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The Market Awareness Toolkit also includes the following tools which can be accessed through the Value-Based Business Center on cap.org:

- Compile and Analyze Results (Excel)
- Project Planner Workbook (Excel)
- Client Survey (Word)
- Evaluation Form (Word)
- Sample Meeting Agenda (Word)
TOOLKIT OVERVIEW

Discover what your clients think about the opportunities and challenges they face and the services they receive from pathologists
The Market Awareness Toolkit utilizes surveying to help your practice gain insight from clients. Survey questions address how your practice’s services align with your clients’ concerns, opportunities, areas for growth, etc.

The Market Awareness Toolkit will help you understand your clients’ perceptions of the services your practice delivers, as well as your practice’s strengths and opportunities for growth from a client perspective.

What high-level insight does this toolkit provide?

- Information regarding your clients and their opportunities, challenges, etc.
- Client-based opinions of your practice and its strengths and opportunities for growth.
- Information for identifying next steps, implementing practice improvements, and capitalizing on market opportunities.

What is included in the toolkit?

1. Toolkit Overview
2. Data Analysis and meeting Preparation Guide
   - A tool offering guidance on compiling, analyzing, and reacting to the data gathered from the Client Survey. Assists in determining next steps to pursue market opportunities, build on practice strengths, and identify areas for growth.
3. Client Survey
   - A survey designed to reveal clients’ viewpoints on the opportunities and challenges they face, their general plans for value-based payment systems, and the perceptions of the services they receive from pathologists. Questions can be modified or added to best suit your practice’s situation.
4. Project Planner Workbook
   - An Excel workbook to help you identify and organize key actions, establish responsibilities, and create project timelines. Includes a sample project plan for your reference.
5. Client Survey Workbooks
   - An Excel workbook for compiling and analyzing responses from the Client Survey.
6. Sample Meeting Agenda
   - A guide to assist your practice in planning a meeting after surveying is complete. The goals of the meeting are reporting and analyzing the gathered information, identifying and prioritizing opportunities, and determining next steps.
7. Toolkit Evaluation Form
   - A brief survey designed to offer your practice the opportunity to provide feedback to the CAP on the efficacy and practicality of the Market Awareness Toolkit.

What type of practice will benefit most from this toolkit?

Any practice that has not recently conducted a customer satisfaction survey will benefit from this toolkit. Practices wishing to perform more in-depth market and practice assessments can use this toolkit along with other Value-
TOOLKIT OVERVIEW

Based Business Center toolkits to support a more comprehensive review of your practice.

Why should my practice use this toolkit?

The Market Awareness Toolkit:
- Offers insight on practice strengths and opportunities for growth from a client perspective.
- Establishes benchmarks to track your practice’s progress.
- Helps you to better understand your practice’s competitive position.
- Demonstrates the importance your practice places on client service.
- Uncovers potential market opportunities.

Resources required

While this project will call for a motivated individual to lead the way, successfully completing this analysis will require the participation of your entire practice. Below are a few examples of necessary functions.

Scalability

This toolkit is scalable to all practice sizes. Larger practices may consider only surveying a representative sample of clients to reduce time and resource requirements. Be sure to include feedback from clients who may express opinions you may not want to hear.

<table>
<thead>
<tr>
<th>Resources required</th>
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</thead>
<tbody>
<tr>
<td>Project management</td>
</tr>
<tr>
<td>Billing and payment data</td>
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<tr>
<td>Target market data</td>
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<tr>
<td>Data compilation</td>
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<tr>
<td>Data analysis</td>
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<tr>
<td>Meeting with your practice’s leadership</td>
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Depending on your practice’s organization, some steps could require you to reach out to external resources for assistance.

<table>
<thead>
<tr>
<th>Function</th>
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<tbody>
<tr>
<td>Project management</td>
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<tr>
<td>Assigning responsibilities, setting timelines, ensuring all duties are performed in the agreed upon time, etc.</td>
</tr>
<tr>
<td>Billing and payment data</td>
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<tr>
<td>Current and historic data, including referral statistics by physician and referral site.</td>
</tr>
<tr>
<td>Target market data</td>
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<tr>
<td>Physicians, surgery centers, payers, etc.</td>
</tr>
<tr>
<td>Data compilation</td>
</tr>
<tr>
<td>Identifying and gaining cooperation of the data sources required for completing the analysis. If your practice is not able to obtain all the information, compile as much information as you can. Transcribing all collected data into the appropriate toolkit workbook(s).</td>
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<tr>
<td>Data analysis</td>
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<tr>
<td>Analyzing and prioritizing opportunities revealed from the collected data.</td>
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<tr>
<td>Meeting with your practice’s leadership</td>
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<tr>
<td>Reviewing the results and modifying current or creating new strategic plans.</td>
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Consider using external resources

- **Survey support** - A survey service, or professionals with training and experience in conducting surveys, may be engaged to assist with the surveys. A third party may be required if your practice wants to conduct anonymous surveys.
- **Meeting facilitator** — Professionals with training or experience in running meetings may help your practice maximize efficiency during your post-survey meeting(s). You may also consider having the meeting facilitated by a firm or individuals familiar with this process, or with pathologist practices in general. Practices having used an external professional to assist with the process have reported satisfaction with the outcome. The CAP Practice Management Directory lists firms that provide various practice management services and that have been referred by at least two CAP members. The directory is available at cap.org/practicemanagement
- **Facilities** — Holding the meeting off-site may help establish the importance of, and commitment to, the process and results.

What is the connection between this toolkit and implementing new services and/or payment models?

This toolkit supports your practice’s desire to learn about opportunities and challenges clients face and how they view and value the services your practice provides. This insight is an important component in building a strategic direction.

The survey includes questions that address value-based payment systems and the transition from volume-to-value.

Where does this toolkit connect with the Value-Based Business Center?

Practices can use this toolkit as part of the Gather Data phase of the Value-Based Business Center. This toolkit provides a first step toward a market assessment that identifies opportunities, challenges, and competitors.

To get started

1. **Plan the project** — Plan the project by adapting the Project Planner Workbook or your practice’s own project management method to identify and plan key activities, set appointment dates, and assign responsibilities.
2. **Communicate** — As part of the planning process, identify the audiences that will be impacted by this project. For each audience, determine what your practice will proactively communicate, and what information will be shared in response to inquiries from each particular audience.

Below is a set of potential audiences:

   a. **Pathologists**
   b. **Practice employees or support staff such as transcriptionists, histologists, etc.**
   c. **Clients (e.g., key clients, other clinicians, couriers who interact with clients).**
   d. **Hospital or other facility administration**

3. **Set post-survey meeting date** — Before surveys are conducted, set a meeting date for your practice’s leadership to review the information gathered, identify client priorities, review your practice’s market strengths and opportunities for growth, and determine next actions.
4. **Conduct Market Awareness Toolkit surveys**
5. **Conduct post-survey meeting**

What’s next after my practice uses the toolkit?

After analyzing the information gathered through the market Assessment and Practice Assessment Toolkits, your practice will have identified new opportunities for growth. The information gathered in this process will also serve as a resource to help guide your practice toward building and implementing effective strategies moving forward.

The key is to take action to move your practice forward and adapt to the rapidly changing health care environment.
MEETING PREPARATION GUIDE
The purpose of compiling the survey responses is to aggregate information from a client perspective and to create a framework for a meeting, or series of meetings, that will allow your practice’s leadership to:

- Identify your practice’s key strengths and opportunities from your clients’ point of view.
- Commit to pursuing specific opportunities.
- Identify, prioritize, and sequence next steps for setting a strategic direction that is consistent with your practice’s common vision while taking advantage of market opportunities and your practice’s strengths.

### Suggested steps to compile survey results

- Assign a unique number to each survey, and label all pages of each response with its respective number. This will help with addressing any follow-up questions regarding the compiled results.
- Compile the responses to the open-ended questions using the Client Survey Responses Workbook in order to identify high-level themes.

Below are some recommendations for effective use of the Client Survey Responses Workbook:

- For the open-ended questions, consider putting one thought in each row and repeating the survey number and question number for each row.
- Sort the responses so all answers from a question are grouped together.
- Fill in the Your Categorization column cells with the high-level themes you identify. Sorting on this column within each question will group like responses together.
- If a response has multiple themes, consider splitting the response into two lines. Remember to copy the survey number and question number. For example, if a response included pie and cake, list split the response so one line read pie and another cake. This will allow organizing all the cake answers together and separately all the pie answers.
- When you have the main high-level themes grouped by Your Categorization, summarize the categories as high-level response themes to the questions. Identify the commonalities for summarization.

### Review and analyze the compiled data

The primary goal of data analysis is prioritizing identified market opportunities, strengths to build on, and growth-areas to address. The analysis and summary of the survey responses needs to support your practice’s decision making process.

### Plan a meeting to identify next steps for prioritizing market opportunities

- Create a clear and realistic set of objectives for the meeting.
- Create an agenda with time allocations for each item.
  - Utilize the Sample Meeting Agenda for guidance.
- Plan how the attendees are going to accomplish each step on the meeting agenda to achieve the meeting objectives.
  - For example, post the opportunities on a flip chart and provide dots/markers for people to vote on what the meeting’s top three priorities should be.
Prior to the meeting, and with sufficient lead-time for participants to prepare, provide:

- A summary of the meeting objectives, the agenda, and meeting location details.
- A list of key questions to consider before attending the meeting.
- Data, such as a summary or actual survey results, needed for participants to have a meaningful discussion and accomplish the objectives.
- Communicate the expectation that meeting participants will come to the meeting well prepared.

Conduct the meeting

As your practice’s leadership participates in the meeting, adhere to the objectives and schedule as closely as possible. These can be modified, but any changes should be a conscious decision of the group, not a result of a meeting that has lost direction.

If your practice has not developed a culture of productively working together in a manner that supports decision-making, consider using a trained and experienced facilitator.

Practices have found facilitators from a variety of sources including a hospital’s LEAN efforts or other quality improvement program, accounting or legal firms, and firm’s listed in the CAP’s Practice Management Directory available at cap.org/practicemanagement.

Document what happens at the meeting

- Decisions
- Next Steps
- Assignment of responsibilities
- Follow-up process

Continue to push for constant improvement

This tool prepares your practice to host a meeting, or series of meetings, with the objective of creating a common internal vision. This is only one of the steps your practice can take to prepare for the future. As described in CAP’s Value-Based Business Center, the next steps include identifying leaders (ie, champions), completing additional practice and market assessments, building the evidence base and business case for new strategies, negotiating payment for and implementing new strategies, and continuously improving.