



BE A WRECKING BALL

Seven Reasons to Obliterate Your Hospital's Development and Marketing Silos

Some of the most creative individuals in health care organizations work in two distinct areas: marketing and fund development. While each of these disciplines has distinct responsibilities and target audiences, there is one common thread: each depends on excellent communications for success.

Despite their commonalities, marketing and development departments have typically evolved into separate functional areas. Each has its own goals and objectives, report to different leaders in the organization and rarely interact with one another. Special events and major campaigns may draw them into the same circles for brief periods of time...but, for the most, marketing and development occupy their own silos.

As market forces transform the way health care is organized, reimbursed and delivered, more and more pressure is placed on hospitals to "do more with less." Leaders must turn a critical eye toward their own departmental operations, look for opportunities to maximize efficiencies and effectiveness, and seek innovative and creative ways to meet the needs of internal and external customers.

Philanthropy leaders should take the initiative and suggest ways to transform today's development department to best meet the challenges of tomorrow. The truly transformative philanthropy leader can help build a bridge to the future by advocating that the development and marketing departments seriously explore the benefits of a closer, collaborative working relationship.

Tearing down the development and marketing silos offers significant benefits to today's forward-thinking health care organizations. Here are seven reasons why your hospital's development and marketing departments should come together:

- 1 Real Estate.** The hospital provides the foundation unique opportunities to get your message across, and this "real estate" is often nearly free. Walls...elevators...annual reports...newsletters...magazines...advertisements. Most hospital marketing budgets are much deeper than foundation budgets.
- 2 Enhanced Reach.** The foundation typically focuses on a relatively small group of potential donors, as opposed

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to the general public. The ability to reach marketing's wider and more diverse audiences provides the foundation with opportunities for heightened visibility and broader awareness of its mission and how it benefits the health system. This enhanced reach can help surface interested people who can then be cultivated as future donors.

3 Access to Talent. In many cases, the hospital marketing and communications team has talent that may be available to you for the asking. Designers, copywriters, web programmers and digital/video production experts from the marketing department can help deliver wonderful results to the foundation without requiring additional financial resources. It doesn't hurt to ask!

4 Content. While you may be able to generate significant donor stories on your own, it makes sense to work with marketing to identify and capture compelling patient care stories. Since the hospital can incorporate compelling patient vignettes on its web site, internet and in various internal and external communications; the marketing department should be willing to at least share responsibility for developing this content with you.

5 Data. Hospital marketing understands and staffs for the importance of data analysis in its marketing initiatives. Are their data analysts available to you? Do you know the right questions to ask them?

6 One plus one equals THREE. For these departments, the whole really is greater than the sum of its parts. The creative and analytical talents that members of the marketing and foundation teams can bring together - when working together, rather than independently or sometimes even at odds with each other - can often exceed even the most ambitious expectations. The synergies that can be realized from the convergence of skills, energy and enthusiasm are well worth the effort of bringing these work teams together.

7 Respect of Leadership. Working with your internal marketing team, and learning to develop communication strategies and execute them effectively, signals to hospital leadership that you're doing your job, and that you are making best use of your organization's limited resources.

Breaking down silos promotes teamwork, improves workplace camaraderie and leverages the impact of messages.

NEXT STEPS

Even with agreement and buy-in from all parties, the transition from a siloed to collaborative relationship between development and marketing will not happen overnight. While the long-term transition is analyzed and planned, here are some immediate steps you can take to help jump-start the journey:

- **Know your brand.** Be able to explain how the foundation needs to communicate differently than the hospital.
- **Organize your projects.** When you do ask for marketing support, provide clear objectives and enough time to produce great results.
- **Expect excellence.** Push back when you don't get outstanding work, you'll raise expectations and the quality of the work.
- **Collaborative planning.** Develop goals and strategies for the year collaboratively. You may be surprised at what you learn about each other, how much you may already have in common, and how you can complement each other.
- **Brainstorm.** There is no such thing as a bad idea. The more time you spend kicking around ideas and suggestions with one another, the more chances there are of this cross-pollination producing results.
- **Reward and recognize each other for jobs well done.** Celebrate successes of the marketing communications and philanthropy teams...especially when the teams are working together.

In order to build a better future for your organization, it is time to tear down old structures and build new ones. Breaking down the silos that exist between development and marketing is a critically important first step towards entering a brave new world of collaboration and cooperation between these two functions.

