SELLING WITHIN HOSPITALS™

BUSINESS ACUMEN

In-Depth Knowledge to Understand the Function and Operation of a Hospital to Make Sales Professionals Comfortable in the C-Suite, Confident with Purchasing Committees and Convincing with Clinicians.

THE DILEMMA

These are troubled times for U.S. Hospitals. Under healthcare reform they are required to provide coordinated and efficient care while simultaneously achieving quality and cost targets. Those that are successful will earn a bonus and those that fail will be subject to a financial penalty.

This isn’t their only dilemma. Healthcare is a very capital intensive business. Hospitals must be able to generate enough cash flow from their operations to fund short and long-term strategic investments in their facilities, people, service lines and technology. Access to the capital markets is a requirement that is difficult for many to achieve and for others to sustain.

Never before has the hospital C-Suite been so laser focused on improving its quality of patient care and patient satisfaction while decreasing its costs and improving revenue. The C-Suite today is willing to accept clinically acceptable products if the price, terms and conditions are favorable.

To cope with an ever changing reimbursement climate and regulatory oversight, hospitals have introduced new measures to contain and reduce costs. They have joined GPOs and formed IDNs and RPCs. They have engaged third party product evaluation firms to provide assistance with objective analysis, buying criteria and decision making tools for the selection of equipment, supplies and services. Hospitals have also limited access to their facilities, personnel and they have implemented supply chain management, six-sigma, purchasing committees and spend management initiatives to control expenditures.

By acquiring physician practices and treating them as partners, implementing value analysis committees and initiating RFPs they are decreasing physician preference items and standardizing the products and services that are purchased.

These changes have fundamentally altered the buying process. Department heads and influential surgeons who often made purchase decisions in a silo are now being replaced by new influencers, new decision makers and new objective product selection and approval criteria. For the supplier that can provide measurable value and prove it - this will be an opportunity to prevent commoditization and allow them to become a strategic and trusted partner with the C-Suite. For those organizations with no strategic, clinical or economic evidence the future will be bleak. They will be fortunate to be a vendor.

THE SOLUTION

Selling within hospitals has never been more difficult. To win in today’s environment the seller must identify all of the external and internal factors that drive buying decisions. They must thoroughly understand a hospitals functional structure, management and governance.

Knowledge of how a hospital generates its revenue and spends its money will be a basic requirement. Knowing how and when they budget and plan for capital purchases will be a necessity. Understanding their financial and clinical performance and how your product, service or solution positively impacts it will be paramount.

Astute sellers will also need to continue to adapt their strategies when they call on federal versus non-federal hospitals and for-profit and not-for-profit institutions.

They will need to understand from the hospitals’ perspective the role that GPOs, IDNs, RPCs, purchasing committees, the Governing Board and other influencers have on their purchase decisions.

Armed with this knowledge the seller of the future will be able to develop a strategy that articulates and proves value while making them comfortable in the C-Suite, confident with purchasing committees and convincing with clinicians.
Program Description

This program provides the foundation for selling effectively in the next millennium as hospitals struggle to improve their financial performance while transitioning to a pay for performance culture that is based on positive clinical outcomes, high patient satisfaction and a reduction in patient re-admissions.

In this program participants will learn the key issues that are keeping the hospital C-Suite up at night, how hospitals make and spend money and their budgeting process. They will also learn how decisions to purchase products and services are made, what metrics matter and how to sell value at all levels and especially the C-Suite. To sell value you must think like the hospital C-Suite and their key subordinates.

Who Should Attend?

- Medical device manufacturers
- Pharmaceutical companies
- Medical distribution organizations
- Out-Sourcing firms that sell to hospitals
- Hospital supplies and materials vendors
- ERP, CRM and HIS solution providers
- Medical service providers

Typical Attendees

- Sales and clinical support personnel
- Field service representatives
- Marketing and product management
- Company executives and trainers
- Implementation personnel such as project managers, customer relationship executives and support staff

What You’ll Learn

- Review hospital financial information.
- Where hospitals spend money and why hospitals focus on labor, supplies and purchased services for cost reduction.
- Which hospital operating indicators are most important?
- The objective and financial criteria to determine what capital projects should be purchased.
- The typical approval guidelines for capital equipment and new supplies in a hospital.
- The 10 materials management commandments for hospital personnel.
- The outside influencers in a hospital’s purchase of capital items or consumables and the roles that they play.
- The departments and typical products targeted by the Value Analysis Committee.
- The decision matrices that hospitals use when choosing vendors by committee & their decision making process.
- The hospitals’ RFP funnel.
- The hospital C-Suite and what’s important to them.
- When the C-Suite gets involved in the buying process and how they quantify value.
- The C-Suites concerns and expectations with manufacturers. The new best ways to get access to the C-Suite.

Program Operation

Day 1

8:00 - 8:15 am
How the New Healthcare Environment Affects Suppliers

8:15 - 9:00 am
Hospital Revenue & Expense Sources

9:00 - 10:00 am
Understanding a Hospital’s Financial Condition

10:00 - 10:15 am
Break

10:15 - 11:00 am
Hospital Operating & Capital Budgets

11:00 - 12:00 pm
Working with Committees, RFPs & Outside Influences

12:00 - 1:00 pm
Lunch

1:00 - 1:15 pm
How Hospitals Define Value

1:15 - 2:45 pm
Defining & Communicating Your Value

2:45 - 3:00 pm
Break

3:00 - 4:00 pm
Getting to the C-Suite & Selling Value

4:00 - 4:45 pm
Wrap-up & Adjustment

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