



# Solving Your Greatest Challenge for Producing Consistent Growth

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# Solving Your Greatest Challenge for Producing Consistent Growth

Keep in mind that you are leading a sales organization in a growing market. The demand for hospice, palliative care and home health services are growing in the United States today. This growth is driven by

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# Building a Culture of Growth: Strategies to Support Your Long-Term Success

In this white paper we provide you with an executable plan to drive long-term success. We will address the challenge that you identified within a larger plan to drive the highest ROI from your investment in your sales and marketing programs. As a Sales Leader you have a huge responsibility

## Culture

Your organization's culture will dictate your ultimate level of success in growing your admissions and resultant census. As Peter Drucker pointed out, "Culture eats strategy for breakfast".

First step is to evaluate your culture and its alignment with long-term census growth. As you know, there is an inherent conflict between clinical and sales in our industry. The more successful we are selling, the more work there is for the clinical team.

Communication and established goals with resultant budgets for support



**Solution:**

**Healthcare Strategica Culture  
of Growth Assessment**

# Sales Structure

How is your sales division structured? Have you reviewed the structure to determine if you are maximizing your ROI from both a cost and a talent standpoint? Many times, organizations such as yours will have an antiquated structure that carries too high of a cost. The biggest change that has resulted in significant savings is the addition of the Sales Coach position. This allows your Sales Managers to manage a larger team with greater results.

## **Solution:**

# Healthcare Strategica Sales Management Immersion and Sales Coach Certification Training

## Sales Management

The Sales Manager has four responsibilities:

1. Manage
2. Train
3. Coach
4. Mentor

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Sales Managers report to us that they have too much of their time consumed by managing and never have enough time to coach and mentor. They are lucky to be able to go into the field to coach each Sales Professional once every 6 – 8 weeks. Their available time for coaching is consumed by the new hires and struggling Sales Professionals. The at expectation and above expectation performers are the ones that do not get the attention. Our experience and research show that the greatest ROI from coaching comes from that group. So, by definition, the Sales Managers effectiveness is being limited due to lack of bandwidth. This leads to turnover in the ranks of good performing Sales Professionals and Sales Managers.

Since the greatest ROI from the Sales Manager is the ability to coach their team in the field, it only makes sense to find ways to leverage their time in that area. That by its definition limits their ability to manage a large team and generate superior results. What happens most often is that the time available for coaching is limited and they spend it with the Sales Professionals that are struggling and at risk for termination or the new hires. Obviously, if the Sales Manager spends their time with someone who is struggling, and they do not make it then they have added to their workload. They now must recruit and hire a replacement and then onboard, train and coach them. It can be a self-fulfilling process that keeps the Sales Manager locked into less productive work that generates subpar results. This can create more turnover in both the Sales Professional role and the Sales Manager one.





Training is done on a catch as catch can basis and is never quite the same for each new Sales Professional. Sales Managers are always in favor of consistent training that they don't have to conduct on a one-off basis.

Our recommendation is to add the Sales Coach position to the structure, allowing the Sales Manager to manage a larger team and to outsource the sales training to the Healthcare Strategica Sales Academy.

## **Solution:** **Healthcare Strategica 5-week Sales Management Course**

# Sales Structure

As discussed above the fastest growing position on the sales team is the Sales Coach. They are able to coach in the field 5 days per week, week in and week out. They will be tasked with coaching the new hires and having the time to spend with them.

One of the antiquated practices that is still common in our industry is to send a new hire out with an existing Sales Professional. Any bad habits or practices that they observe is then perpetuated in the training process unintentionally. This is a bad idea.

With the Sales Coach in place, they can deliver the exact coaching and support that is consistent with the organization's sales process and philosophies. The Sales Coach can provide consistency across all new hires and existing Sales Professionals and can be deployed as needed to help any and all Sales Professionals. Since the Sales Coach is not a manager, they are able to support the Sales Professional, who can relax and learn and not be concerned about their boss watching them.

Historically, the number of Sales Professionals that one Sales Manager could adequately manage has been in the range of 9 to 15. At the high end of the range, the Sales Manager is hard pressed to provide coaching for the entire team.

## **Solution:**

# **Healthcare Strategica Sales Coach Certification Course**

# Inside Sales Team

Adding inside sales professionals to the team makes sense from all standpoints. If you look at other industries, they have a combination of inside and outside salespeople. For example, if I have a company that sells office supplies, the outside sales team are focused on large purchasers, the smaller purchasers are lucky to get any sales support.

For decades, we have taken an approach that we just go call on as many places as we can and, in many cases, drop stuff off hoping to get referrals. We gave the accounts the same basic attention regardless of the number of referrals they sent. WE CANNOT afford to do that anymore. We must target our resources based on the return on investment (ROI) from our sales efforts. The cost of an outside Sales Professional is greater every year and to increase our yield they must produce more admissions every year.

Inside sales can be a great entry level position to a career in healthcare sales. The inside salesperson is the conduit and connector to the referral center (intake department) and should be adjacent to or embedded in that department.





The duties of inside sales include:

- Managing sales for the C2 and B2 accounts
- Setting appointments for the outside Sales Professionals
- Qualifying accounts and gathering information for the outside Sales Professionals
- Acting as a liaison between accounts and the referral center (intake) or outside Sales Professionals and the referral center
- Available on-demand for problem resolution or service failures

## **Solution:**

# **Healthcare Strategica Inside Sales Team Training Courses**



## **Inside Sales Team**

All our Sales Training is industry specific, best practice, proven skills, strategies and processes to drive consistent growth. The core basic premises are to over deliver value in the content and do so at a pricing that makes the decision to use Healthcare Strategica Sales Academy a no-brainer. Our 60-week course combines the #1 proven results 8-week Hospice Sales Training Course or 8-week Home Health Sales Training Course with

the amazing 52-week Sales Challenge Course that includes weekly modules for a year plus 12 monthly modules that train your Sales Professionals what they need to know related to the most important diseases and disease processes.

At the core of our training is needs assessment selling that teaches the Sales Professional how to lead with their value propositions, determine the account's problems, challenges and frustrations and present their services as the solution for them. Handling objections and building a long-term relationship built on a strong foundation.

We teach a Sales Process that your organization will adopt to maintain the maximum success and growth from your investment in the Sales Team. This includes targeting the right accounts and the right person in each of those accounts to maximize success and drive the top results.

We teach simple principles because simple works! They are taught to stay focused on growing the number of 'A' accounts they manage and growing the number admissions from each of those 'A' accounts. The expansion of how the accounts use your services drives long-term sustainable growth build upon a strong foundation.

If you need consistent growth, a reduction in the cost of sales per admission and low turnover in the sales team, the

## **Solution:** **Healthcare Strategica Sales Training Courses.**

# Territory Alignment

The alignment of sales territories is very important to driving long-term success across the entire sales team. Initial alignment should be done such that all territories have similar potential for success. The process to develop the territories starts with locating all of the existing accounts in the geography being served. Then using market intelligence data, locating all of the potential 'A' accounts in that geography.

Then the territories can be divided geographically with an even number of existing 'A' accounts and an equivalent number of potential 'A' accounts.

## **Solution:** **Healthcare Strategica assessment and strategic territory alignment plan.**

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# Key Sales Metrics and Return on Investment

How you measure what your team is producing is critical to managing and to proving your worth to the organization.

## Cost of Sales per Admission

The cost of sales per admission is a critical management metric and at the end of the day, the best way to demonstrate the success of your Sales Leadership. To calculate this metric, you take all the costs attributed to Sales and Marketing and divide by the number of admissions over the course of the year (or quarter). Your goal, always, is to drive this number down.

Best ways to drive Cost of Sales per Admission down:

- Increase the number of admissions per sales professional.
- Streamline the cost of sales management by leveraging their time.
- Improve payer mix or types of patients.
- All the above!



# Admissions per Sales Professional

Quotas, goals, and productivity expectations should be set using admissions per Sales Professional. These productivity expectations drive census growth (revenue growth) and should be tied to the organization's operating budget. Most organizations in home health only calculate quotas on those admissions that are deemed to be desirable payers. Establishing quotas and measuring the number of admissions is critical to enabling the Sales Professional to focus upon their achievement.

How admissions are attributed to the Sales Professional is an important consideration when establishing the methodology for reporting this metric. The policy needs to be well defined and must be black and white in its application, no grey areas. If the historical data is derived using the same methodology as is used going forward to produce the current data, then the process will be fair. Know that there is no perfect way to attribute credit for admissions, so having a fair well-defined process in place is essential.

## **Solution:**

# Healthcare Strategica Growth Assessment and Development of KPIs and Metrics for Success



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# Use of Technology and Data

How you use technology to manage your sales team and measure their success is more important each year. Must haves in the current environment include:

CRM solution:

- Market Intelligence Data
- Communication technology to conduct virtual meetings and manage accounts remotely.
- Social Media lead generation
- Care Staff Recruiting platforms
- Video production to enable Sales Professionals to embed short videos in emails and other communications.
- On-demand Sales Training and Support Courses

**Contact us today to discuss your needs, we're here to support your long-term sustainable growth. The more you grow, the more in your communities you can deliver the gift of in-home delivered care.**



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