

## **Healthcare Market Preservation**

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### **Business Challenge/Environment**

*A powerful hospital network proposed a new regional medical center near our client's community hospital. The 200-bed facility would cannibalize our client's hospital of lucrative elective surgery clients, specialized care services and outpatient treatments and therapies. A few nearby residents had written letters and were quoted as opponents to the new hospital, but no organized activity had surfaced. We were engaged to help citizens organize to effectively fight local approvals needed for the project.*

### **Outcome**

Our efforts drastically changed community perceptions of the proposed medical center and helped opponents secure unanimous support of the town board, which joined in speaking against special approvals for the project.

### **Our Approach**

- Reviewing all relevant public documents and permitting requirements, we prepared a detailed informational package for project opponents and began a door-to-door campaign among residents near the project site.
- We helped neighbors sponsor a direct mail outreach and education program to alert the community about proposed zone changes and negative impacts the project would cause.
- We then devised a campaign to highlight the large number of residents who opposed the new hospital, resulting in 1,000 petition signatures against the project.
- We drove turnout to planning commission meetings and municipal council hearings and helped opponents effectively direct public pressure on the municipal decision makers with arguments that were both emotional and based on valid land use issues to justify rejection of the application.

CASE STUDY