

## CASE STUDY

# Lawrence General Hospital

## Why go to Boston?

*"Our 2011-2012 advertising and marketing campaign has certainly been one block in a foundation that has allowed this hospital to succeed at a time when as so many others are falling on hard times."*

**Nick Zaharias** Vice President  
for Philanthropy & Marketing

In an increasingly competitive hospital market, Lawrence General Hospital took a number of steps to broaden its clinical capabilities and enhance the quality of its healthcare. Among its achievements, it formed affiliations with Beth Israel Deaconess Medical Center and Floating Hospital for Children at Tufts Medical Center, opened a Diagnostic Imaging Center and Sleep Center, renovated its Pediatric Center and upgraded technology throughout the hospital.

Concurrently, 360 was brought in to help LGH communicate its strengths and change the perception of the quality of care it delivers.

### 360's approach

Through interviews we conducted with hospital leaders, it became clear that "continuous improvement" was Lawrence General's mantra, yet the word hadn't gotten out to residents of upscale suburban communities near Lawrence that represented the hospital's best opportunity for growth. We concluded the best way to communicate the hospital's on-going commitment to the people it serves was to "give the floor" to actual patients and medical staff and let them tell the story in their own words.

### The elements

- 360 authored a themeline – *So Good. So Caring. So Close.* – that serves as a rallying cry for the hospital.
- We created a website that does justice to the LGH brand, with comprehensive patient information, descriptions of services and centers, a health library and a video repository where patients and staff could tell their stories.
- We developed a wide range of marketing communications materials including print, radio, television, outdoor, social media and web banner advertising and supporting collateral.
- With our guidance, Lawrence General for the first time utilized cable television to target upscale communities.

## THE RESULTS

- ▶ In a hospital benchmarking report initiated the year after our work began, Lawrence General showed a 4.27% increase in outpatient census growth, making it #3 out of the 32 MA hospitals reporting, up from #20 just three years previously
- ▶ At one time, LGH saw 50% outmigration into Boston from the high-income towns of Andover and North Andover, but that number quickly declined to just 30%.
- ▶ LGH achieved one of the largest positive margins in its history once our work began.

**threesixty**