

KNOW THYSELF: BRANDING YOUR PROGRAM TO GET THE TRAINEES YOU ARE LOOKING FOR

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Disclosures

None of us have any disclosures
relevant to this talk.

Learning Objectives

- Appreciate the importance of developing your program's core ideology
- Learn how to apply your core values to the development of your brand.
- Compose dissemination strategies for your brand to help in recruitment
- Understand the four impressions that create a “consumers” brand experience and how to use these to disseminate your message/brand

Core Ideology

- The glue that holds an organization together through time
- A constant identity which transcends academic year after academic year, individual program leaders, administrative changes, educational fads and ACGME mandates

Core Purpose and Core Values Form Core Ideology

- **Core purpose:** The reason our residency exists
- **Core values:** Essential and enduring tenets of our residency



Core Purpose

- Core purpose is the reason that your residency exists
- It guides you further toward differentiation
- Purpose does not change, but inspires change
- A residency might achieve a goal or complete a strategy, but the residency program never fully fulfills its purpose

Connecting Core Purpose to Your “Consumers”

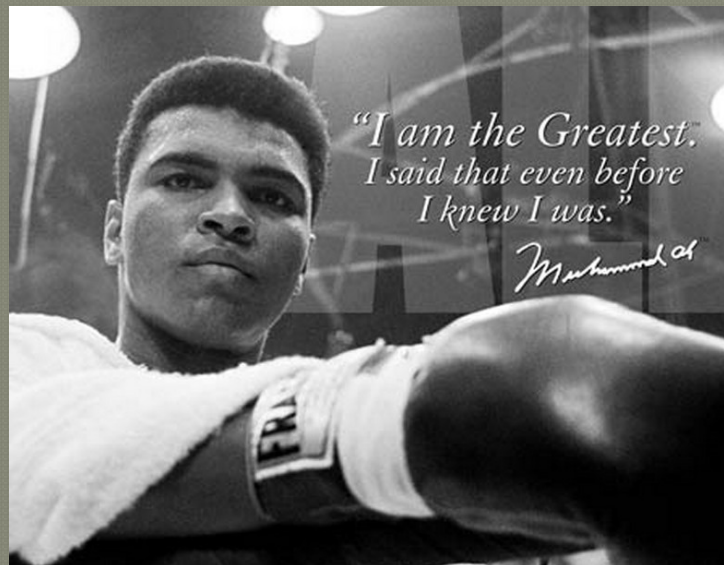
- Your Residency’s “Consumers”
 - Students and applicants
 - Current Residents
 - Graduates
 - Program Leadership
 - DIO / GME
 - Your patients
 - ACGME
 - The public

Connecting Core Purpose to Your “Consumers”

- **Begin with a purpose:** A purpose is the *why* your residency has begun its journey, guided by the deeply-held values and beliefs that inspire it to make a difference
- **Purpose *guides* your residency:** It articulates *why* you do what you do, *why* your residency exists, and *why* it serves a higher purpose (its cause)

Discover Your Residency's Core Purpose

- Everyone is always saying, “I am the best!”
- The question at the heart of core purpose is, “What makes you better than the best?”



Discover Your Residency's Core Purpose

- A powerful method to get at core purpose is **ask why five times**
- Start with a descriptive statement of your program's deliverables such as, "We graduate pediatricians who are the best at ____."
- Now ask why is this important five times?

Discover Your Residency's Core Purpose

- The goal is to gain a deep understanding about **why would someone choose you?**
 - Why is that important?
 - Why is that important?
 - Why is that important?
 - Why is that important?
 - Why is that important?



Core Values

- Core values define what your program stands for and what it means for its stakeholders
- These values run so deep and fundamental that they will change seldom, if ever
- Often represent a competitive advantage

Why Define Core Values?

- Underlie your work, how you interact with each other, and which strategies you employ to fulfill your mission
- Differentiate your program from others
- Influence long-term behavior and priority
- Guide your residency toward its greatest impact
- Allow your program to gain a deep understanding of its core identity which can then be shared and expressed in many ways

Discover Your Residency's Core Values

- Great organizations have three to five core values
- Have intrinsic value and importance to those inside the organization
- Require no external justification
- There's no right or wrong or “must have” value
- Often closely aligned with institutional identity



Discover Your Residency's Core Values

- Push with relentless honesty to define what is truly central to your residency
- Don't confuse with operating practices or cultural norms
- Should pass the “penalty box test”
- Remember that these values are so deep and fundamental that they should never change
- This takes a commitment from everyone

Discover Your Residency's Core Values

- Questions to consider

- Which words describe the personality and philosophy of your program?
- What does it mean to be at the University of _____?
- What unique features of your residency would be difficult for others to duplicate?
- What attributes are you most proud of in your residents, colleagues and leadership?
- What drives you to innovate?
- What would happen to the persons you serve if your residency was to disappear?

Discover Your Residency's Core Values

- List three core values of your residency
 - Do these stand the test of time?
 - If circumstances changed your program was penalized for this core value, would you still keep it?

Using Core Values in Differentiation



Branding Basics

- A brand is the perception that people have which differentiates one product from another.
- Describes:
 - Quality
 - Benefit
 - Value

Branding Basics

- A brand is the perception that Residents have which differentiates one Program from another.
- Describes:
 - Quality
 - Benefit
 - Value

Branding, Training and Values

Your brand should
be an outward
expression of your
core values



Why Does Branding Matter to My Program?

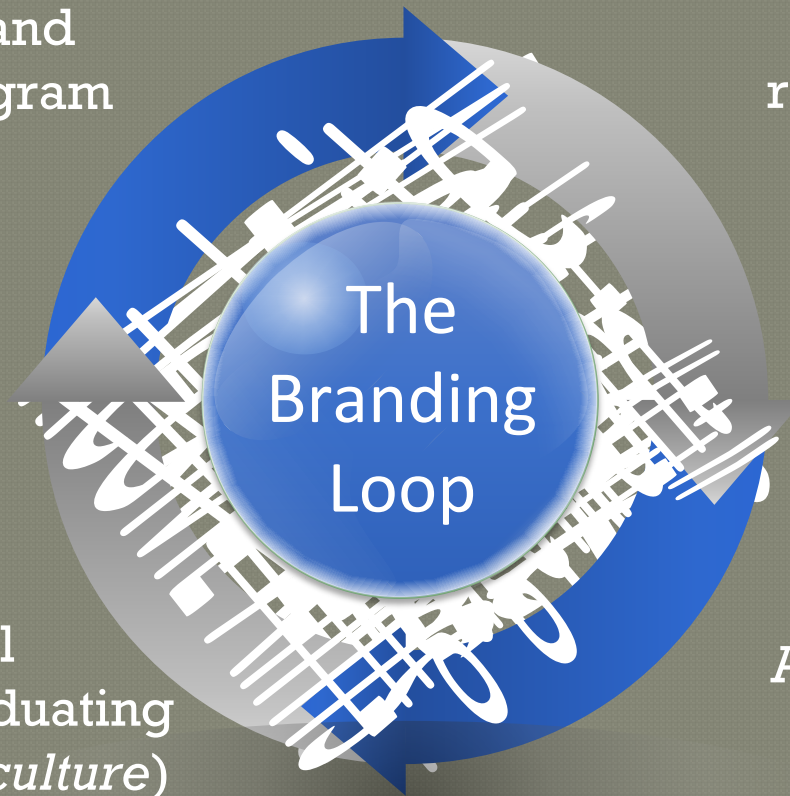
- ◎ *Impact is what matters*
- ◎ A strong brand can shape culture, unify efforts and align internal and external stakeholders.
- ◎ When your residency's consumers know that your program matters, they will know that its cause is meaningful



Why Does Branding Matter to My Program?

Broadcast your brand attributes and program successes (*outside culture*) to ALL stakeholders

Attract students, residents and staff that fits your core values



Focus on functional capabilities of graduating residents (*inward culture*)

Academic production and graduates match patient and healthcare system needs

An engaged workforce enhances your program's mission and promotes a tailored learning environment

Creating a (Brand) Message

Straightforward

Believable

Memorable

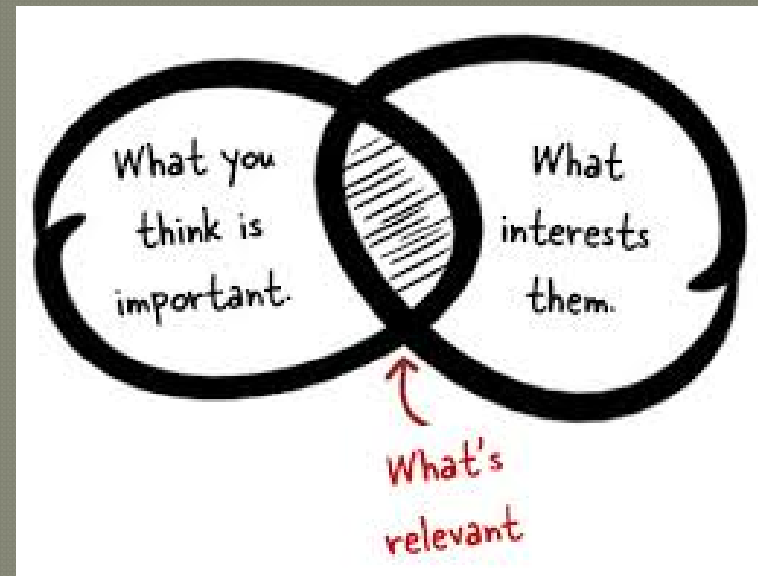


<https://www.eyecandyinfographic.com/blog/create-great-brand-message>

Creating a (Brand) Message

Straightforward:

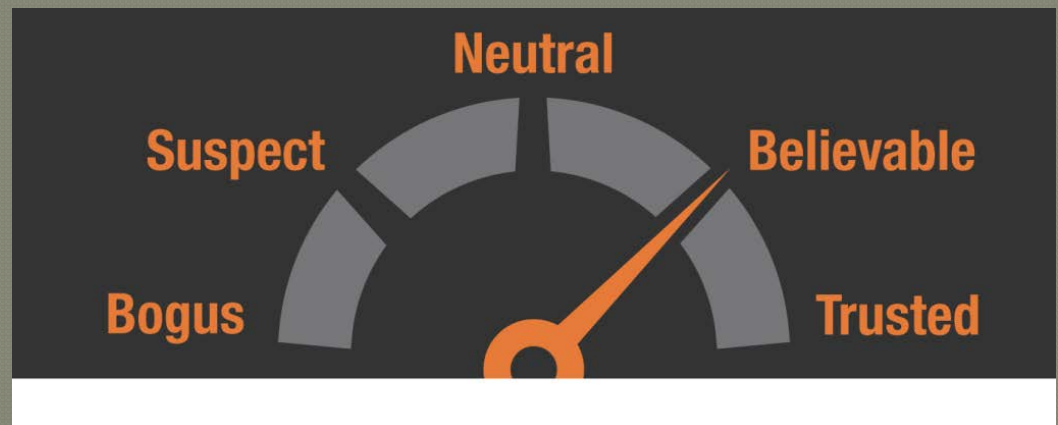
Needs to find a home in the applicant's mind, and be relevant.



Creating a (Brand) Message

Believable

If multiple residencies are appropriate for an applicant, signaling small uncertainties immediately before your strongest argument increases trust



Creating a (Brand) Message

Memorable

Make your message so unexpected, novel, provocative or odd that applicants are compelled to pay attention



Create Your (Brand) Message

Core Values

Describe your ideal resident with 5 words / short phrases

Attributes of best residents graduating in the past 2 years

Straightforward, Believable, Memorable

The Brand Experience

- ~~The impression consumers develop~~ ^{prospective residents} based on the sensory, affective, intellectual and behavioral experiences they have using “~~your product or service.~~” in researching and visiting your program

When does your “Brand Experience” start?

- Earlier than you might think
 - Website
 - Word of mouth
 - Away rotations
 - Medical Student Advisors



Website Design

- Construct it while thinking of your core values
- Think about the “Brand Experience”



Sensory

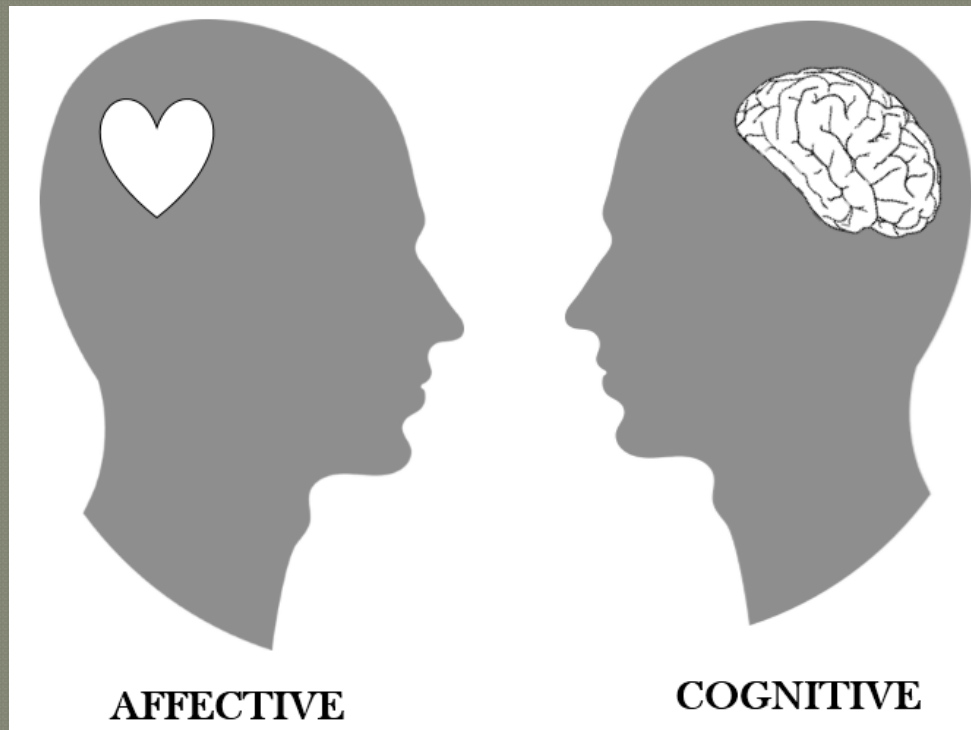


The way the brand affects their physical senses

Sensory Impressions



Affective



- The feelings and sentiments the brand induces.

Affective

Why Baystate?
Address food Insecurity
Alleviating burdens of poverty
Faculty – genuine and insightful

EDDIE ZITNIK

A.T. Still University



I was born and raised in a small town in Ohio in a home bustling with three older sisters, a twin brother, but sadly no puppy (thanks mom). I graduated from Ohio State University where I studied Molecular Genetics and Slavic Studies. Outside of the classroom I volunteered with the Red Cross and Camp Kesem, began running marathons, and met my best friends. Medical school brought me to Arizona for one year and then Brooklyn, NY where I trained in a community medicine program partnered with the National Association of Community Health Centers. My nine other classmates and I worked with our community's most vulnerable and financially disenfranchised populations with the guidance of wonderfully inspiring primary care physicians, showing us how to effectively administer care to those with limited social collateral while maintaining dignity and respect. I took on a special interest in contraception and sexual health education in adolescents, something I hope to continue in residency. On a cold rainy day you can find me baking Croatian breads and pastries or crocheting. I live with my older sister and she has a dog named Glen Corn. If you were worried about that dog-less boy in Ohio, rest assured. The pup keeps us both busy and shares my love of being outdoors, taking road trips, and accidentally bumping into things.

Why Baystate?

In a sea of reasons to love Baystate, the one that stands out the most is the social commitment to the Springfield community. On my interview day I expressed my strong interests in addressing food insecurity and alleviating the burdens of poverty through clinical work and advocacy. I was pleasantly overwhelmed to hear this was more than just a shared interest among colleagues, but a united institutional mission. My faculty interviews were the most genuine and insightful of the entire interview trail, and the residents understood the great opportunity they had to serve others through a career in pediatrics. I left the following day feeling inspired, hopeful, and energized!

Behavioral



- The physical actions and behaviors they have during the process of evaluating your program

Behavioral

- Easy to find residency page
- Easy to navigate once on residency website
- Make sure it is mobile phone friendly



Intellectual



- The sense of thinking and intellectual curiosity they get by your brand

Intellectual

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OUR GRADS SUCCESSFULLY OBTAIN FELLOWSHIPS OF THEIR CHOICE

About half of our graduates go on to fellowship training in a pediatric subspecialty, and half go into general pediatrics practice, although this varies year-to-year.

In the last 15 years, our graduates have entered fellowships at institutions such as Boston University, Children's Hospital Boston, Children's Hospital Philadelphia, Cincinnati Children's Hospital, Duke University, Johns Hopkins, MGH, Pittsburgh, UC San Diego, University of North Carolina, Vanderbilt, and Yale, in subspecialties from Alternative and Complementary Medicine to Critical Care, from Neonatology to Sports Medicine, from Emergency Medicine to Hematology/Oncology. (See Fellowships tab below for more information.)

Adolescent Medicine

- University of Rochester, NY
- Johns Hopkins University
- Indiana University

Allergy-Immunology

- Montreal Children's
- University of Michigan
- Baylor

Alternative and Complementary Medicine

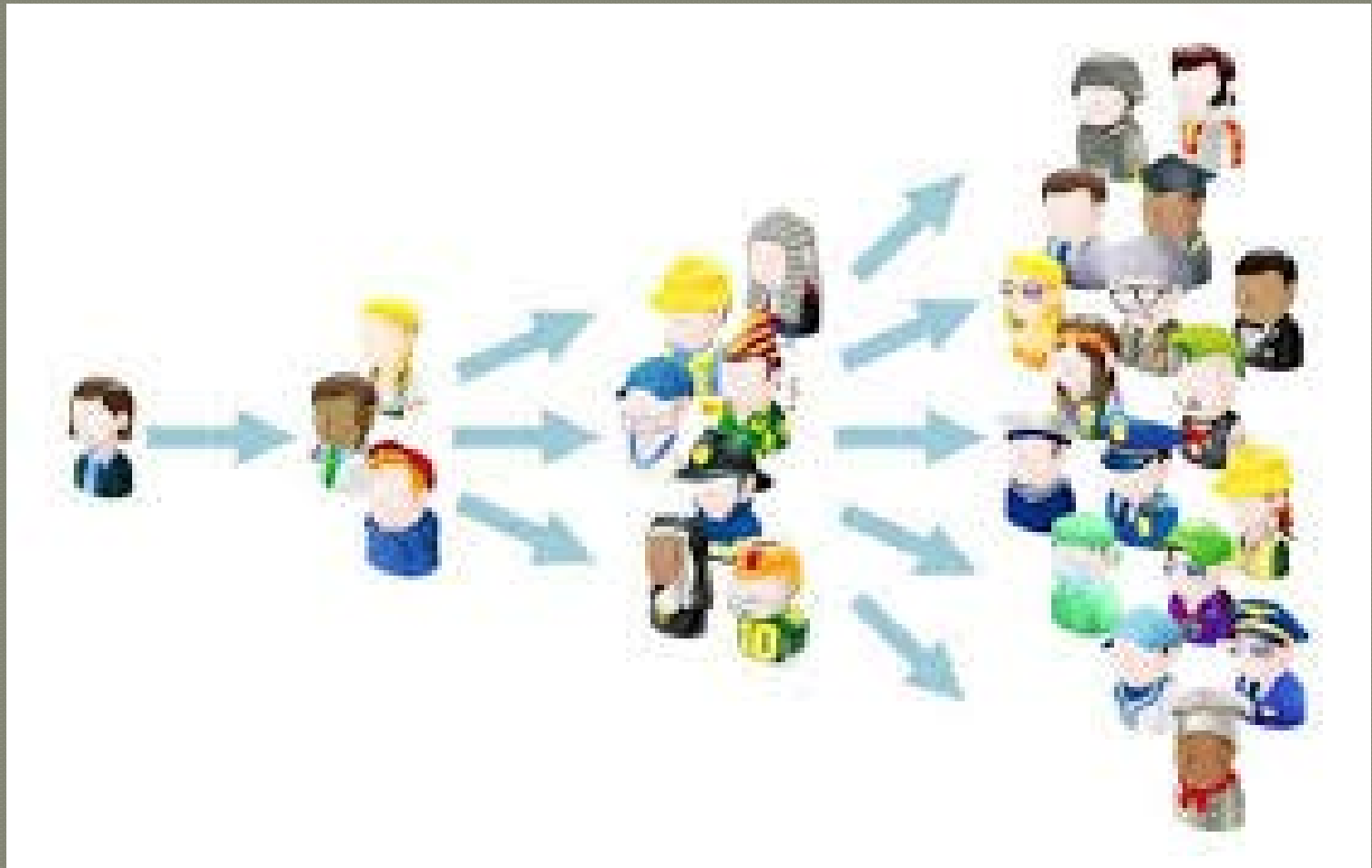
- University of Arizona

Cardiology



Disseminating your Brand

- Think about your Core Values, Message and Brand and how to infuse those into your Brand Experience



What about your program?



Individual (same institution) work

What are your Core Values?	Supportive. Commitment to the underserved. Excellence in clinical care.	
Experiences of a Consumer	Challenge	Interventions to Address Challenges
Sensory	Outpatient clinic is chaotic when applicants coming through.	Work-flow issues are discussed to create a less chaotic impression and allow highlighting of the diverse/underserved population residents see.

Group Work

- Discuss with your group one challenge, one way to overcome it, and ask if they have any other ideas



CULTURE CHANGE



Managing Your Brand



CONSISTENCY



Take 5 minutes to share some ideas at your table about how to keep your team “on brand.”

Finding your prospective residents consumers



Finding your ^{prospective residents} consumers



Make sure selection process is also “on brand.”

Take 5 minutes to reflect on your current selection processes using the worksheet in the toolkit.

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