

Winning in the

WOMEN'S

Health Care
Marketplace

*A Comprehensive Plan
for Health Care Strategists*

GENIE JAMES



Genie James

— **Winning in the
Women's Health Care
Marketplace**

**A Comprehensive Plan for
Health Care Strategists**



Jossey-Bass Publishers
San Francisco

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Library of Congress Cataloging-in-Publication Data

James, Genie.

Winning in the women's health care marketplace: a comprehensive plan for health care strategists/Genie James.

p. cm.

Includes bibliographical references and index.

ISBN 0-7879-4444-0 (alk. paper)

1. Women's health services—Economic aspects. 2. Women's health services—Social aspects. 3. Women—Health and hygiene. I. Title.

RA564.85.J35 1999

338.4'3362198—dc21

99-38980
CIP

FIRST EDITION

HB Printing

10 9 8 7 6 5 4 3 2 1

*To my sister, Sheila Hardeman, because I love you
and want us both to be healthy, live a very long time,
share all the good things life offers along the way,
and laugh a whole lot more!*

*To my sisters in spirit, Gayle Alexander,
Nan Allison, Pam Baggett, Diane Bush, Margaret Deal,
Kerry Eason, Cynthia Enger, Sue Fort-White,
Pat Glaser-Shea, Stacy Graham, Robin Growden,
Leah Hall, Nancy McMorrow, Corrine Matthews,
Karen Miller, Roxie Phillips, Mary Schmidt,
Jan Hulme Shepard, Connie Tatgenhorst,
Anne Vincent, Suzie Waters-Benjamin,
Denise Weiss, and Vicki Yenzer,
because you have all helped me learn to love myself.*

*To my niece, Shelley Hardeman, because you teach about living
and I celebrate the exquisite woman you are becoming.*

Preface

The issue of women's health is not new. Why, then, is it now important for health care business executives to reexamine it? The reasons are clear. Women's health combines the three most important challenges facing today's health care leaders:

- The need to capture more covered lives and increase market share
- The need to protect revenue streams via referrals and new retail strategies
- The need to insert social consciousness into an aggressive profit-driven strategy for health services delivery

Every senior-level executive within a health system has a very real dictate to meet these challenges.

Once I began to research women's health as more than gender-specific medicine, I was excited to realize that women are a market force that has the power and motivation to reshape the health care delivery system. I want the information in this book to help professionals and decision makers realize the importance of women as consumers of health care.

When I first decided to write this book, I was executive vice president of managed care and marketing for an OB/GYN physician practice management firm. I made no claims to be an expert on women's health. What I was—and am—is a business strategist with a skill set that enables me to do the following:

- Identify trends and market forces
- Evaluate the impact of these on the critical business objectives of market share and revenue

- Respond with entrepreneurial and intrapreneurial strategies to maximize performance within a changing reality
- Develop and oversee management plans for action and implementation

Winning in the Women's Health Care Marketplace extends well beyond my research and skills. It also draws on the voices and experience of many leaders in the burgeoning field of women's health. The experts cited here—more than a dozen of them, all with extensive knowledge about women's health care issues and opportunities—make the book come alive in a way I hope helps redefine women's health.

This book is not theoretical. Hard data and statistics validate recommended strategies. Part One educates the reader about trends, market dynamics, and political variables that draw women's health to the forefront. Chapters One and Two give an overview of the women's health marketplace and a sense of the important role of women through the years. Chapters Three and Four explain women's clout as consumers and players in the health care market. Chapter Five discusses adapting product lines and information technology for women consumers today and tomorrow.

In Part Two, the importance of women's health is integrated with the most pressing issues facing health care leaders today. Chapter Six discusses success factors for providers of women's health services, and Chapter Seven, the women's health market and the private sector. Integrated systems of care for women's health are covered in Chapter Eight, followed by the social reconnaissance approach in Chapter Nine. The underserved in health care are discussed in Chapter Ten, and Chapter Eleven covers getting the most from every marketing dollar.

If you think that money is more important to the system than patient care, see Part Three. It highlights the caregiver and emphasizes an aggressive approach to preventive medicine and case management. The joint-equity model of physician integration and the nurse practitioner model are covered in Chapters Twelve and Thirteen. The burgeoning consumer demand for a whole-person approach to medical treatment is addressed in Chapters Fourteen through Sixteen. Chapter Seventeen focuses on Medicare and the women's health market. Chapter Eighteen stresses the advent and benefits of a more relationship-centered approach to patient care.

Those of us in the health care industry are witnessing a period of deep-seated change that can be very positive for patient and provider alike. The approaches and strategies in this book give you some innovative ideas and help you recognize that women's health is integral to your key business objectives—now and for the future.

Nashville, Tennessee
October 1999

GENIE JAMES

Acknowledgments

The substance of this book has been derived from the knowledge of a small team of experts. I am grateful to them all for their willingness to share their knowledge and for their kindness in nudging me forward. Many thanks to the following:

The National Association for Women's Health (NAWH); Cliff Adlerz, COO, SYMBION Healthcare; Nan Allison, Allison & Beck Nutrition Consulting; David Balloff, Aviation Subcommittee, U.S. House of Representatives; William G. Bates, M.D.; Marianne Bouldin, a principal of Taylor Hill Communications; Maxine Brinkman, director of women's services, North Iowa Mercy Health Network; Cheryl Carlson, former CEO of Echelon Health; Donna Cheek, executive director of YWCA Nashville; Yonnie Chesley, president of Gordian Health Solutions, Inc.; Marjean Coddon, vice president of the Learning Institute, Quorum Health Resources, LLC; Colleen Conway-Welch, Vanderbilt University School of Nursing; Sue Fort-White, resource development specialist of Oasis Center, Inc.; Marlene von Friederichs-Fitzwater, director of the Health Communication Research Institute, Inc.; Pat Glaser-Shea, former COO of Echelon Health, Inc.; Stacey Graham, marketing and communications consultant; Bill Hamburg, president and CEO of Medisphere Health Partners, Inc.; Michael Heard, vice president of integration services, Quorum Health Resources, LLC; Steve Hines, M.D.; and Della M. Hughes, executive director of the National Network for Youth.

Also, Wanda Jones, Ph.D., deputy assistant secretary for health, U.S. Department of Health and Human Services; Susan Kuner, Ed.D., Virtual School/University Relations, Vanderbilt University; Betty Larsen, M.S.W., The Yoga Room; Gregg O. Lehman, president and CEO of the National Business Coalition on Health; Cathy Strachan Lindenburg, R.N., Ph.D., at the University of Washington School of Nursing; R. Clayton McWhorter, chairman of Clayton Associates, LLC; Michele M. Molden, executive vice president of product line management and

strategic planning, Olympic Health Management Systems; Cyndy Nayer, principal at River City Partnership on Health, Inc.; Amy Niles, executive director of the National Women's Health Resource Center; Kathleen Pittman, D.S.N., R.N.C., P.N.P., and assistant professor of child and adolescent health at Georgia State University School of Nursing; and Joanne F. Pulles, executive director of Nashville Healthcare Partnership, Partners for a Healthy Nashville.

Also, Elizabeth "Buffy" Reicht, director of community policy for the Arizona governor's office; Sally Rynne, president of Rynne Marketing Group; Marie Shaw, director of women's health services at Lehigh Valley Hospital; Dave Sluyter, M.D. and vice president of education at the Fetzer Institute; Roxanne Spitzer, professor and associate dean at the Vanderbilt University School of Nursing; Ronnie Steine, CEO of Oasis Center, Inc.; Cheryl Stone, senior vice president of Rynne Marketing Group; Marcia Twitty, director of marketing and public relations for Baptist Health System, Inc., in Birmingham, Alabama; Debbie Wells, policy adviser on health for the Arizona governor's office; Tracey Wimberly, senior vice president of missions, Baptist Health System, in Nashville, Tennessee; and Mary Wooley, president of Research! America.

Special thanks to the chapter contributors, whose efforts make the book reach as far as it does: Ann Boeke, M.S., C.H.E., and former director of Women's Ambulatory Initiatives at Mercy Health System; Jim Burdine, principal at Felix, Burdine & Associates; Michael Felix, principal at Felix, Burdine & Associates; Stacy Graham, marketing and communications consultant; Kathleen Hanold, R.N., M.S., and vice president of women and infant services in the BJC Health System; Cathy Hoot, writer, consultant, and principal of Cathy Hoot & Associates; John Kaszuba, manager of the Learning Institute, Quorum Health Resources, LLC; Rita Menitoff, founder and president of Women's Health Management Solutions, LLC; Holly Owens, RFP team manager for TCS Management Group; Jeffrey Persson, senior manager of integration services for the Horne CPA Group; Laura Reed, freelance writer and consultant; Jaynelle Stichler, D.N.S. and principal of the Stichler Group, Inc.; and Kim Weiss, consultant with BDC Advisors, LLC, and former executive director of the NAWH.

Having gathered material from experts in health care, I then called on publishing experts to turn this wealth of information into a book. Numerous reviewers and editors offered guidance along the way. Two freelance developmental editors, Audrey Kaufman and Jan Hunter,

recommended changes to the organization and structure, rewrote sections, pushed for more information, and generally improved the book. Andy Pasternack, senior editor at Jossey-Bass, held and nurtured the idea for this book through many changes; he was ably assisted by Katie Crouch, editorial assistant. Gigi Mark and Susan Geraghty, production editors, saw the manuscript through the production process. Danielle Neary, assistant marketing manager, and Margaret Sebold, director of marketing, then brought the finished book to shelves and screens for purchase. Finally, this book could not have moved from concept to printed work without the assistance of Judy McCaskill, who worked many long hours to take my notes and get them into readable, usable form. To all the people who played a key role in the development of this book, I offer my heartfelt thanks.

G.J.

The Author

Genie James, M.M.Sc., is a consultant and author whose energies are focused on strategic business development and the launch of new programs and products. For the past decade, James has operated primarily in the health care sector, working with health systems, physician groups, and investor communities to move concepts from inception to implementation. Anticipating that shifting patterns of health care reimbursement might create opportunities for new models of care, James has devoted herself to examining emerging trends in health management, holistic medicine, e-commerce, and women's health services. Her innovative thought and approach are evident in her first book, *Making Managed Care Work* (Irwin, 1997), and this book, her second.

Winning in the Women's Health Care Marketplace

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The Health Care Gatekeepers

Women Hold the Keys


Part One explores in depth the women's health marketplace and women's role in creating, changing, and driving the field. In Chapter One, John Kaszuba describes the power women hold as gatekeepers to health care and the importance of providing for women's health care throughout life.

The history of the women's health movement, from its roots in early feminism to the present, is discussed in Chapter Two. People today live longer, and women are an increasing majority of that older population. Health care decision makers face many questions today; Chapter Three looks at how public policy, legislative action, and women's health issues interrelate. Women's strength as consumers and their influence on public policy and how health dollars are spent is covered in Chapter Four. Chapter Five takes this information into the future: how best to adapt products and information technology for the consumers of today and tomorrow.

Understanding the Women's Health Marketplace

John Kaszuba

John Kaszuba is manager of the Learning Institute for Quorum Health Resources, LLC, based in Brentwood, Tennessee. He is widely recognized as a researcher tracking market trends and identifying successful health care entrepreneurial ventures.

 **T**he next time you are at the airport, shopping, or just driving around, look at the people around you. You may observe that there are many more active people over sixty now than when you were growing up. It's true: in industrialized nations people live longer than ever before. Since the beginning of the twentieth century, average life expectancy has increased by more than twenty-five years.

Also, people aged sixty-five live five years longer on average than they did a few years ago, and they don't stand still. Consider, for example, John Glenn, who in 1962 became the first American astronaut to orbit the earth. He returned to space in November 1998 at age seventy-seven as a space shuttle mission specialist.

This increase in life span, compounded with population increases over the past century, means that old people are a larger proportion of the population today. In many industrialized nations, the most