

MARKET ASSESSMENT AND STRATEGY DEVELOPMENT FOR A HOSPITAL RETAIL CLINIC PROGRAM

Leading health care expert and author of The Hospital Retail Clinic Toolkit, Mary Kate Scott, offers an intensive two week rapid market assessment and strategy development for hospital leaders to make a decision on their retail clinic program.

At the conclusion of the assessment a hospital will have a detailed strategy for its retail clinics and the information, tools, and a process to implement the strategy. This assessment and strategy development usually follows a one day workshop on retail clinics.

Hospitals might use retail clinics (or their operational ideas) to serve existing patients to improve satisfaction and reduce costs, or attract a new and different patient population to diversify their patient/payer mix. A retail clinic can assist with many different goals for each of these patient groups however, it's crucial to know which the primary goal is as this will drive strategic choices on operations, staffing, location, services, pricing, system integration and marketing – and will affect the opportunity and risk of a retail clinic.

The Strategy and Market Assessment includes:

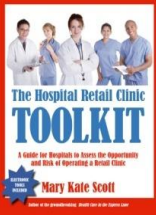
A KICKOFF WORKSHOP to discuss and agree on the primary and secondary goals the retail clinics will achieve; and the preliminary thinking on the clinic operator (hospital or independent) and target consumer groups.

- An assessment of the consumer demand – by specific consumer groups including demographics, geography, insurance coverage, health needs, physician and health system relationships; through online consumer surveys of 1000-2000 people.
- Competitive review of other retail clinics and immediate urgent care competitors.
- Recommendation on the operation of the clinic: whether by the hospital or an independent retail clinic operator; including recommendations for specific operators if appropriate.
- Determination of the number of retail clinics, with a recommendation of location by zip code; and roll out of these clinics.

A REVIEW WORKSHOP on the recommendation for the clinic operation and consumer target

- A retailer strategy including assessment of high potential retailers – by store – with an estimate of the positive impact of the clinic for the retailer (including forecasted retailer revenues) and a presentation to secure space with specific retailers. This retail strategy will include a review of the Wal-Mart option if appropriate to the hospital and geography.
- Service offer strategy including recommendations on which services to offer, at which pricing levels.
- Payer strategy including recommendations on which payer coverage should be pursued and type of coverage (e.g., direct coverage with co-payment versus assistance for consumers seeking reimbursement).
- Nurse Practitioner strategy including compensation, performance management tools and recruiting programs.
- Financial review of 2 selected retail clinic options including capital and operating cost calculations, and revenues – with three year forecast.
- Marketing strategy including branding of the clinic (name), messages for consumers, communication vehicles and a media campaign to launch the clinic including media release.
- Recommendation on appropriate measures of success for the retail clinic.

- A FINAL WORKSHOP reviewing the total strategy and implementation program for the clinics.



MARKET ASSESSMENT AND STRATEGY DEVELOPMENT FOR A HOSPITAL RETAIL CLINIC PROGRAM, CONT'D

Ms. Scott is the author of the landmark reports, *“Health Care in the Express Lane: the Emergence of Retail Clinics”* (July 2006) and *“Health Care in the Express Lane: Retail Clinics go Mainstream”* (Sept 2007). Her new book and toolkit, [The Hospital Retail Clinic Toolkit](http://www.HospitalRetailClinicToolkit.com), available at www.HospitalRetailClinicToolkit.com, is the only guide of its kind to provide comprehensive help as hospitals navigate the retail clinic space.

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ADDITIONAL MODULES INCLUDE:

- In depth market research using consumer focus groups; highly modified online consumer surveys or in person consumer surveys (to reach specific populations, e.g., safety net populations, or a specific ethnic segment)
- Marketing strategy for integrated systems to leverage retail clinics to attract new plan members
- Workshops and surveys for physicians and staff to discuss retail clinics and understand the experience of other hospitals' retail clinics;
- Recommendations on an internal physician-staff communications strategy including messaging, communications tools
- Digital marketing strategy including web based messages, search strategies, and communications tools for the web and mobile platforms
- Creation of pilot program
- Patient satisfaction measures and programs
- Recommendations on securing ancillary benefits from a hospital's retail clinics