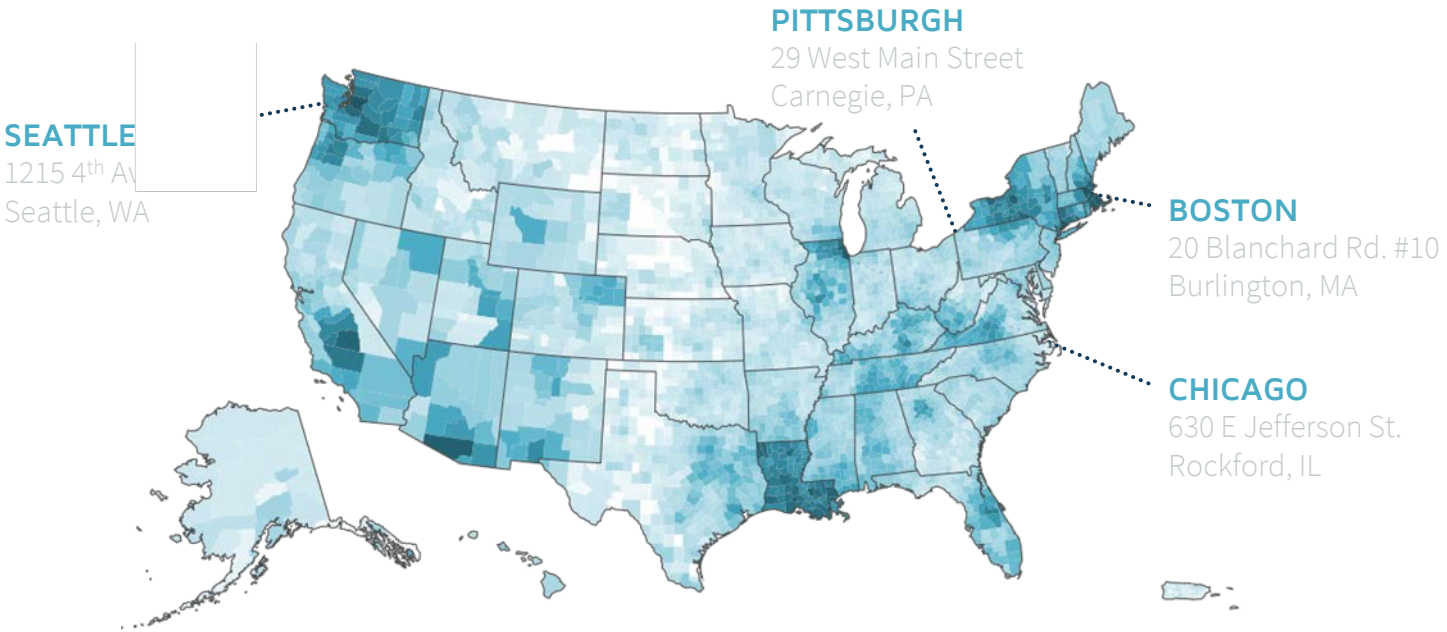
ARCADIA IS AN **EHR DATA AGGREGATION AND ANALYTICS** COMPANY, SPECIALIZING IN AMBULATORY DATA, AND FOCUSED ON HIGH QUALITY DATA ENABLING ORGANIZATIONS TO EFFECTIVELY SHARE RISK.

ARCADIA HAS ANALYZED OVER 20 MILLION PATIENTS NATIONALLY



20M PATIENTS MEASURED

40K PROVIDERS MEASURED

3000 PRACTICES IMPACTED

30+ EHR VENDORS CONNECTED

2002 YEAR FOUNDED

250 AWESOME EMPLOYEES

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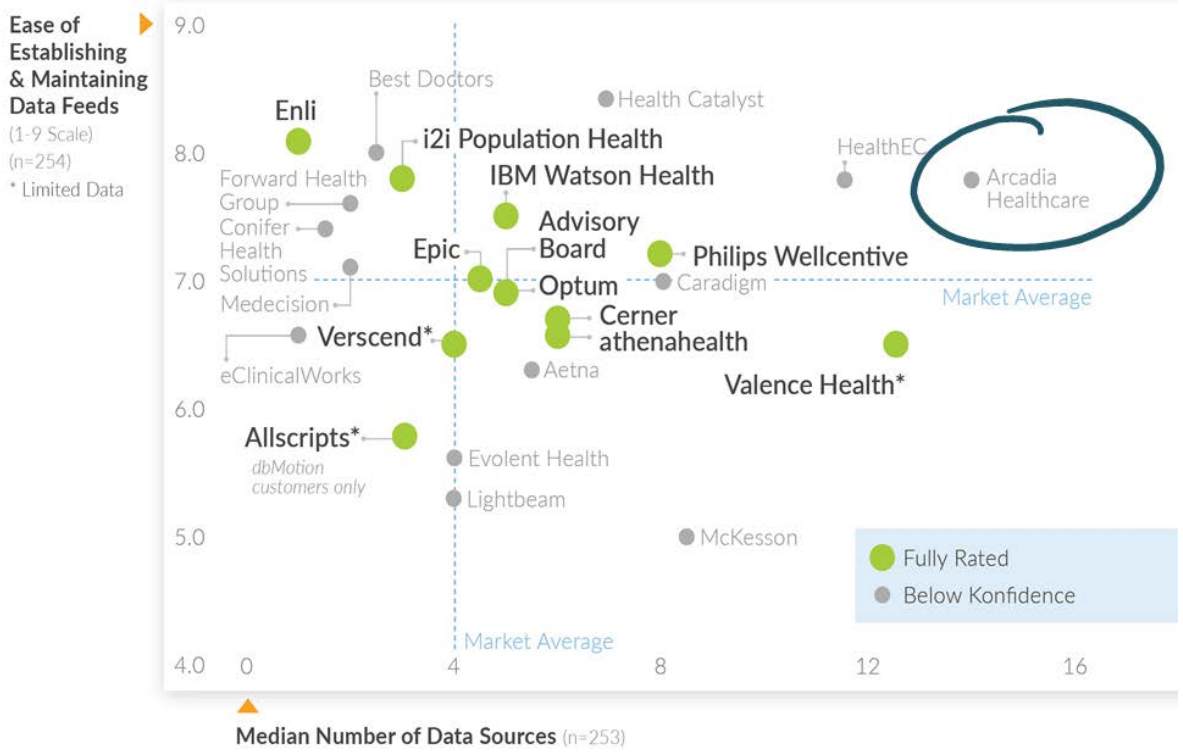
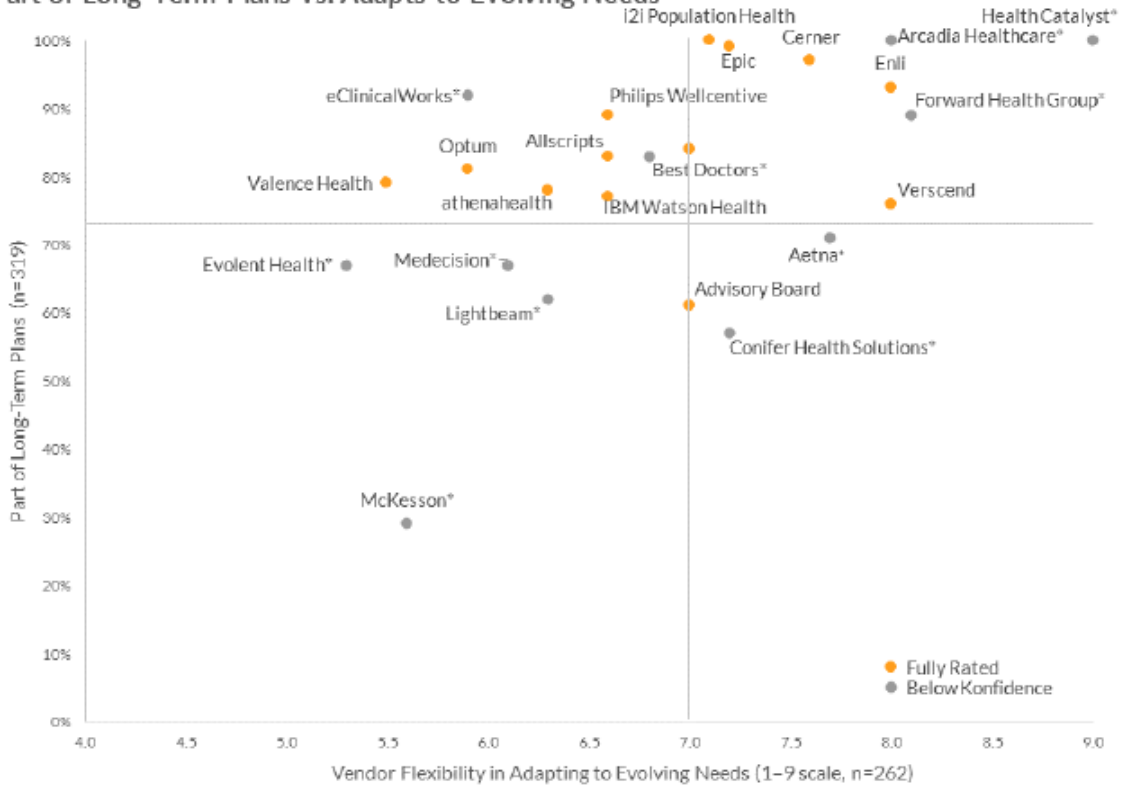
EASE OF ESTABLISHING AND MAINTAINING FEEDS



Part of Long-Term Plans vs. Adapts to Evolving Needs



*Limited data
Note: HealthEC and Caradigm did not have enough data to display

Source: *Arcadia Analysis and "Population Health Management 2016: The Training Wheels Are Off" December 2016 © 2016 KLAS Enterprises, LLC. All rights reserved. www.KLASresearch.com*

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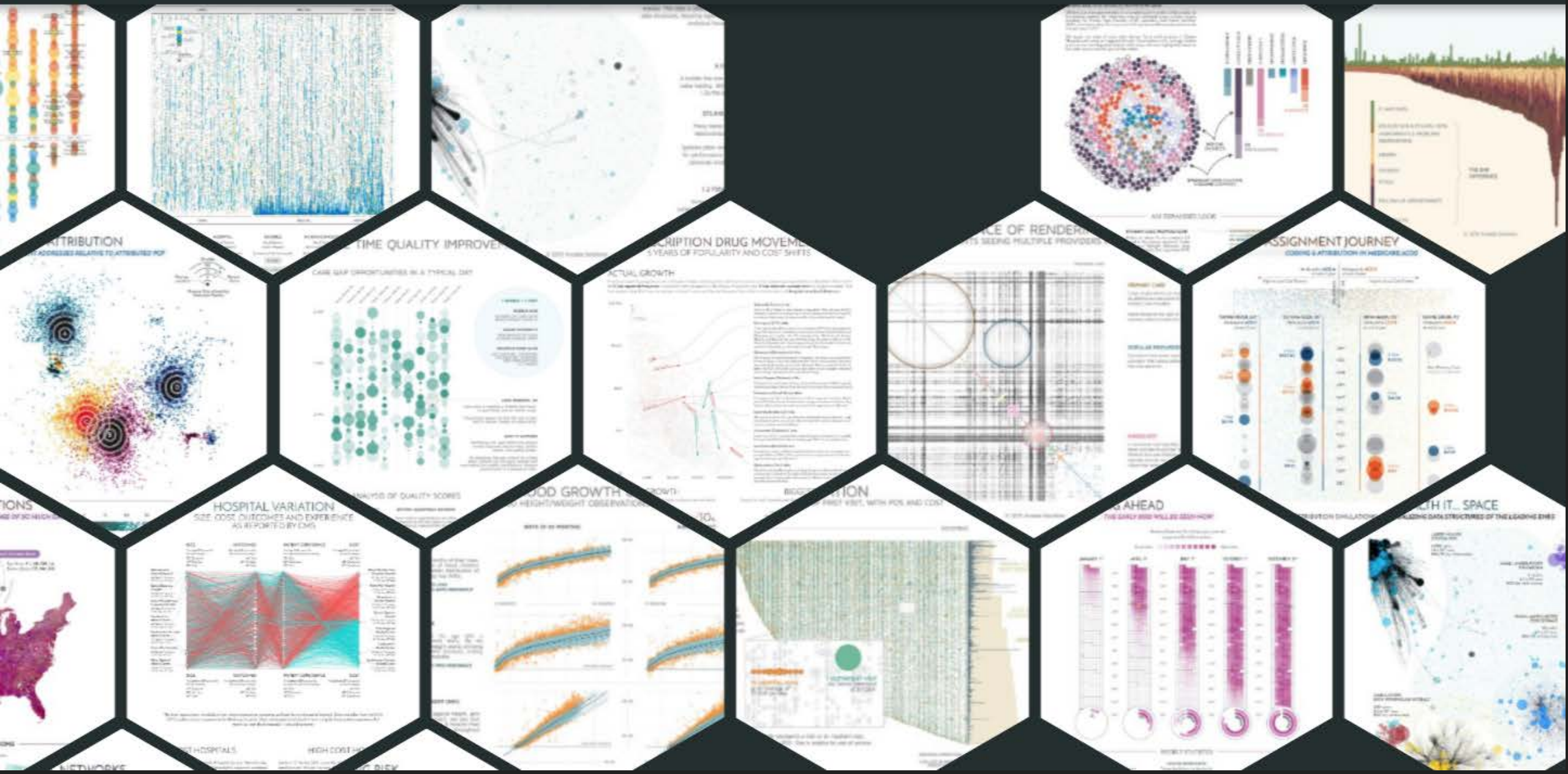
ARCADIA DATA GALLERY



WHY DO AN AGENCY "REVIEW"?

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BUILD	REPLACE	CONFIRM
You've been handling media and/or integrated in-house and need more horsepower or expertise	You have an agency, but aren't getting the results you want	You have an agency, but need to do due diligence (marketing-driven, or Board-driven)

OR ALL THREE!

Arcadia's agency in 2015…

Needed more healthcare focus and better content generation…	Was struggling with analyst coverage and press attention beyond trades	Came in via acquisition, never vetted independently

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OUR PROCESS

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1 Internal Planning

- Decision Team
- Rules of Engagement
- RFP Document

→ CEO, Head of Sales, Service Line Leads, Head of Finance (non-voting) Recommendation, with Head of Marketing as "Decider-in-Chief"

2 weeks with 1 review cycle

2 RFP Writing and Distribution

- Q&A
- Letters of Intent
- Competitive Issues
- Completed RFPs

→ **19** Agencies Received

15 LOIs (competition, no response, too much work)

2 weeks (1 written Q&A cycle)

3 RFP Evaluation

- Finalist Selection
- Signed NDAs
- Informational Calls

→ **8** Finalists invited to Pitch (too many!)

2 weeks (individual telecon Q&A)

4 Pitch Day!

- Follow-ups

→ **3** Super-Finalists

2 weeks

5 Negotiation and Contracting

- Signed Contract
- Kick-off Day!

→ **2** Best-and-Final Proposals

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PLANNING

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Key Strategic Decisions

- Partner with a single firm, or with multiple best of breed firms?
  - Business vs. trade press
  - Local presence
  - A-team at a smaller firm vs. B-team at a global firm
  - Healthcare expertise
  - Creative / design
  - Web development
- Continue to use partners, or with [redacted] departure, is this a time to consider bringing some/all of [redacted] functions in-house?

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Recently departed Marketing Manager

Current Agency

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AGENCIES INVITED

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Big to Small, Healthcare IT specialists to generalists, we cast a wide net early on. Reviewed competitors' PR. Asked reporters, Mr. HIStalk, and others who THEY liked.

weber shandwick

Edelman

MSLGROUP

racepoint GLOBAL

AC | AMENDOLA COMMUNICATIONS

REVIVE HEALTH

DODGE COMMUNICATIONS

LAM-ANDREWS

SHIFT COMMUNICATIONS

ARIA MARKETING

matter COMMUNICATIONS

PAN COMMUNICATIONS

the10company

makovsky INTEGRATED COMMUNICATIONS

By McCormack PUBLIC RELATIONS

LAUNCHSQUAD

chartwell agency connect communicate captivate

buzz monkeys A COMMUNICATIONS FIRM

svm | public relations & marketing communications

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AGENCIES INVITED

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Big to Small, Healthcare IT specialists to generalists, we cast a wide net early on. Reviewed competitors' PR. Asked reporters, Mr. HIStalk, and others who THEY liked.

BTW, if you're at HITMC and not on this list, your healthcare agency SEO and word-of-mouth game might have been weak in Q4 2015.

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LOGISTICS!

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- Q&A stages were time consuming, but important
  - Written before submission
  - Tele/web conference with finalists to prep for pitches
- Quality of questions == quality of submission
- Ease of logistics == best teams to work with throughout
- Beware of Sales Team vs. Account team
- NDAs as precursor to tele/web conference

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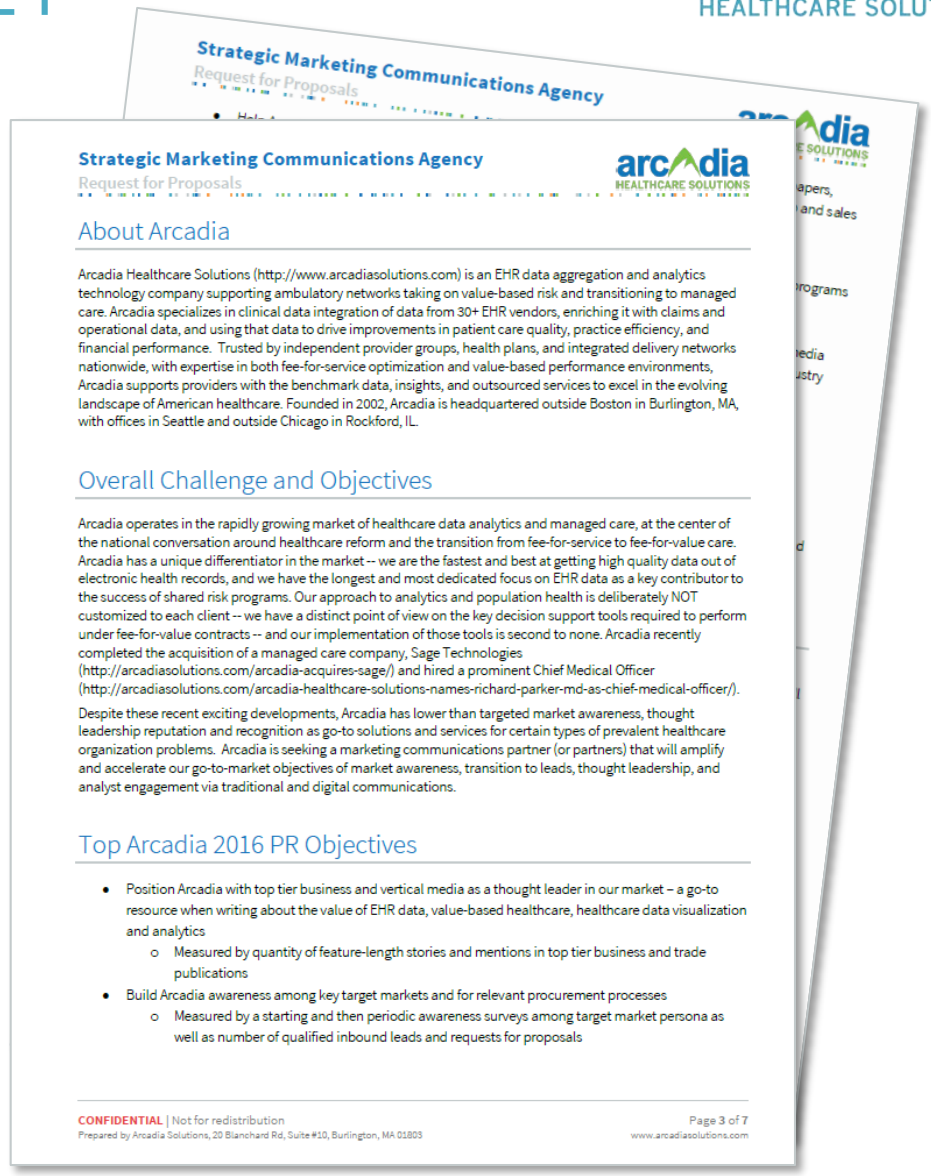
WRITING AN RFP – CONTEXT IS KEY

- Cover Letter with timeline
- About Arcadia
- Overall Challenge and Objectives
- Marketing and PR Objectives
  - Specific
  - Measurable
  - Achievable
- Review Team
  - Communication Rules of the Road
- Process for Questions



Strategic Marketing Communications Agency
Request for Proposals

About Arcadia

Arcadia Healthcare Solutions (http://www.arcadiasolutions.com) is an EHR data aggregation and analytics technology company supporting ambulatory networks taking on value-based risk and transitioning to managed care. Arcadia specializes in clinical data integration of data from 30+ EHR vendors, enriching it with claims and operational data, and using that data to drive improvements in patient care quality, practice efficiency, and financial performance. Trusted by independent provider groups, health plans, and integrated delivery networks nationwide, with expertise in both fee-for-service optimization and value-based performance environments, Arcadia supports providers with the benchmark data, insights, and outsourced services to excel in the evolving landscape of American healthcare. Founded in 2002, Arcadia is headquartered outside Boston in Burlington, MA, with offices in Seattle and outside Chicago in Rockford, IL.

Overall Challenge and Objectives

Arcadia operates in the rapidly growing market of healthcare data analytics and managed care, at the center of the national conversation around healthcare reform and the transition from fee-for-service to fee-for-value care. Arcadia has a unique differentiator in the market -- we are the fastest and best at getting high quality data out of electronic health records, and we have the longest and most dedicated focus on EHR data as a key contributor to the success of shared risk programs. Our approach to analytics and population health is deliberately NOT customized to each client -- we have a distinct point of view on the key decision support tools required to perform under fee-for-value contracts -- and our implementation of those tools is second to none. Arcadia recently completed the acquisition of a managed care company, Sage Technologies (http://arcadiasolutions.com/arcadia-acquires-sage/) and hired a prominent Chief Medical Officer (http://arcadiasolutions.com/arcadia-healthcare-solutions-names-richard-parker-md-as-chief-medical-officer/).

Despite these recent exciting developments, Arcadia has lower than targeted market awareness, thought leadership reputation and recognition as go-to solutions and services for certain types of prevalent healthcare organization problems. Arcadia is seeking a marketing communications partner (or partners) that will amplify and accelerate our go-to-market objectives of market awareness, transition to leads, thought leadership, and analyst engagement via traditional and digital communications.

Top Arcadia 2016 PR Objectives

- Position Arcadia with top tier business and vertical media as a thought leader in our market – a go-to resource when writing about the value of EHR data, value-based healthcare, healthcare data visualization and analytics
  - Measured by quantity of feature-length stories and mentions in top tier business and trade publications
- Build Arcadia awareness among key target markets and for relevant procurement processes
  - Measured by a starting and then periodic awareness surveys among target market persona as well as number of qualified inbound leads and requests for proposals

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WRITING AN RFP – CAPABILITY CATEGORIES

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- General Information
- Earned Media and Public Relations
- Developed Media
- Analyst Relations
- Event Planning and Execution
- Digital
- Advertising and Paid Placement
- Content and Creative
- Cost and Team Structure
- Timeline

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THE "BEST" QUESTIONS

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Some (out of 39 total) of the questions that received the most differentiated and interesting answers…

Category	Questions
General Information	▪ 6. What **reports, data, and/or notifications** do you provide regarding program performance? Do you use third party tools to produce these, or generate them in house? ▪ 7. How do you **measure the success of your work**? Are there certain success metrics that you are willing to be held accountable to as part of a contractual relationship?
Earned Media and PR	▪ 10. Describe how you **train company executives and subject matter experts** to perform with the media ▪ 11/12. Who are the **top 5 business and top 5 trade press targets** for Arcadia? Describe (and/or provide examples of) your relationship with those outlets.
Analyst Relations	▪ 19. Identify the **top 5 targets for Analyst/thought leader coverage** for Arcadia in the healthcare technology field. Top targets should be based on overall value, not just those with the greatest circulation or reputations.
Events	▪ 22. Which **industry events have you found most valuable** for organizations such as Arcadia to exhibit, sponsor, and/or speak at? Which have you found **least valuable**?
Digital Channels	▪ 24. What capabilities do you provide related to **digital channels - either in house or with well-established partners**? ▪ 26. What **digital channels do you believe are critical, nice-to-have, or unnecessary** for a company such as Arcadia
Content and Creative	▪ 31. Describe how you would work with a company like Arcadia to **understand and then match Arcadia's in-house content & creative style** (both written and visual). Please also suggest how you might help to enhance this style through additional capabilities your organization provides.
Cost and Team	▪ 35. What has been your **turnover rate** over the past year? How do you approach turnover on an account team?

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EVALUATING AN RFP

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An exhausting process. Balancing info gathering vs. false specificity.

- **Reading "Team"** (every word of every submission)
  - Score 1-5 for total of 50 possible points
    - Pre-submission Professionalism/Communication
    - Competitive Concerns
    - Each of 8 Capability categories (exclude cost and general info)
  - Prepare summary document for Decision Team

- **Decision Team** (summary analysis prepared by Reading Team)
  - Stack rank by score
  - Executive Summary
  - Strengths
  - Weaknesses
  - Notes

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EVALUATING AN RFP

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Least Differentiation
You should expect these to be great

- Post-Submission
- Earned Media + PR
- Pre-Submission
- Content and Creative
- Developed Media
- Digital Channels
- Advertising and Paid Placement
- Event Planning and Execution
- Analyst and Thought Leadership Program

Most Differentiation
Dig into real people/process/tech and case studies here

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EXECUTIVE SUMMARIES (NO GUESSING…)

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- "Like [current], but bigger, better, and smarter"
- "A digital healthcare leader, focused on data and culture"
- **"A healthcare communications super-group"**
- "Demand better from a team you know"
- "Blue chip healthcare communications firm with a boring proposal"
- **"Local player punching above their weight"**
- "Digital leader with strong reputation that phoned in the proposal"
- **"Highly respected firm, potentially riding on principal's reputation"**
- "Reliant on two principals, without the reach we need"
- "Good partner to Sage, but not upping our game"
- "Like [current], but less healthcare experience"
- "A good agency for Arcadia 5 years ago"
- "Likely had an unpaid intern develop their response – no healthcare experience to boot"
- "Just a guy who writes well"

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PITCHES

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The most "fun" part of the process. See how teams work under (informed) pressure, how teams might work together, and an early view of their ideas

- Required attendees – not just sales, but a committed Account Lead and at least one junior team member
- Presentation decks after the fact (not in advance)
- Evaluation rubric (keep it simple, but complete immediately)

Cultural Fit Do we like and want to work with this team? Especially the account director and experts?

Healthcare Knowledge How deeply do they understand our market? Are they excited by it? Do they have bench strength?

Media Relations Can they knock trade press out of the park and give us a shot at top tier business press?

Content + Design Do they develop compelling collateral in word and picture?

Planning Can the play a major role in the execution of our marketing program?

Special Sauce What do they have that no one else does?

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FINAL EVALUATION AND CLOSING THE DEAL

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Additional personal evaluation and formal negotiations with 3 "super-finalists"

- 1:1 time with named account director
- Retainer details and specific success metrics
- Best-and-final cost and scope proposals
- Choose who you're most excited about
- Start on the right foot

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LESSONS LEARNED

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After 18 months with selected agency, some thing we would have done differently…

INSIGHT	IMPLICATION
Monthly Retainers + Outcome Metrics = Frequent Re-planning	▪ Monthly/weekly activity metrics ▪ Quarterly outcome metrics with performance guarantees ▪ Alignment on project management style
Misunderstanding on **SME requirements**, including access, additional work, review time/bar	▪ Depending on content approach (interview vs. original prose vs. technical work) will need more than expected
Project-based work vs. Monthly Retainer	▪ For small- to mid-size orgs with aggressive targets, focus on fewer high impact projects vs. a "generic" PR and media relations engagement. ▪ Growing organizations should focus on a mix
Relationships Matter	▪ Who do you *want* to work with, and who do you trust when things (inevitably) go off the rails?

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QUESTIONS?

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