



# The Growth-Oriented Orthopaedic Administrator

- ▶ Speaker: Tony Edwards, Venel
- ▶ Date/Time: Friday, September 30<sup>th</sup>  
10:45 a.m. – 11:30 a.m.

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# AGENDA

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National Research  
on Marketing Orthopaedics



Communications



Tactical vs  
Strategic



Patient  
Experience



Staff  
Engagement



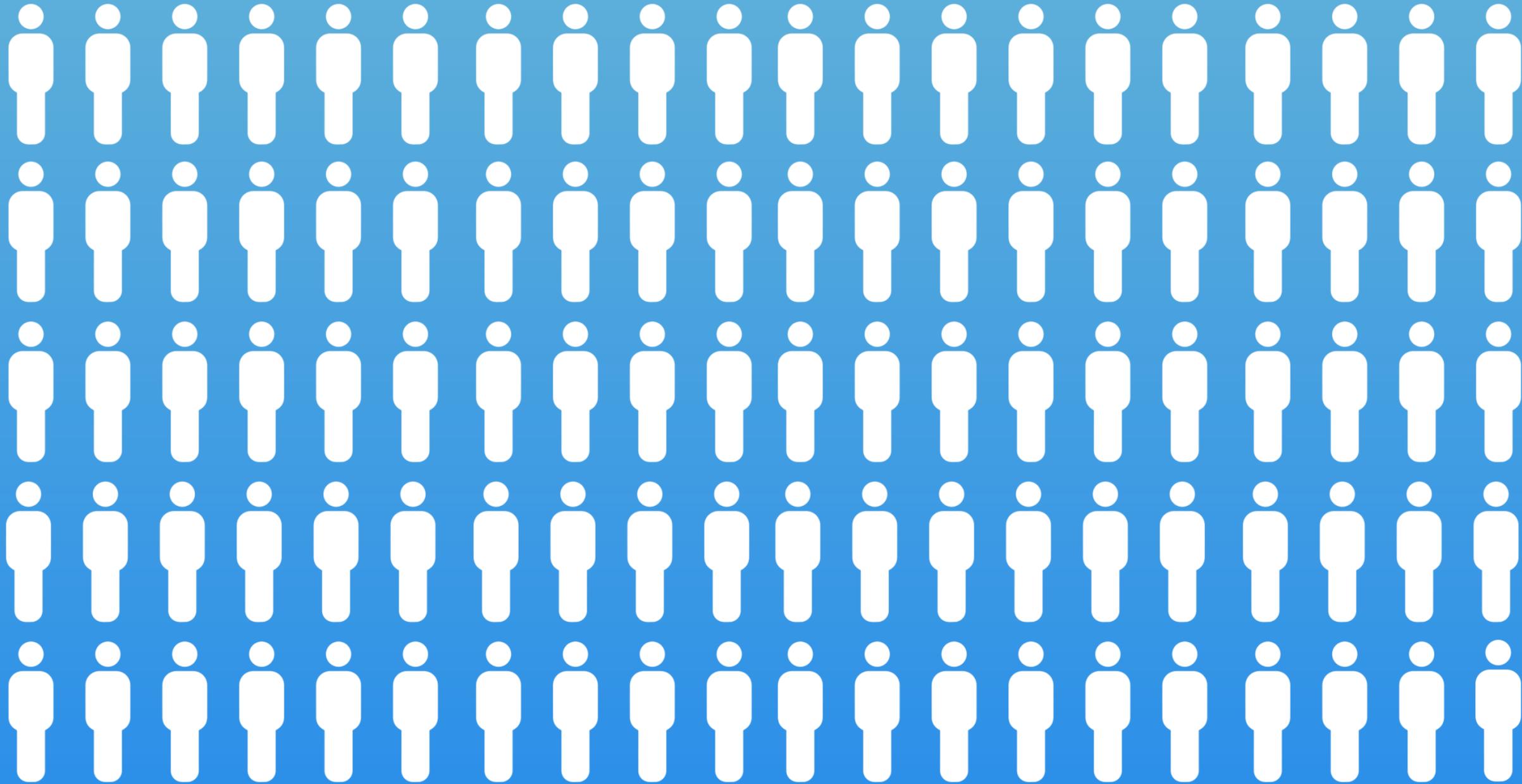
Questions

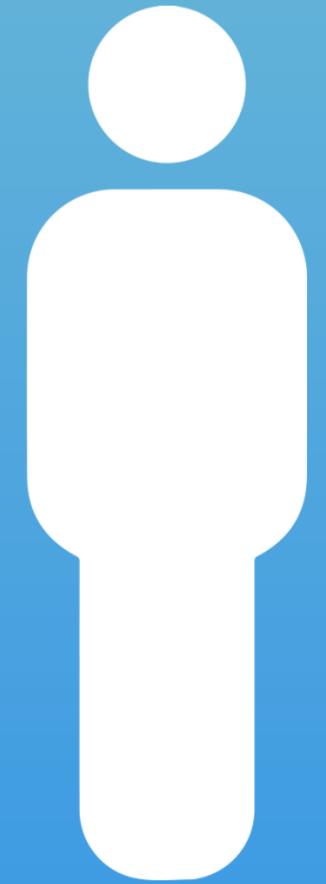
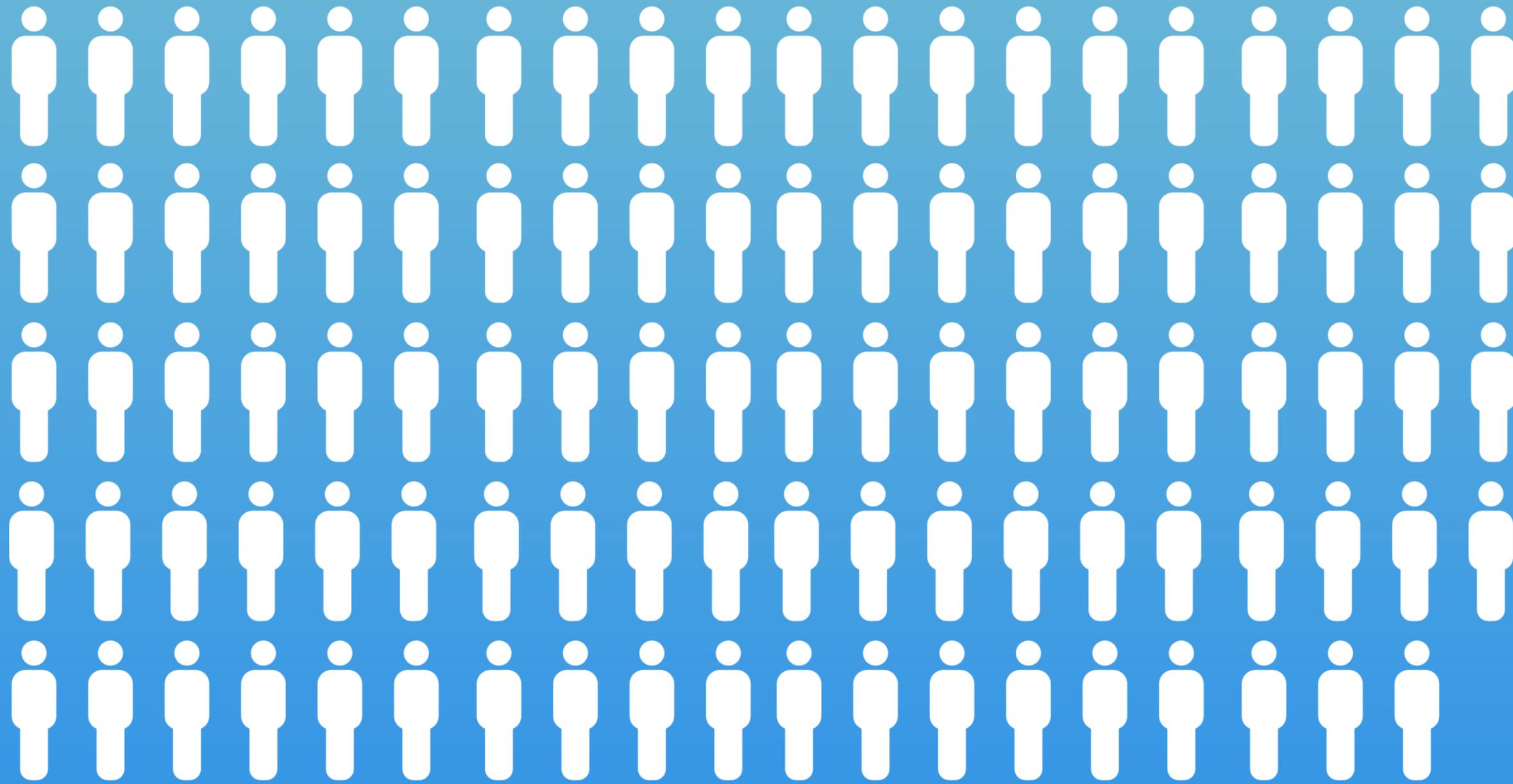
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# 100% Population





Patients in need of Care

1%

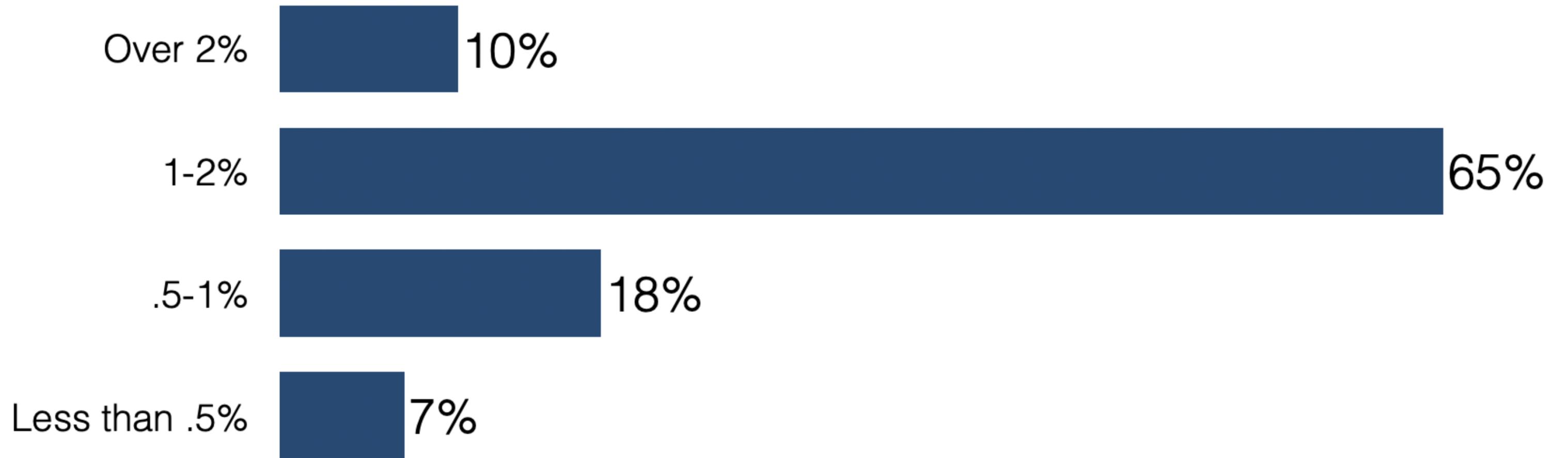
# Is your orthopaedic Practice currently engaged in any form of marketing



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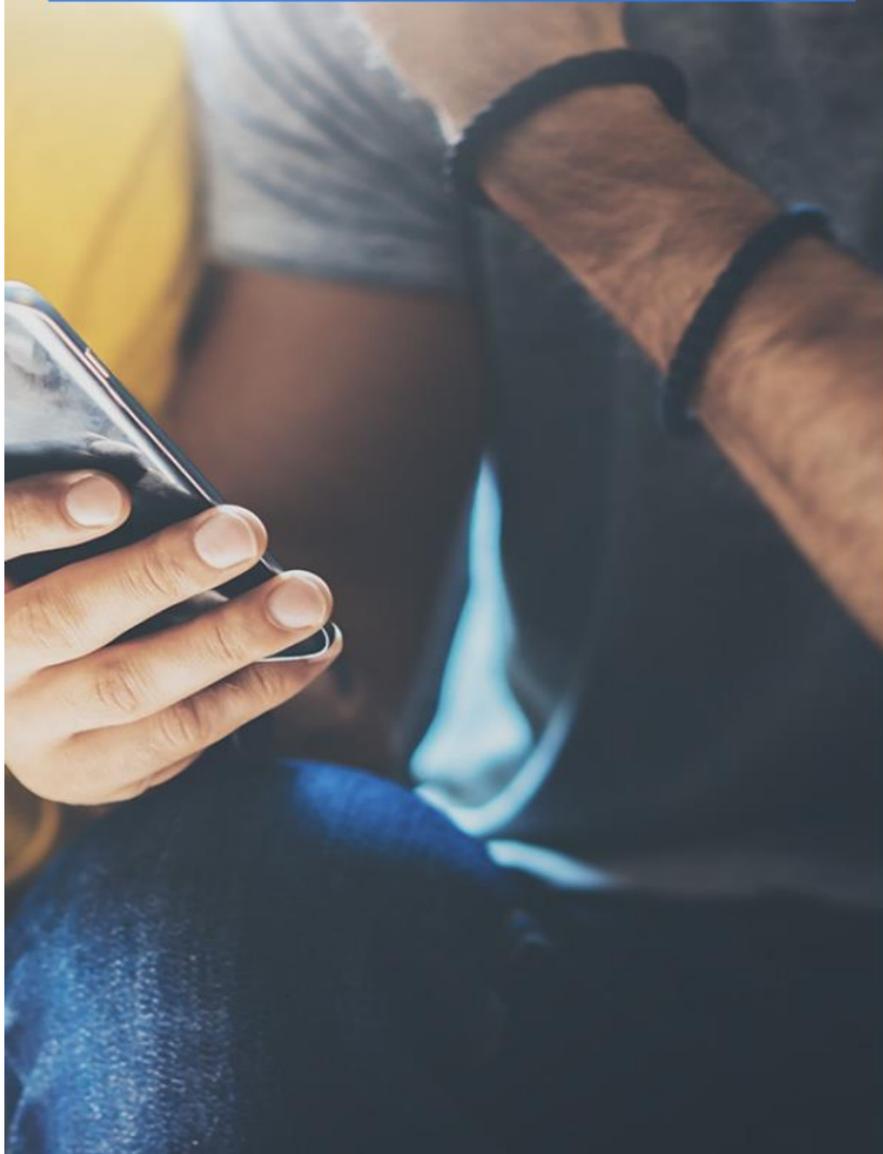
# In the last 12 months, what percentage of receipts did your Practice spend on marketing?



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# STUDY A



## SAMPLE SIZE

**27 Orthopaedic Practices  
4,077 Patients**

## METHOD

**Practice Expenses  
Patient E-Survey**

## MARGIN OF ERROR

**NA | +/- 1.54%**

## PARTICIPANT MAKEUP

**Orthopaedic Practice Size  
3-32 MDS**

**Recent Orthopaedic Patient  
Within 90 Days**

## REGIONS

**National**

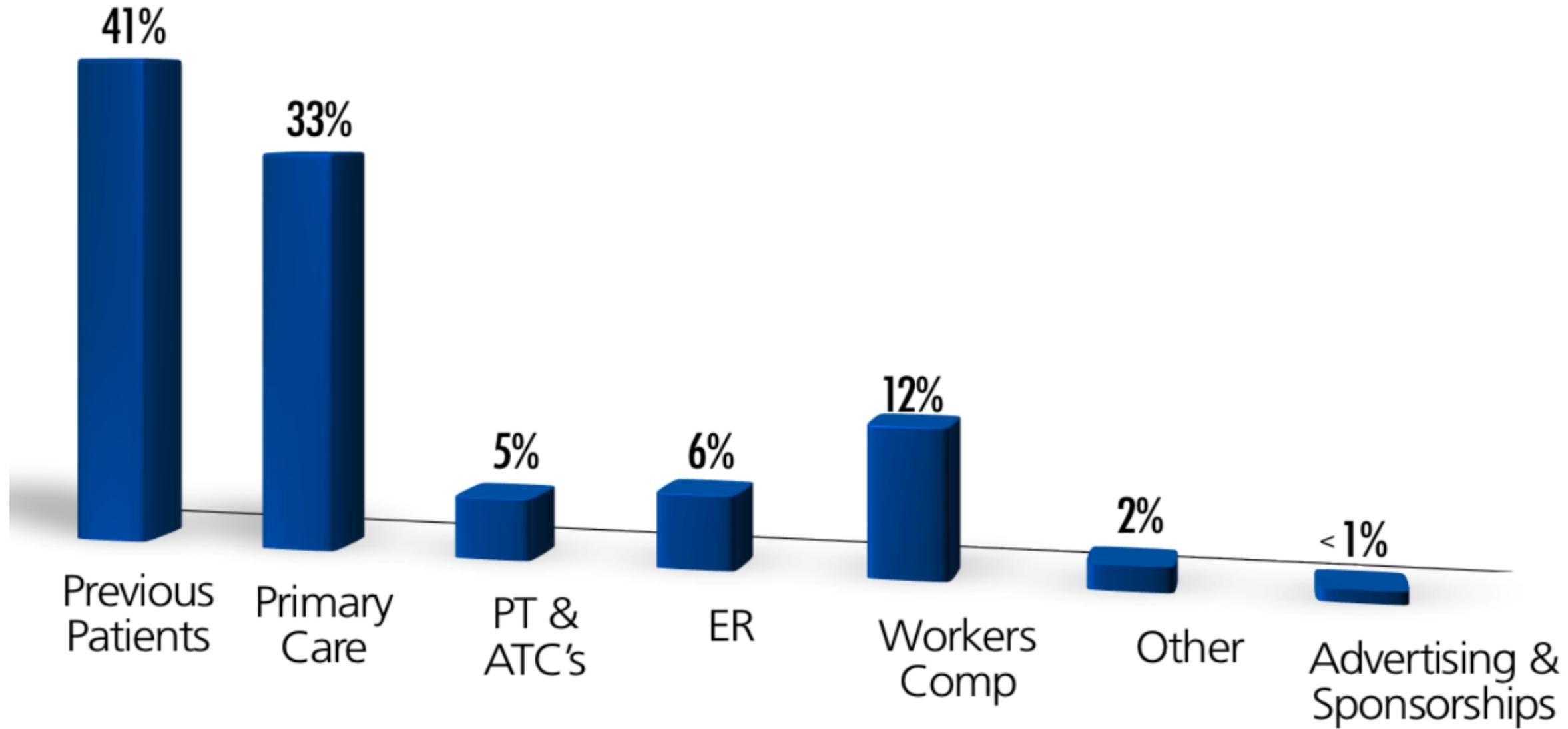
## MARKET TYPES

**Urban, Suburban, Rural**

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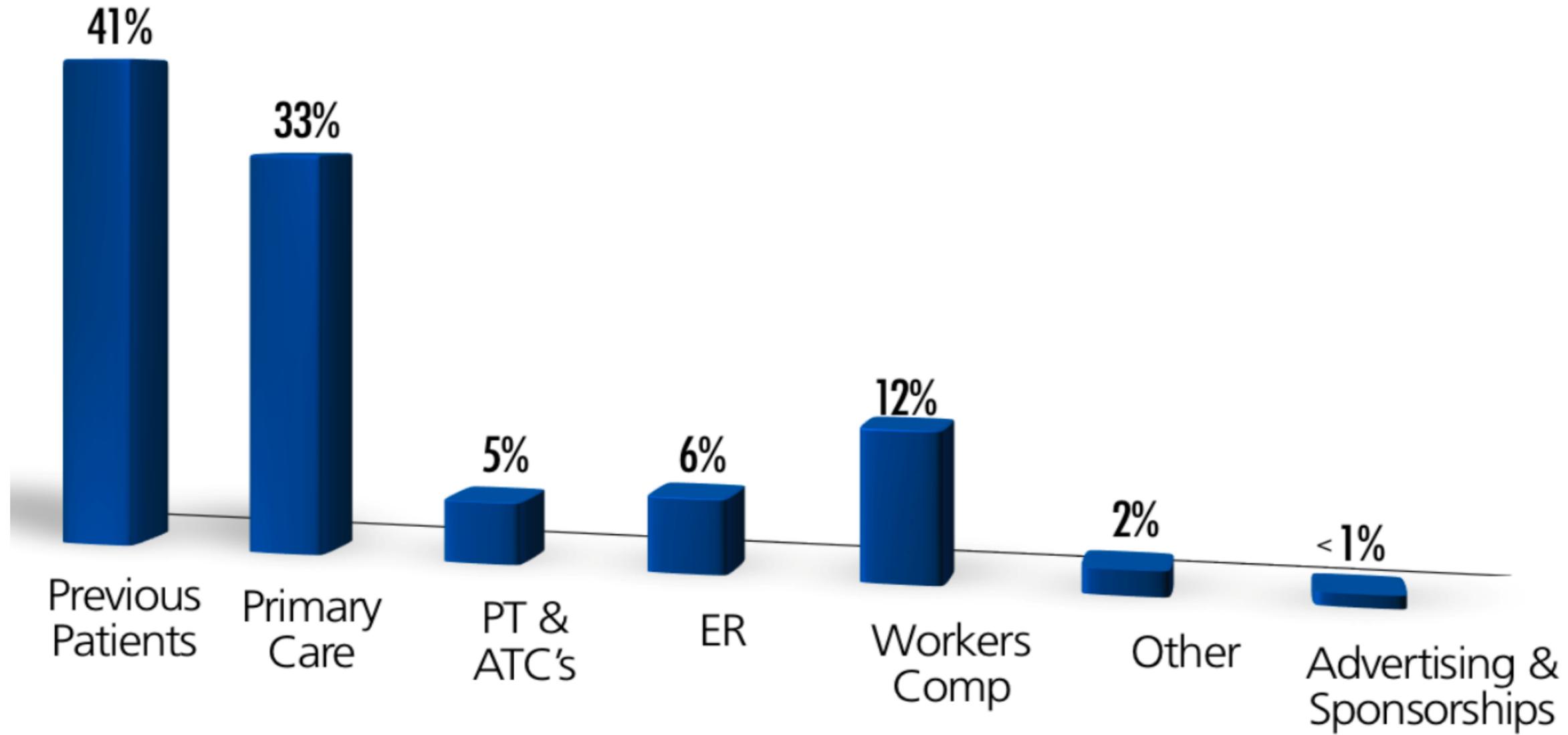
## New Patient Sources



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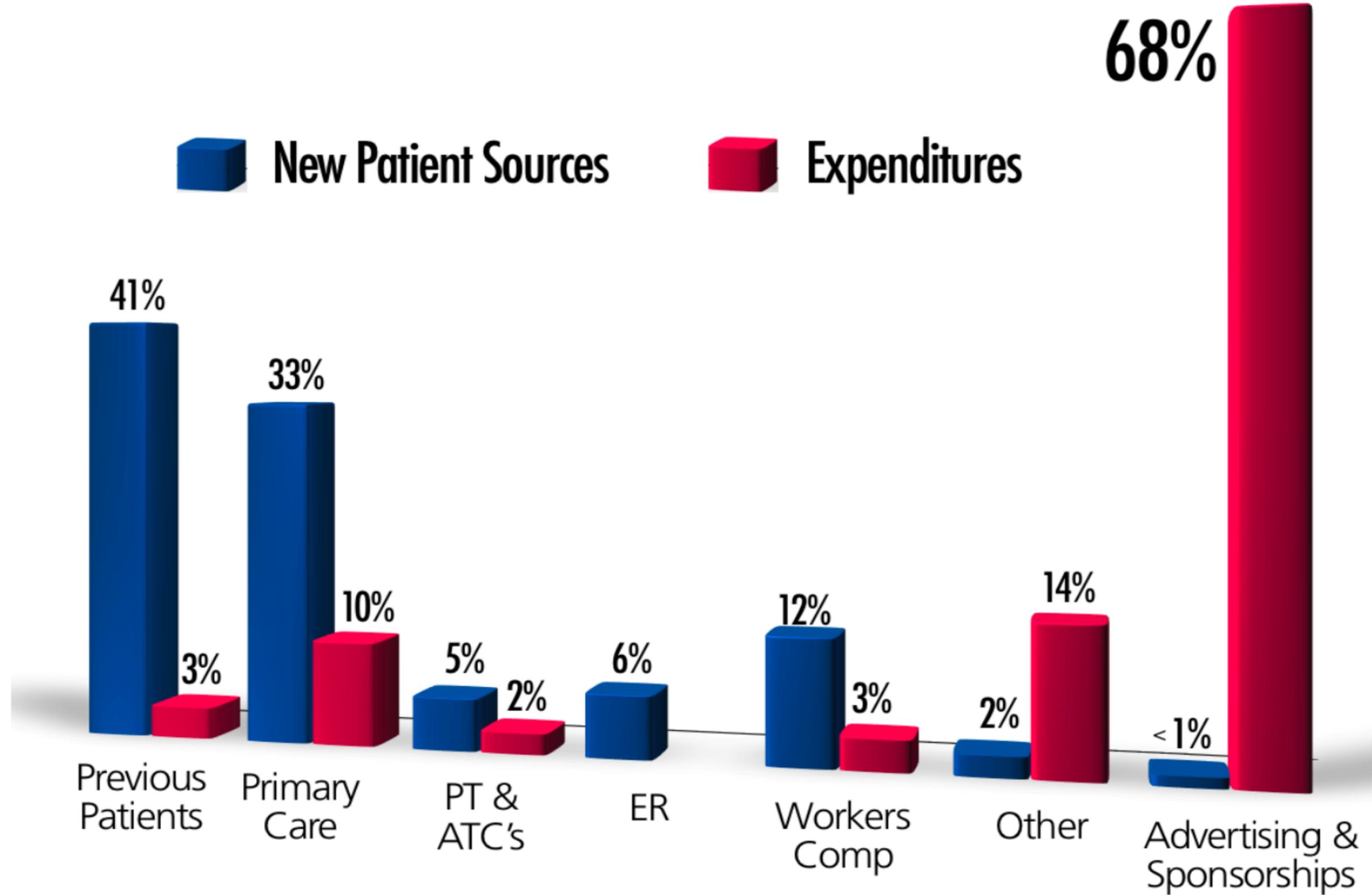
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 **New Patient Sources**       **Expenditures**



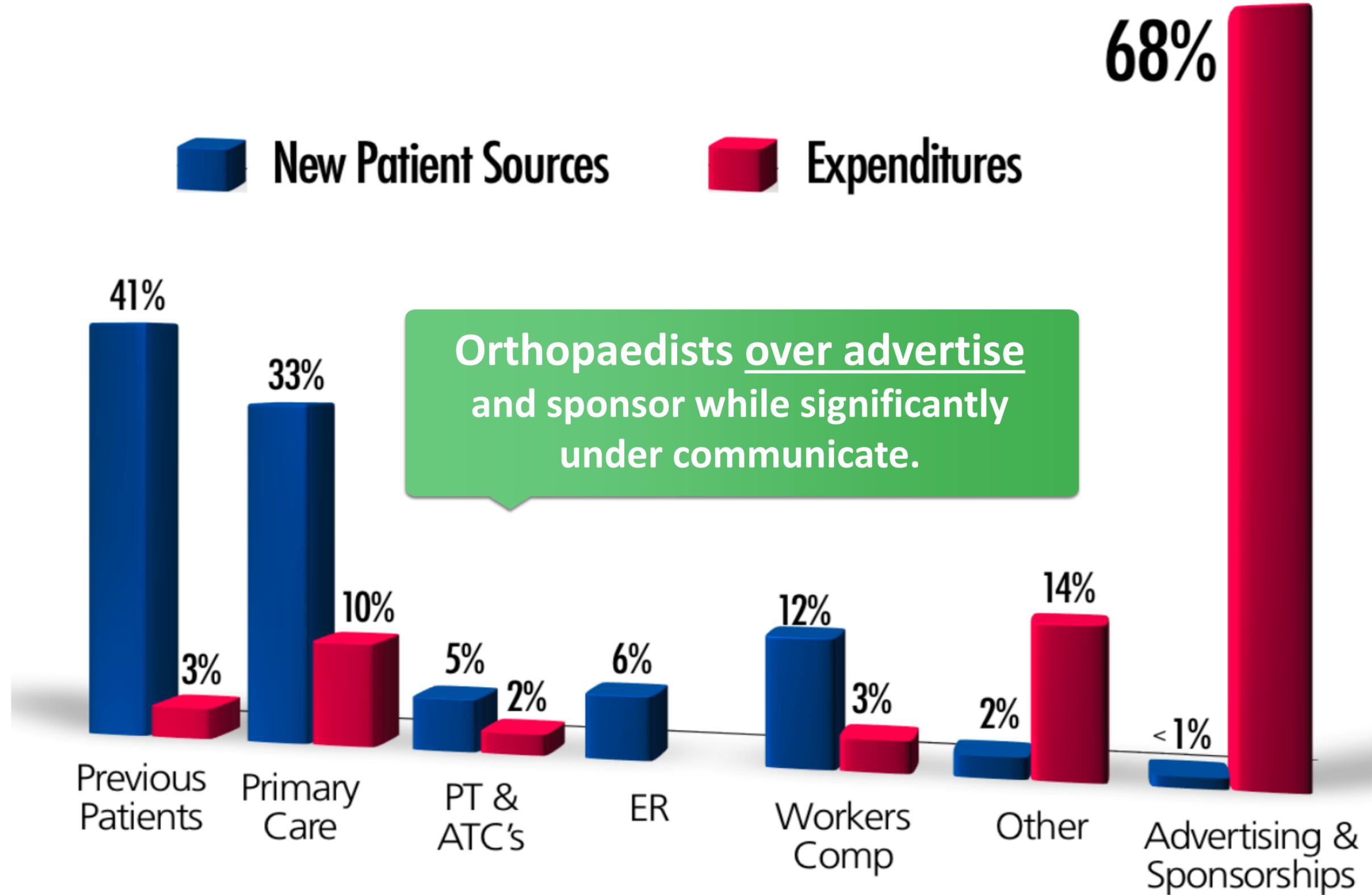
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**PRIMARY CARE  
PHYSICIAN**

Practice Wants:

Promote "Continuum of Care" – One  
stop shop w/ MRI, PT, ASC, etc

**GREEDY**

Referring Physician Wants:

Better Access

Improved Notes

Happy & Health Patients

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**PROSPECTIVE PATIENT**

“Our Next Available  
Appointment is in 2 Weeks.”

**Popular or Not an Option?**

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**C.O.W.**

**Computer  
On  
Wheels**



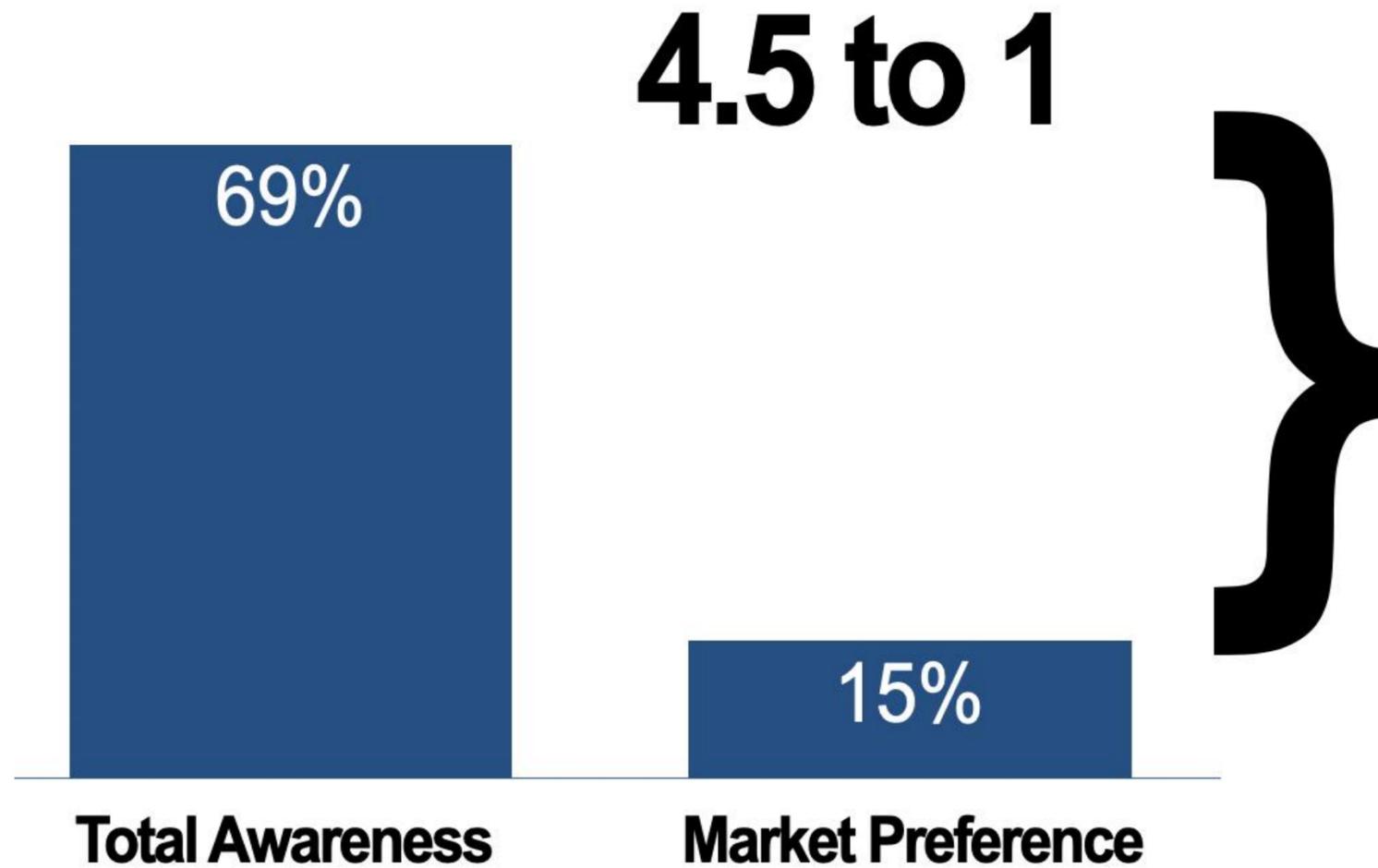
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# STUDY B

## Market Awareness vs. Preference



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Lots of fishing lures  
are designed to  
catch fishermen...  
**not fish.**

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Most media packages  
are designed to influence  
you and your doctors,  
**not your patients.**

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# Does your Practice consistently measure a return on investment with marketing dollars spent?





# Tactical Approach

- Should we update our Website?
- Should we be on Instagram?
- Which sponsorships should we participate in?
- What advertising works best?

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# Strategic Approach

- Where do we need to be in 3 years?
- How do we better align with our referral sources?
- What do we need to stop doing?
- What decisions will we be glad we made three years from today?

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# Differing Objectives

When you have  
different doctors,  
in different subspecialties,  
in different stages,  
different markets...

Consensus is challenging.

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# Communicating with the Market

Wants and needs of:  
patients, referral sources,  
primary care, the sports  
community, payors, adjustors...

Ongoing innovations of  
websites social media,  
rating sites, etc.

... the complexities  
are numerous

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A person wearing a yellow lab coat is shown from the chest down, holding a tablet in their left hand and a stylus in their right hand. The background is a blurred clinical setting. A blue rectangular box is overlaid on the left side of the image, containing white text.

# Questions You Should Have Answers To

What are the fully loaded costs associated with generating a new patient (Staff, marketing expenses, etc.)?

What is an average patient worth to the Practice?

What is the lifetime value of a new patient?

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# Traditional Practice Stages I-III

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## STAGE 1

## STAGE 2

## STAGE 3

# Results are rarely measured

- Minimal focus
- Minor perceived need



Low Activity



Dramatic Increase  
in Activity

- Try something/everything
- Significant increase in costs
- FTE to manager

Costs

- Cut random expenses
- Hesitant fluctuation



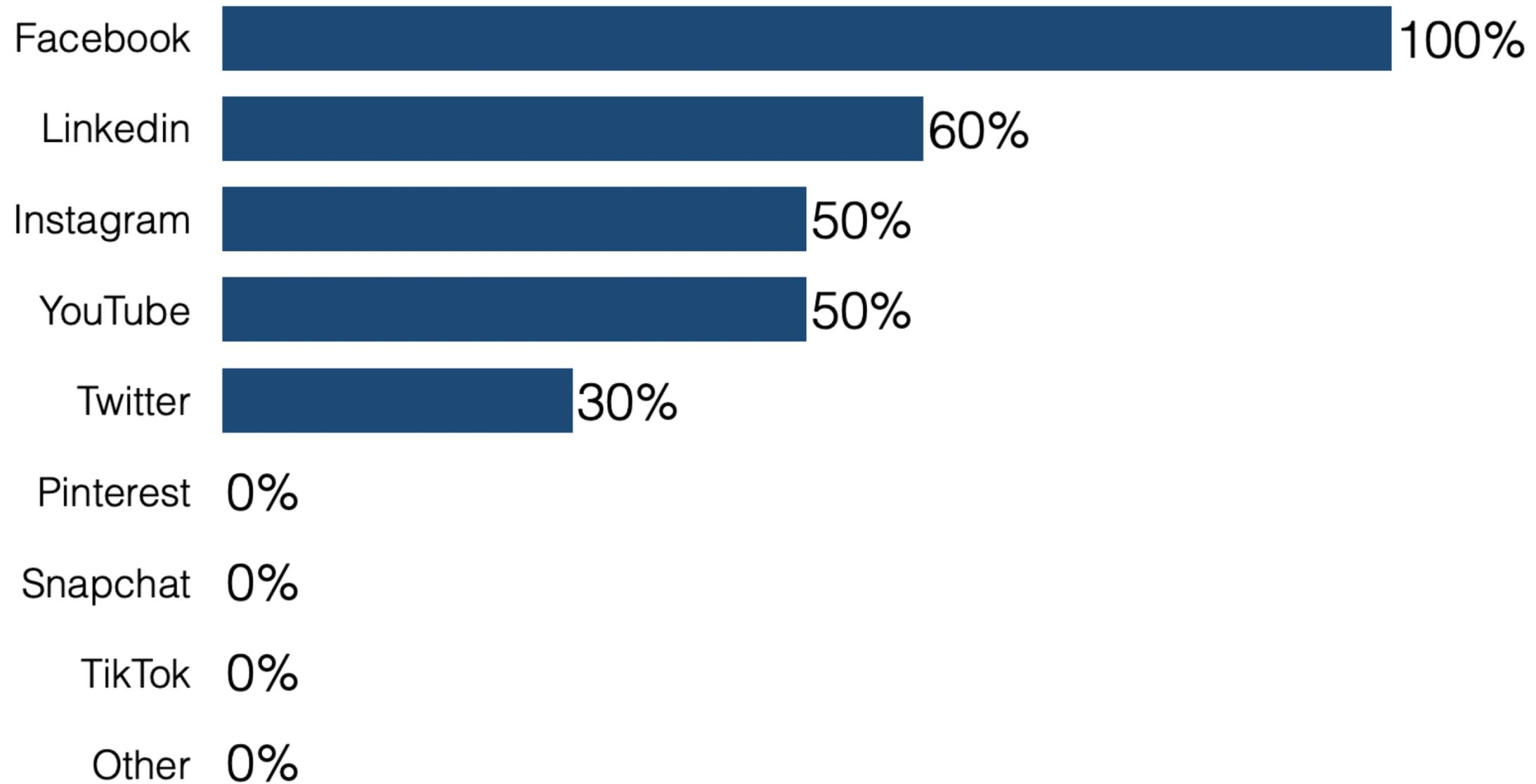
Low Activity

## Traditional Practice Stages 1-3

# STAGE 4



# Which of the following social media sites is your Practice currently active on?



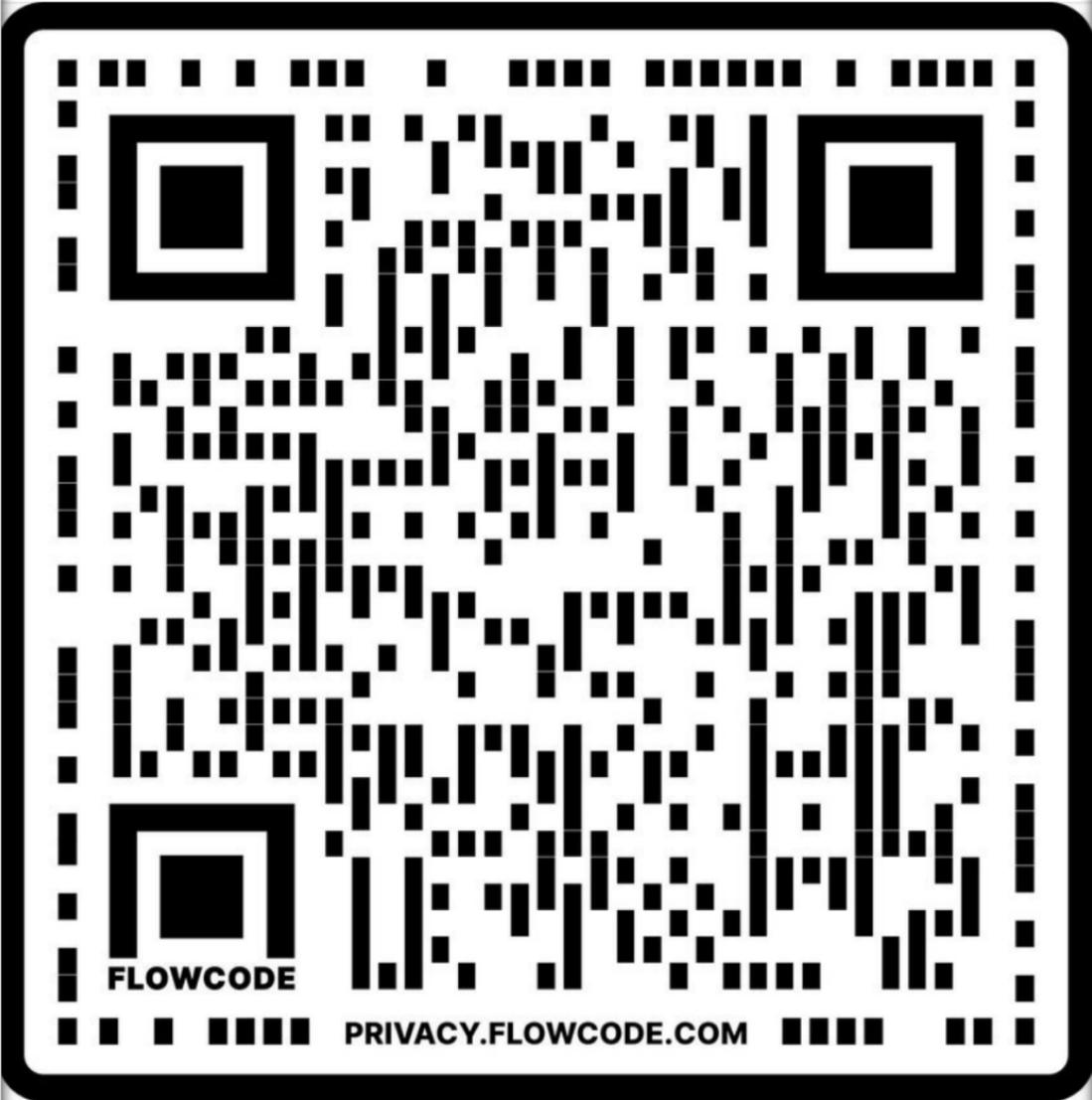
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<https://www.adnbestofalaska.com/vote...>

Share your success with Anchorage Fracture!

Please vote AFOC "Best of Alaska" in the Orthopedic Surgeon category. We appreciate your vote!



👍 2

2 Comments

👍 Like

💬 Comment

➦ Share

Most relevant ▾

Write a comment... 🗨️ 📷 GIF 🗑️

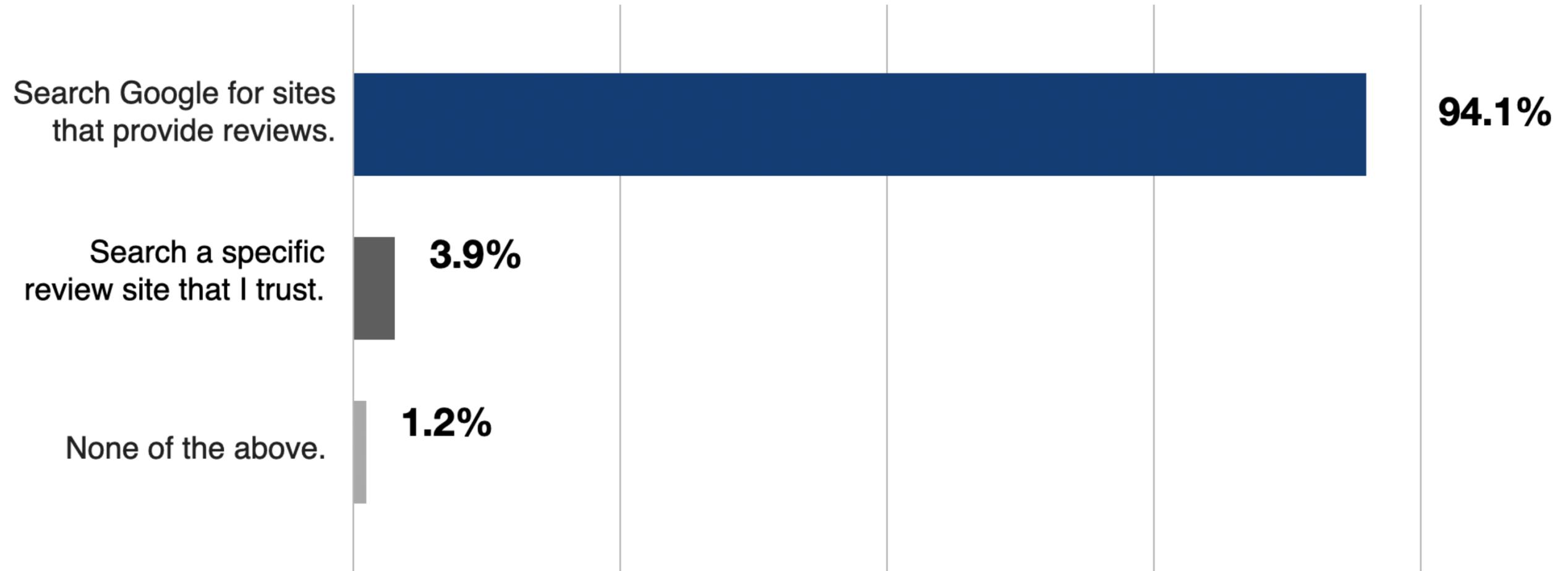
**Kelly Meyer**  
Already voted for the best... OPA - Orthopedic Physicians Alaska!  
Like Reply 6d ❤️

**OPA - Orthopedic Physicians Alaska**  
Kelly Meyer Thank you for your support! We appreciate it!  
Like Reply 6d ❤️

The logo for Veneel, featuring the brand name in a dark blue, elegant cursive script. The 'V' is particularly large and stylized, with a registered trademark symbol (®) at the end.

# When you are searching for reviews for an orthopedic doctor, which do you do first?

200 respondents  
Nationwide

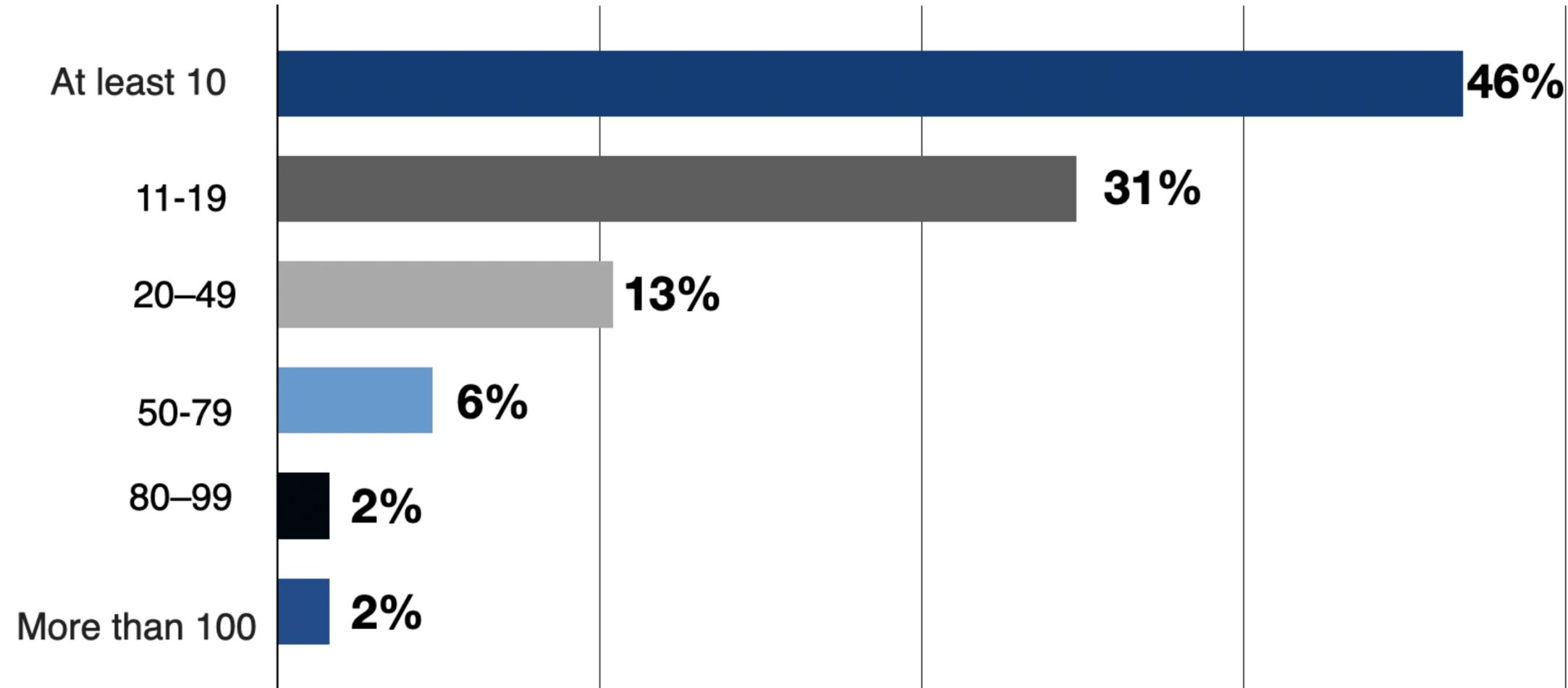


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# When choosing an orthopedic provider, how many online positive ratings/reviews does the provider need to have for you to gain a feeling of trust and confidence in them?

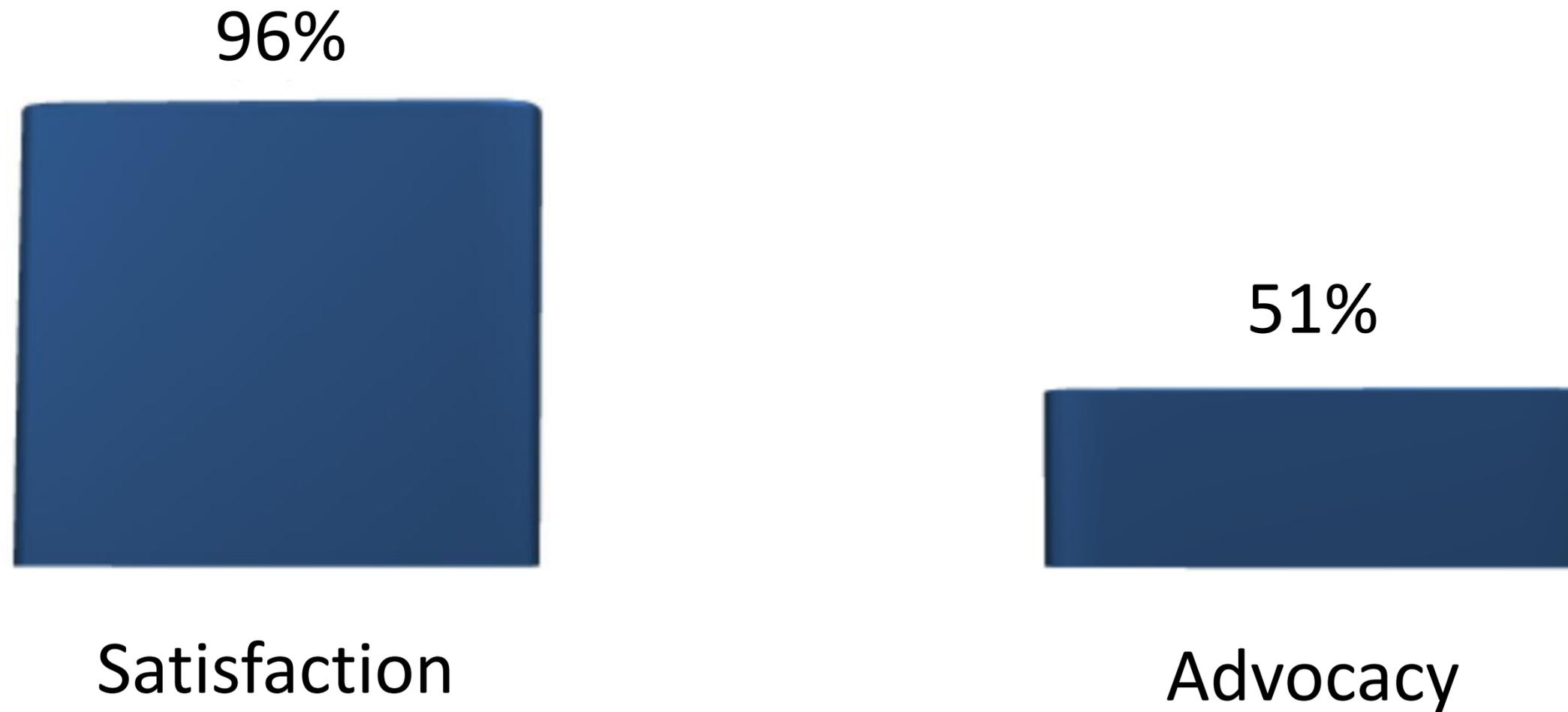
202 respondents  
Nationwide



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# Patient Satisfaction vs Patient Advocacy



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Does your  
Practice provide  
exceptional  
service?



# NATIONAL RESEARCH STUDY

300 organizations - various industries

86% of the organizations rated themselves **EXCEPTIONAL**

15,000 customers

What % of those customers rated those organizations  
**EXCEPTIONAL?**

**6%**

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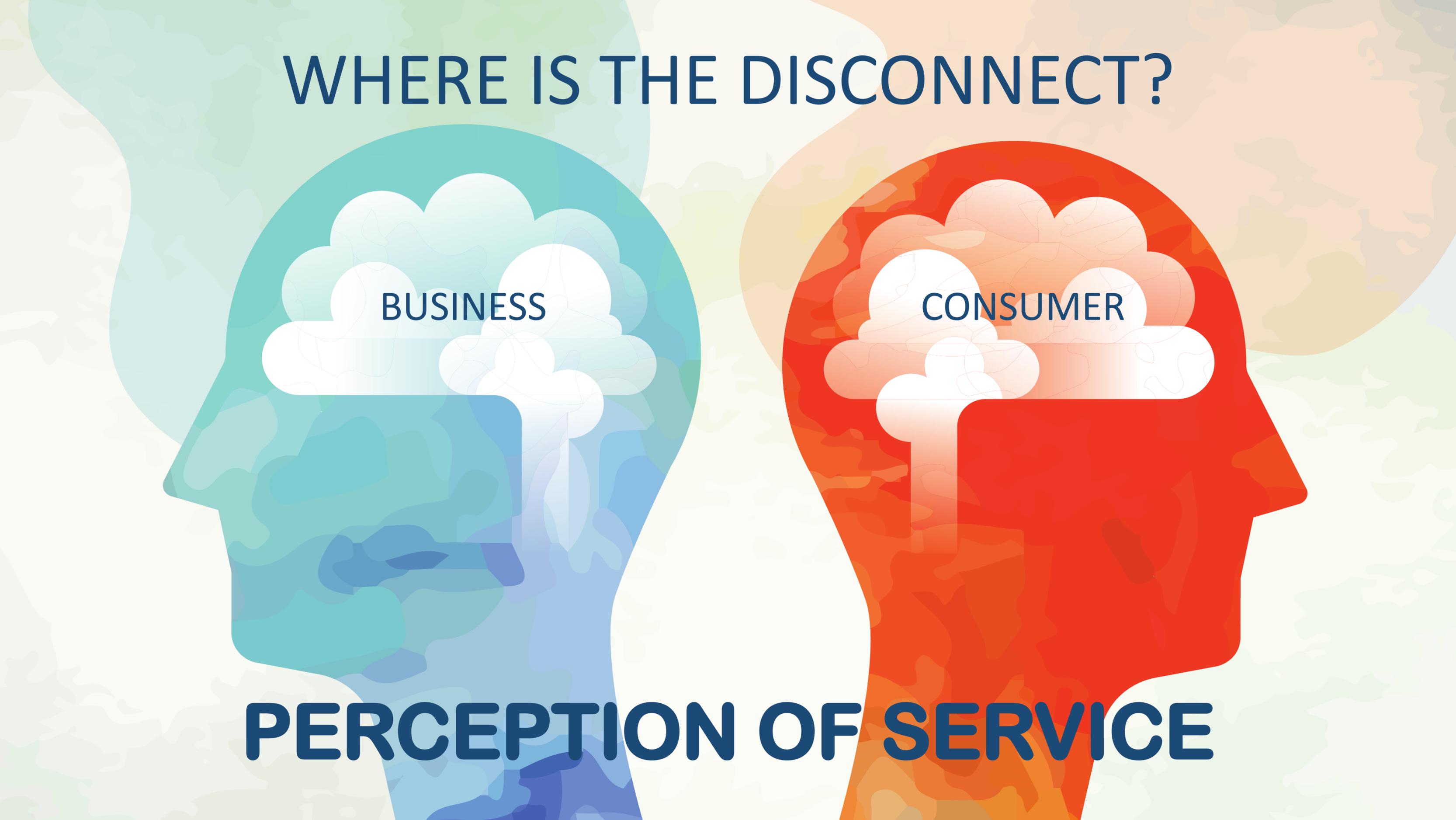
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**WHERE IS THE DISCONNECT?**

**BUSINESS**

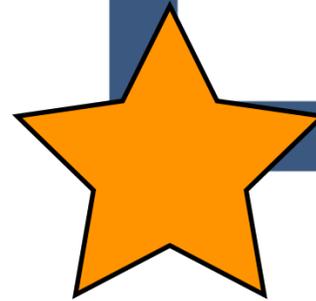
**CONSUMER**

**PERCEPTION OF SERVICE**





Garden Salad with Italian  
Small Fry  
Medium Ice Tea



**EXCEPTIONAL**

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# Business / Consumer

Napkins

Ketchup

Straw

Fork

Greeted with eye contact

Friendly

Clean

Garden Salad with Italian

Small Fry

Medium Ice Tea

Easy to talk  
with

Appreciation

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# Practice / Patient

Greeted with eye contact

Friendly

Clean

Clinical  
Outcome

Easy to talk  
with

Appreciation

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# RATIONAL



# EMOTIONAL



70% of decision making is **EMOTIONAL**

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**What happens when your  
“EMOTIONAL”  
patient is surveyed?**

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“He was dismissive and didn’t listen to my concerns.”

“I waited 1 hour in the crowded lobby and another 45 minutes in the room before the Doctor came in. My time is just as valuable as his.”

“Because my injury wasn’t surgical he made me feel like I was wasting his time, but all I was wasting was my money.”

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“He listens intently, he made me feel important.”

“She listened, asked questions, and explained.”

“He sees me as a person, not just a number.”

“They were friendly and made me feel comfortable.”

“She explained everything in a way I could understand.”

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70% of decision making is  
**EMOTIONAL**



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# EMPLOYEE ENGAGEMENT

Management



Strategic Foundation



Customer - Focused



Retain



Economically Stable



Profitable

Employee Engagement direct link to Service.

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# ENGAGEMENT

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Employee Engagement  
is a **business management** concept.

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# ENGAGEMENT

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## What is Employee Engagement?

Employee Engagement is a business management concept with a foundation built on engaging employees.

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# ENGAGEMENT

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## What is an Engaged Employee?

An “engaged” employee is one who is fully involved in and enthusiastic about their work, and thus, will act in a way that furthers their practice’s interests.

# ENGAGEMENT

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## 3 key drivers that impact employee engagement:

- Relationship with immediate supervisor

The attitude and actions of the immediate supervisor.

- Belief in senior leadership

Employees believing in the ability of senior leadership to take their input, lead the company in the right direction, and openly communicate the state of the organization.

- Pride in working for the company

Employees are treated with respect, find that their personal values are reflected, and feel that the organization cares about how they feel.

The logo for Veneel, featuring the word "Veneel" in a blue, cursive script font.

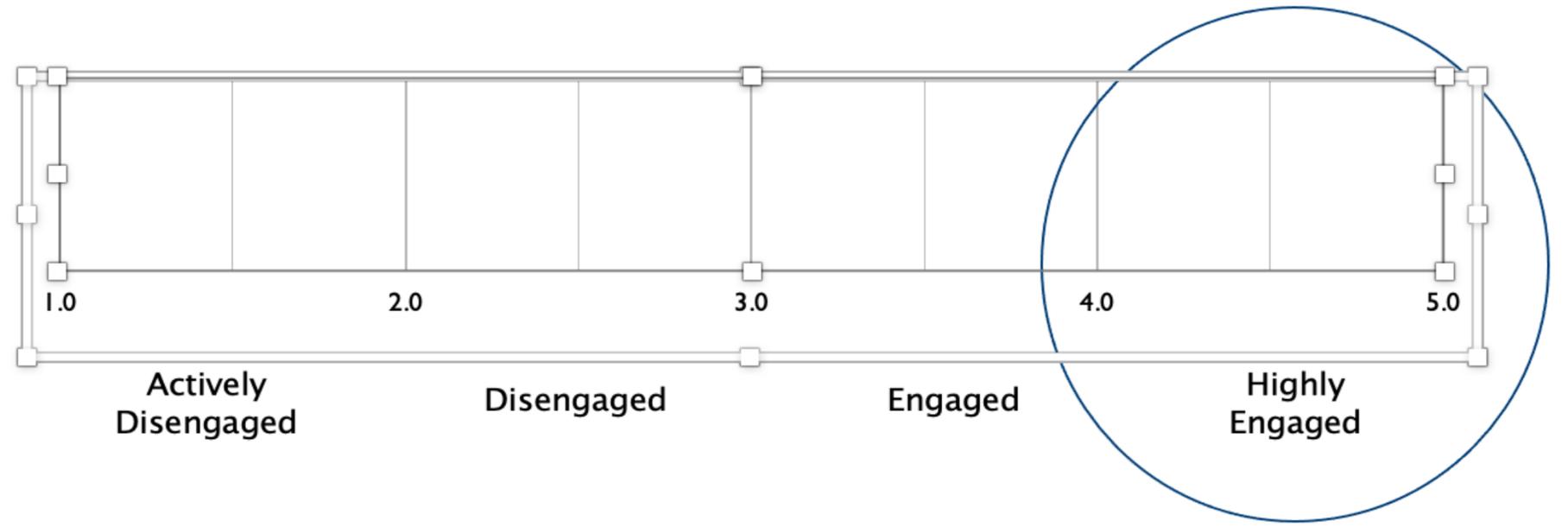


# ENGAGEMENT

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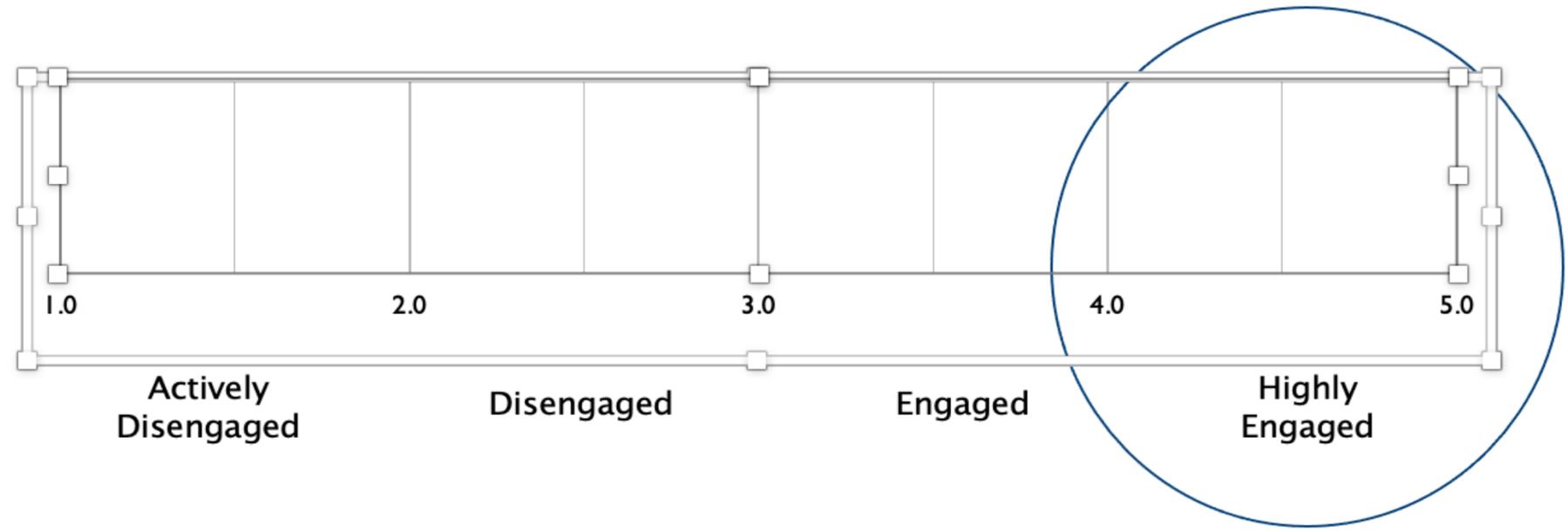
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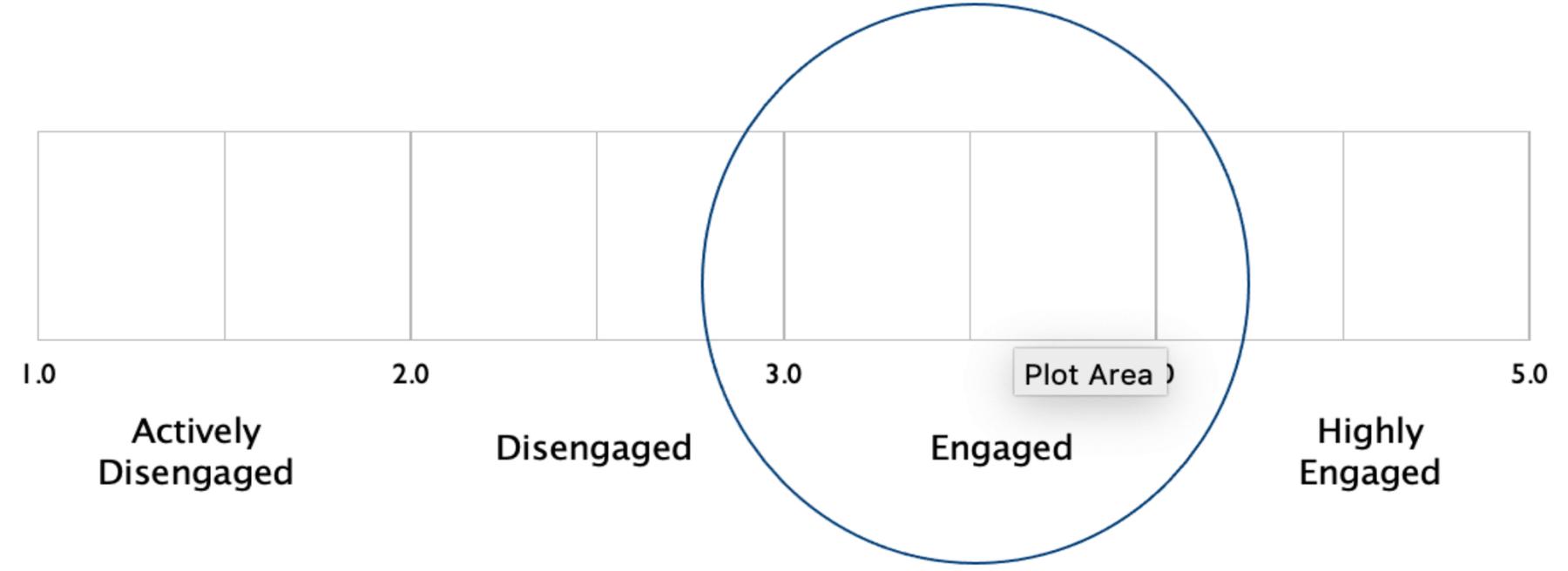
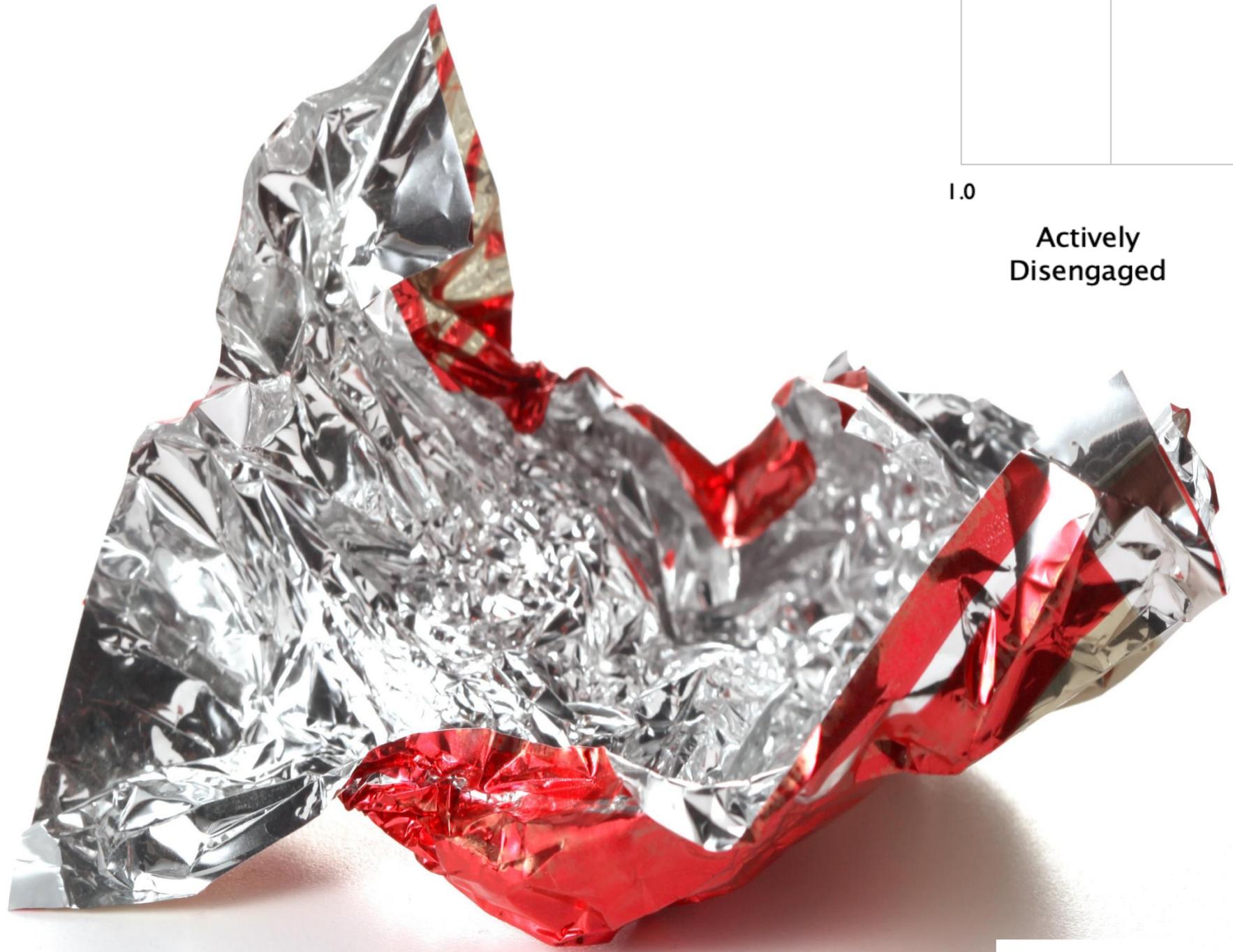
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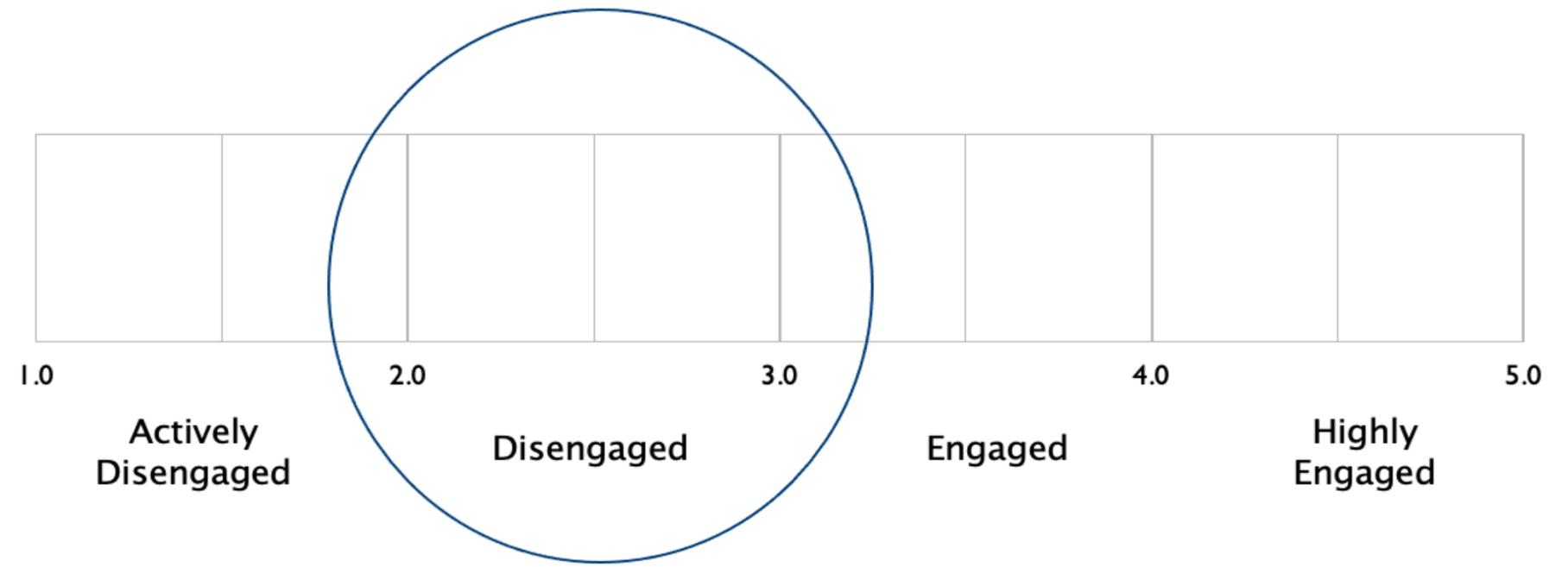
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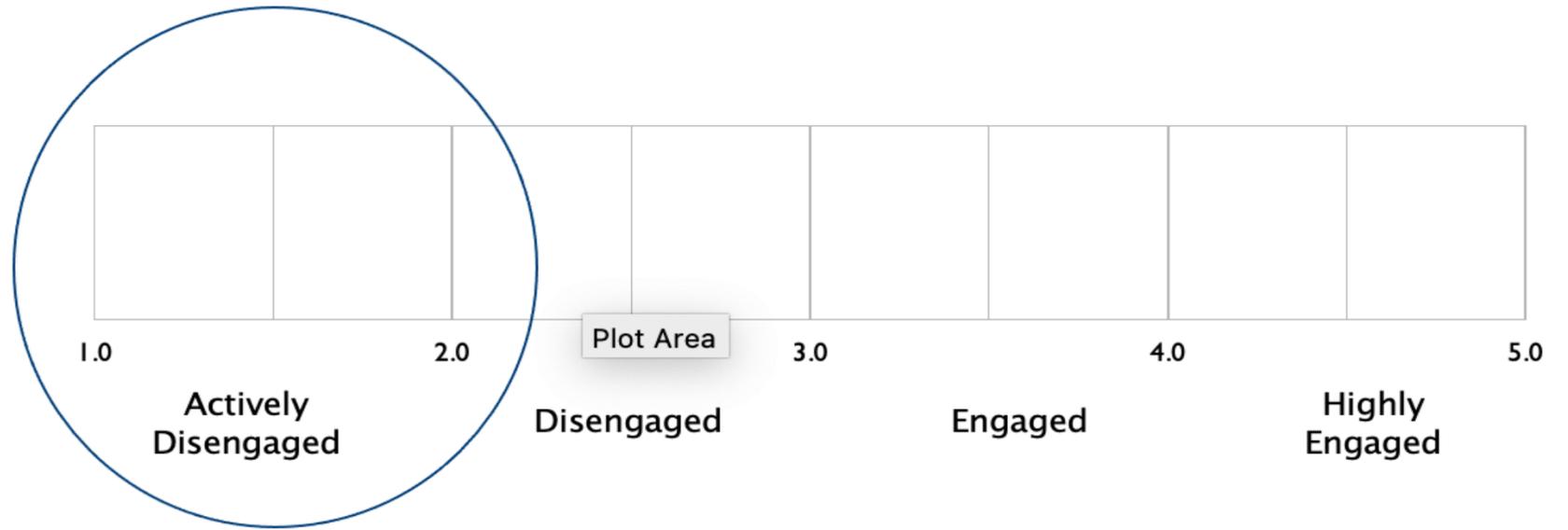
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Growth  
(11,12)

12. Within the last year, I have had opportunities at work to learn and grow.
11. In the last six months, someone at work has talked to me about my progress.

Teamwork  
(7,8,9,10)

10. I have a best friend at work.
9. My associates/fellow employees are committed to doing quality work.
8. The mission or purpose of my company makes me feel my job is important.
7. At work, my opinion seems to count.

Management  
(3,4,5,6)

6. There is someone at work who encourages my development.
5. My supervisor, or someone at work, cares about me as a person.
4. In the last seven days, I have received recognition or praise for doing good work.
3. At work, I have the opportunity to do what I do best every day.

Basic Needs  
(1,2)

2. I have the materials and equipment I need to do my work right.
1. I know what is expected of me at work.



# THANK YOU

Tony Edwards

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