

ICP MARKETING 2019-2020

BRAND STRATEGY
AND COMMUNITY
OUTREACH

A REPORT PREPARED FOR
INNOVATIVE CARE PARTNERS





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CAMPAIGN OVERVIEW

Archipelago Strategies Group (ASG) is pleased to present its final report for the 2019-2020 brand strategy and community outreach campaign completed for Innovative Care Partners (ICP).

ICP engaged ASG to provide technical assistance on how to improve communication and collaboration between ICP and ACOs and PCPs, and how to best engage their assigned members in Spanish and English. ASG was also engaged to develop and implement cultural competency trainings for ICP staff that work on the frontlines.

The project scope included:

- A research and a market audit of the organization
- Development and implementation of a direct consumer strategy for MassHealth assigned members with LTSS and BH needs.
- Improved communication and collaboration with ACOs and PCPs
- Consultative services to enhance ICP's client facing materials and cultural competency training for front-line staff.

Key Deliverables

ASG built brand guides for ICP following a deep dive assessment and market analysis. Key outreach documents including a one-pager and brochures for patients and providers, were updated to more effectively reflect the organization's brand and to resonate with their respective audiences.

In addition, ASG facilitated two trainings and one workshop for managerial staff, enrollment specialists and care coordinators. These sessions covered culturally appropriate outreach, brand guides, and direct consumer engagement.

DEEP DIVE ASSESSMENT



Research ICP competitors & key geographies where members reside and deep dive on key demographic areas that ICP has identified as priority zones.



Review ICP's messaging and marketing materials to assess the content and brand used to showcase the services available to ICP's assigned list of diverse consumers.



A series of three in-depth interviews with ICP leadership and staff to gain insights into the challenges and opportunities facing the organization.



Conduct 3 interviews of regional providers, and policy leaders from across the Western Mass region to gauge their level of knowledge about ICP's capabilities.

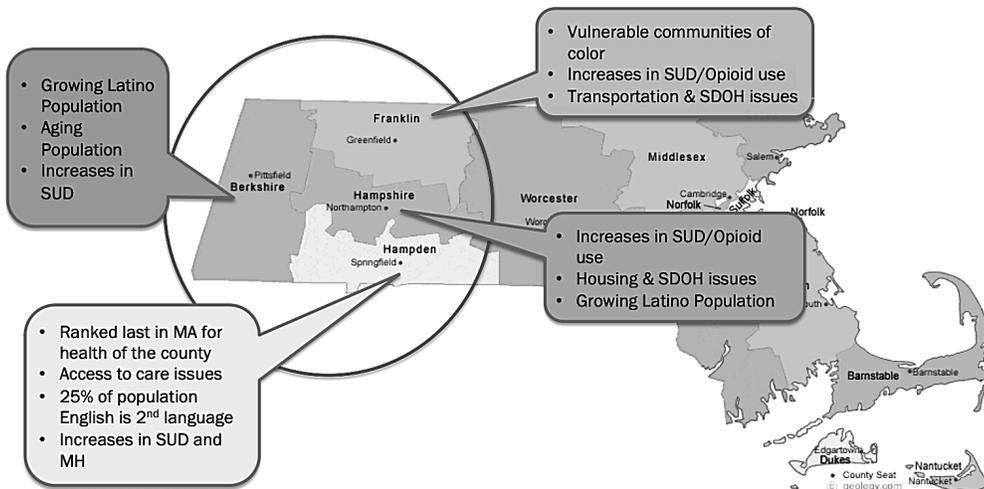


Conduct 6 in-depth interviews with key member demographics to understand the potential barriers to enrollment with ICP.

ASG, in concert with ICP, collected materials for review and assessment. Additionally, ICP was key in securing leads for in-depth interviews. The following section highlights the analysis and findings of the deep dive assessment phase of the campaign.

COMPETITIVE ANALYSIS

Information about the target communities, target populations and competitors in the MassHealth Community Partners space was gathered to inform ICP's strategy to improve its membership and referrals. This information was the basis for the targeted campaigns and direct strategic outreach approaches that were subsequently developed. Moreover, outreach approaches were tailored to fit the cultural and linguistic needs of each community.



KEY FINDINGS FROM OTHER SUCCESSFUL COMMUNITY BASED MEDICAID PROGRAMS

1. ACO engagement is key
 - Reach out to local and system leads for Care Management (CM) and/or Behavioral Health
 - Get on ACO weekly/monthly Interdisciplinary Team (IDT) agenda
 - Ensure timely follow up on referrals with IDT providers and PCPs
2. Community PCP engagement tactics
 - Sponsor trainings/educational seminars with providers, nurses, clinic staff
3. Leverage CP non-clinical staff to do “business development”/ “marketing” with community PCPs and ACO IDT/CM staff
4. Get creative about referral sources
5. Direct to consumer– market to parents and caregivers as well as members

IN-DEPTH INTERVIEWS

ASG conducted interviews with three target audiences: ICP staff, regional partners/policy leaders and enrollees.

To better understand ICP's challenges and opportunities when it comes to:

- Building and strengthening relationships with referral sources
- Connecting with and engaging MassHealth members

To identify existing best practices that ICP staff uses with referral sources and MassHealth members

To gain insight into the social determinants of health and other challenges MassHealth members experience

To gain a better understanding from current Innovative Care Partners members, or their guardians, about how ICP's communications and outreach strategy could improve and better connect with assigned MassHealth members.

ENROLLEES

KEY QUESTIONS

- Can you describe the organization in your own words?
- Can you tell me about the type of support ICP provides to you?
- How did you first hear about this program?

ASG gained insights about members' needs and their perceptions about the service they receive from ICP. Overall, the enrollees were very positive about their experiences with ICP care coordinators.

In-Depth Interviews

STAFF

KEY QUESTIONS

- In your own words, please describe the work ICP does.
- From your perspective, what can ICP do to be more effective in connecting with hard-to-reach MassHealth members?
- Pretend you are at the door talking to a MassHealth member about ICP. In 30 seconds or less, describe the work ICP does.



We need to get the ICP name out there. ICP has limited bilingual capacity, maybe Spanish language classes would also be helpful.

REGIONAL PARTNERS/POLICY LEADERS

KEY QUESTIONS

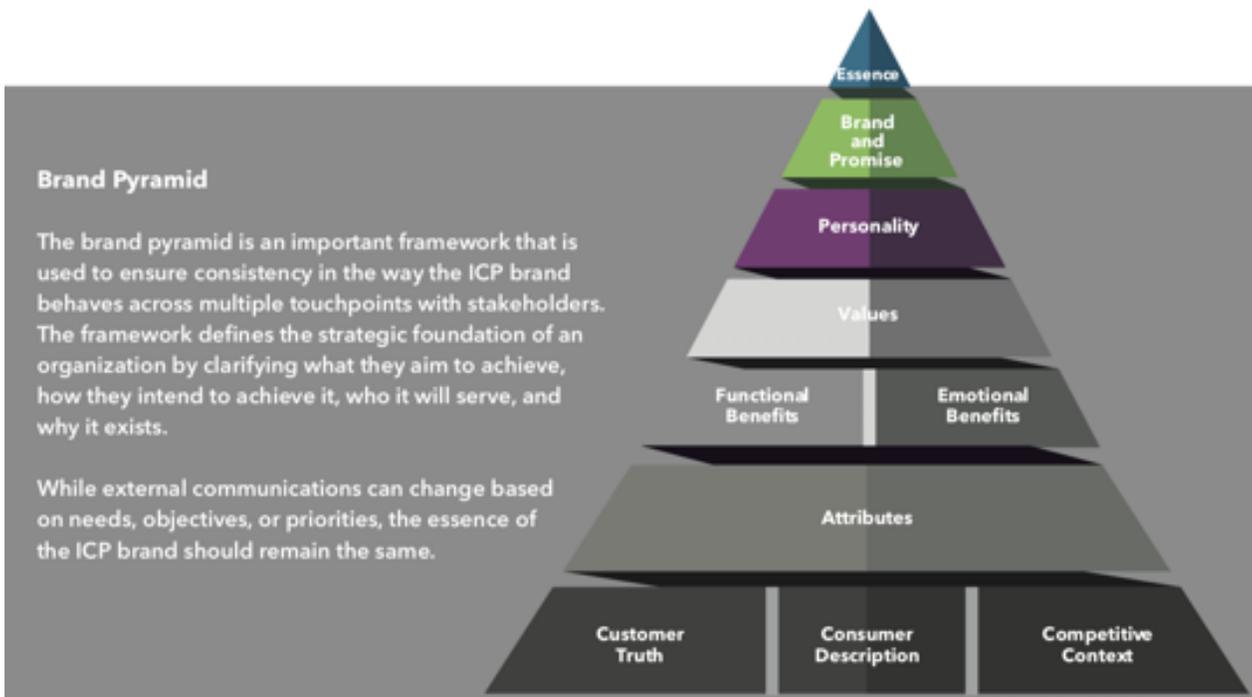
- In your own words, how would you define ICP?
- What is the typical profile of member that you would refer to ICP?
- In what ways do you think ICP can improve their services and communication about their services?

The current system does not do a good job of informing people about the services they are eligible for under MassHealth. The terminology, program names and offerings can be confusing.



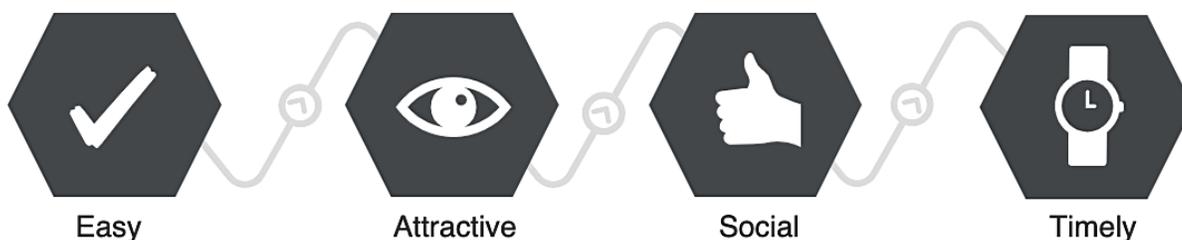
BRAND GUIDELINES

ASG led the development of brand strategy and guidelines for ICP and advised ICP staff on how to use brand guidelines. Brand Guides help ICP promote a cohesive and coherent brand story, while improving communication and collaboration between ICP and ACOs and PCPs



In addition, ASG assisted ICP in copywriting ICP one pagers, email blasts and web content directed only for ACOs and PCPs and enveloped mailers targeting their assigned members in at least 2 languages English and Spanish.

Based on behavioral insights, ICP's communications and outreach materials were developed with the following guiding principles in mind:



Brand Guidelines

ASG led graphic design of new materials including: one pagers, email blasts, infographics and, web content directed only for ACOs and PCPs and enveloped mailers targeting members.



Date:

Estimado: FIRST NAME OF MEMBER

Le escribo para introducirle a su equipo de apoyo, Innovative Care Partners (ICP), un socio comunitario de MassHealth que sirve a cuatro áreas de Massachusetts. ICP fue creado por tres agencias de servicios humanos más confiable de la región: Center for Human Development (CHD), Gandara Center, y ServiceNet. Usted está recibiendo esta carta porque su proveedor de servicios de salud lo refirió a Ud. (o su hijo o hija) para que se beneficie de los servicios y apoyos que Innovative Care Partners ofrece.

A los miembros de MassHealth que se inscriben con nosotros se les asignará un Coordinador quien trabajará con usted para ayudarlo a llevar un estilo de vida más saludable y menos estresante. Los Coordinadores dan soluciones para diversos problemas. Por ejemplo, ellos pueden hacer citas con doctores y terapeutas y hacer coordinación de transporte para vistas médicas. ¡Además, los coordinadores asisten en preparación de aplicaciones para vivienda y ayuda para recibir capacitación de empleo y otros programas de educación y mucho más!

Como Usted tiene MassHealth, es elegible para este programa. ¡No se pierda la oportunidad de recibir estos servicios gratis! Si Usted decide no inscribirse con Innovative Care Partners, su cobertura de MassHealth no será impactada en ninguna manera.

En los próximos 10 días Usted recibirá una llamada de un Coordinador de atención ICP. Ellos responderán cualquier pregunta que tenga. Y lo ayudarán a elegir los mejores servicios de atención según sus necesidades.

Si no recibe una llamada de nosotros dentro de los próximos 10 días, llámenos a 1-888-553-3010.

Para obtener más información, visite nuestro sitio web innovativecarepartners.org o envíenos un EMAIL.

Sinceramente,

FULL NAME
TITLE



Date:

MEMBER NAME
ADDRESS (INCLUDE APT/FLOOR IF APPLICABLE)
CITY, STATE ZIP

Dear: FIRST NAME OF MEMBER

I am writing to introduce you to your support team at **Innovative Care Partners (ICP)** — a MassHealth Community Partner Program serving four counties in Western Massachusetts. ICP was formed by three of the region's most experienced and trusted human services agencies to serve you and neighbors like you: Center for Human Development (CHD), Gandara Center, and ServiceNet.

You are receiving this letter because MassHealth, your doctor, or a provider referred you (or your child) to benefit from the services and supports Innovative Care Partners offers.

MassHealth members who enroll with us are assigned a Care Coordinator. That is someone who will work with you on all issues, big and small to help you lead a healthier and less stressful lifestyle. Care Coordinators help with a diverse range of issues. For example, they can help make appointments with your doctor or therapist, arrange transportation for doctor's visits, help you fill out a housing application, access job training and education programs, help with access to healthy food and so much more!

You are already eligible for this program because you are a MassHealth member. In other words, these services are free for you! But you need to enroll. Don't miss this opportunity. If you decide not to enroll with Innovative Care Partners, your MassHealth coverage will not change in any way.

You will receive a call from your Care Coordinator in the next 10 business days. Your Care Coordinator will answer any questions and help you with care or services based on your needs.

If you do not receive a call from us within 10 days, please call us at 1-888-553-3010.

For more information, visit our website at <https://innovativecarepartners.org/> or email me at EMAIL.

Kind regards,

FULL NAME
TITLE



BETTER HEALTH TOGETHER | 332 Birnie Avenue, Springfield, MA 01107 | 888-553-3010 | innovativecarepartners.org



Puedes contactar a tu coordinador llamando al
###-###-####

No hablo español. Pero te puedo conectar con otra persona que habla español.

I don't speak Spanish. But I can connect you with another person who speaks Spanish.
You may reach your Care Coordinator at: ###-###-####

TRAININGS

ASG delivered a series of trainings with the goal of advancing staff ability to drive consumer engagement and ultimately improve operational efficiency and health outcomes. Special focus was given on engaging and addressing the unique needs of the Latino, African American, rural and other diverse member groups.

BRAND GUIDELINES DEVELOPMENT WORKSHOP

ASG held a workshop for management and leadership to lead them through the development of ICP's branding guidelines. The goal of the training was not only to give leadership an overview of the concepts and process of creating brand guidelines but to help ICP leaders communicate the organization's value proposition clearly and to position branding as tool that leaders could leverage to increase the organization's recognition with its target audiences. At the end of the session, the participants understood all of ICP's branding components including its brand DNA, brand promise and brand personality. They could also clearly define what customers could expect and the benefits that the organization offered.

BRAND PERSONALITY: An authentic brand persona establishes trust and loyalty with the targeted audiences. A brand personality helps give a distinctive "brand voice" that resonates with its target audience and helps build a stronger connection with the overall mission.

1. Dependable
2. Caring
3. Professional
4. Tenacious
5. Committed
6. Inclusive
7. Multi-talented

Trainings



PROVIDING CULTURALLY SENSITIVE SERVICES TO LATINO CLIENTS

This two-day training was created to give front line staff the ability of providing culturally competent services to Latino clients. The first day of the training gave participants some cultural background such as key demographic facts as well as hearing Spanish accents from different Latin American countries. A special emphasis was made to hear Caribbean Spanish accents as many of ICP's Spanish speaking clients are from Puerto Rico and the Dominican Republic. In addition, the participants created a word bank with the words and phrases that they most wanted to learn how to say in Spanish. The second day of training moved beyond learning vocabulary to learning and practicing the pronunciation of words. Finally, through a series of small breakout groups, the participants practiced a first-time outreach script in Spanish that they could use if they came across a client who only spoke Spanish. The script, which was both in English and in Spanish, gave the staff the ability to ask a few preliminary questions so that a subsequent follow up call could be made to sign them up for ICP services. At the completion of this training, front-line staff had a foundational understanding of Spanish culture and language.

Trainings

DIRECT CONSUMER ENGAGEMENT

The direct consumer engagement training was a series of two online workshops tailored for front-line staff. The first day of the training gave participants an in-depth overview of the concepts behind consumer engagement and how they could incorporate these branding concepts into their conversations with clients. These branding concepts were also reinforced through a series of hands-on exercises where staff related the branding concepts to their own personal experiences being a part of the ICP care team and in delivering services to clients. At the end of the first day of training, the participants incorporated the branding concepts they learned to create their own elevator pitches which they could use to introduce the organization and their services to new clients. On the second day of training consumer engagement related terms were added to the Spanish word bank created during the Spanish training. Given the drastic operational changes that had to be implemented due to COVID-19, best communication practices for different mediums including phone, video conferencing and in-person meetings were also presented. At the end of direct consumer engagement trainings, front-line staff were able to clearly articulate the ICP's brand values and the services they provide for clients in a short concise elevator speech. They were also familiar with best practices for reaching out to clients using a variety of mediums.

Phone Engagement with Potential Clients

Tips Summary

- Pay attention to voice tone, rhythm and volume.
- Mirror language of the person you are talking to .
- Remember tone gives shades of meaning, emotion, attitude.
- Make sure to keep good posture & smile when you speak.
- Combine what you say & master how you say it.
- Communicate who you are as a person – show your personality.
- Make the person feel comfortable with you.



Phone Engagement with Potential Clients

If 55% is your body language, does body language matter on the phone?

Here are 3 tips to build rapport:



CONCLUSION

RESULTS OVERVIEW

ICP has advanced in many ways through this year-long project. The organization has built a stronger more recognizable brand, given client facing staff knowledge on how to give more culturally competent care for Spanish speaking clients and given staff best practices on communication in different settings and circumstances

As a result of creating brand guidelines for ICP, all literature such as letters and brochures have standardized colors for logos as well as language describing the the organization and its services. Similarly, all staff have an understanding of ICP's value as an organization and know how to describe its services succinctly.

ICP has recognized the importance of tailoring care to meet the cultural needs of its Spanish speaking clients. For example, the client facing staff now have a basic understanding of the cultural background and different Spanish accents that they may encounter. In addition, they have begun learning key Spanish phrases that will help them communicate with Spanish speaking clients when interpreters are not available.

Conclusion

KEY TAKE-AWAYS AND AREAS OF OPPORTUNITY

TAKE-AWAY	AREA OF OPPORTUNITY
<p>The deep dive assessment highlighted the specific services and the linguistic needs of the client population.</p>	<p>The data collected could be used to further refine the outreach efforts to use for specific communities as well as help management better anticipate operational needs.</p>
<p>Interviews with clients showed that care coordinators were very well regarded but could still improve.</p>	<p>Care coordinators can work on being timelier according to enrollees interviewed.</p>
<p>Front-line staff often encounter Spanish speaking clients and need to be able to effectively communicate with them. They now have a word bank with vocabulary and phrases to refer to as well as a script they can use to establish services with clients</p>	<p>Front-line staff should continue to receive training in Spanish to improve their ability to communicate with and better understand the cultural background of their Spanish speaking clients.</p>
<p>ICP has strengthened its branding and is ready to increase and improve its outreach efforts with their stakeholders such as ACOs and other CPs that they can partner with.</p>	<p>ICP should leverage their stronger brand to launch an outreach campaign for ACOs and CPs. They can also improve their web presence by having ASG manage their website so that its content is dynamic and engages stakeholders they can potentially partner with to provide behavioral and LTSS services to the community.</p>

Now that ICP has strengthened its branding and begun to provide training on culturally competent care, the next phase of advancement should be focused on continuous improvement of client services and improvement of outreach to stakeholders via different mediums. ASG would be delighted to continue to catalyze ICP's evolution and help take the organization to the next level.