

Hospital

Business Challenge/Environment

Our client was one of several health care providers seeking state approval to construct a general acute-care hospital in an area already served by a well-established network. The existing hospital and competing providers had already established strong community backing and mobilized their supporters to attend hearings and public events while also openly working to defeat our client's proposal. Our client needed to overcome the crippling head start possessed by its competitors.

Outcome

Hundreds of supporters turned out to speak in favor of our client's applications before state regulators, with state and local officials voted unanimously in support of our client. The support we generated at hearings, in letters to decision makers, and at public events was unprecedented in our client's 30-year history.

Our Approach

We needed to eliminate the competition's early advantage by identifying and organizing civic leaders and key activists among both residents and the medical community. To accomplish this, we:

- Designed and managed an extensive outreach program to the medical community, generating more than 100 letters of support directed at state decision makers.
- Conducted a grassroots campaign to speak with residents, community leaders and elected officials to educate them about the unique benefits of our client's proposal.
- Coordinated and executed a large petition drive, which garnered more than 16,000 signatures in support of our client's application.
- Managed and conducted turnout for numerous highly publicized community events and meetings, including public hearings and health fairs.
- Neutralized opposition to our client's application by securing support of key government bodies and community organizations.

CASE STUDY