



When it Comes to Your Budget, Are You The Chief Justification Officer?

By the Numbers (BTN): MarCom 2025-2026

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Outline/Agenda

- Endeavor & Team Introductions
- Turning Data into Defense: Elevating Marketing's Role
- BTN at a Glance: The Benchmark Every CJO Needs
- Looking Ahead: BTN 2025–2026 and the Rise of AI in MarCom

Endeavor Management



RACHEL LOTT

Director, Consulting Practice

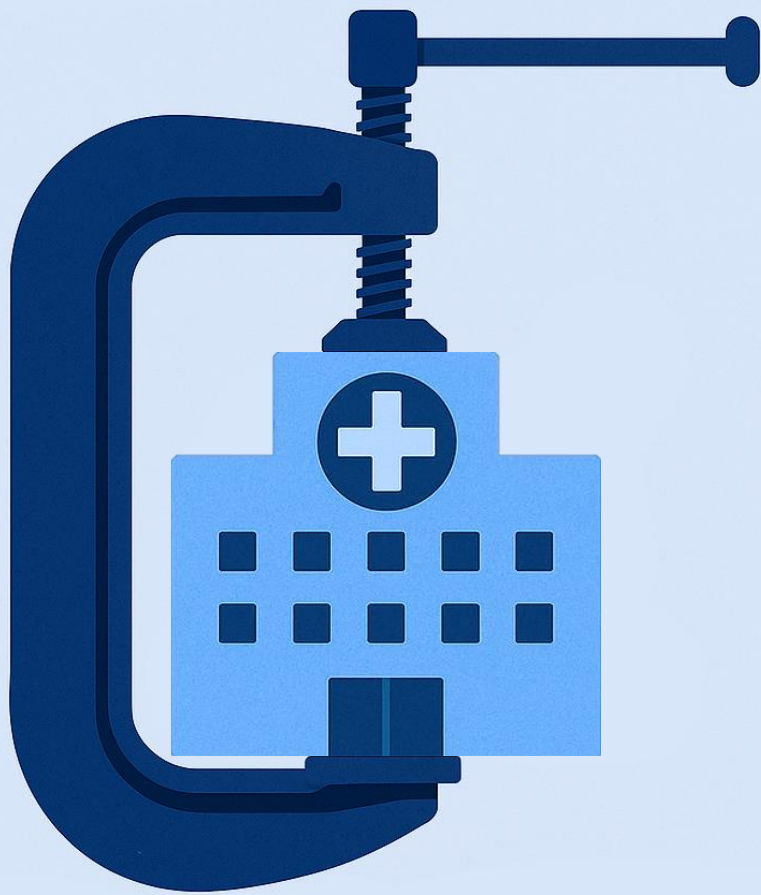
Former Chief Communications
Officer, Hillsdale Hospital



PETER MILLER

Executive in Residence

Former VP Strategic Marketing
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The Queen's Health System



Elevating MarCom Matters Now More Than Ever

Hospitals & health systems
are facing budget pressure
from multiple fronts

- ▶ **Payers**
- ▶ **Policymakers**
- ▶ **Non-Traditional Players**

Growth is the only way out.

Marketing drives

- ▶ **Volume**
- ▶ **Access**
- ▶ **Reputation**

Leaders must act as Chief Justification Officers, ensuring every dollar has measurable impact.



Tools to Elevate the Role of MarCom

- **Benchmarking:** Data to defend existing budgets and justify increased budget requests
- **Connecting Dollars to Outcomes:** Link campaigns to patient volume, loyalty, or brand reputation
- **Cross-Functional Strategic Alignment:** Partner with finance and operations to show how marketing enables system priorities
- **Innovation Readiness:** Demonstrate leadership in AI, digital, and personalization to stay ahead

From Defense to Offense

- **Defend with Data:** Use credible benchmarks (peer comparisons, budget-to-revenue ratios) to validate budget requests.
- **Demonstrate Outcomes:** Tie marketing to enterprise priorities:
 - **Growth & Access** → new patient acquisition, referral volume
 - **Reputation & Trust** → brand equity, physician alignment, community engagement
 - **Efficiency** → smarter channel mix, optimized spend, reduced agency reliance
- **Lead with Foresight:** Show readiness for what's next (AI adoption, personalization, consumer experience innovation).

BTN Tools: Budgeting

	A	B	C	D	E	F	G	H	I	J	K
1	BUDGET CATEGORIES					Committed	Recurring	Flexible	Ask	Draft	Variance
2	Internal & External Communications					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3	Advertising & Promotion					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4	Sponsorships					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Digital & Social					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6	Website Development					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7	Service Line/Program Marketing					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8	Physician Marketing/Outreach					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9	Marketing Research & Analytics					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10	Creative & Content Development					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11	All Other Expenses					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

BTN Program Overview

1. What Is By the Numbers (BTN)?

- An **annual benchmarking program** on budgets, staffing, and structure
- **Built by healthcare MarCom leaders, for healthcare MarCom leaders**
- Run by Endeavor + SHSMD since 2021

2. How Does It Work?

- Complete **survey “panels”** → unlock **interactive dashboards**
- **Subscription option** adds custom filters, peer groups, and expert support

3. What's New in 2025-2026?

- Expanded to include large **Behavioral Health and Group Practices**
- New Panel 4 on **AI Attitudes & Usage**
 - Webinar will be scheduled to share learnings

BTN Report: Overview Tab Example

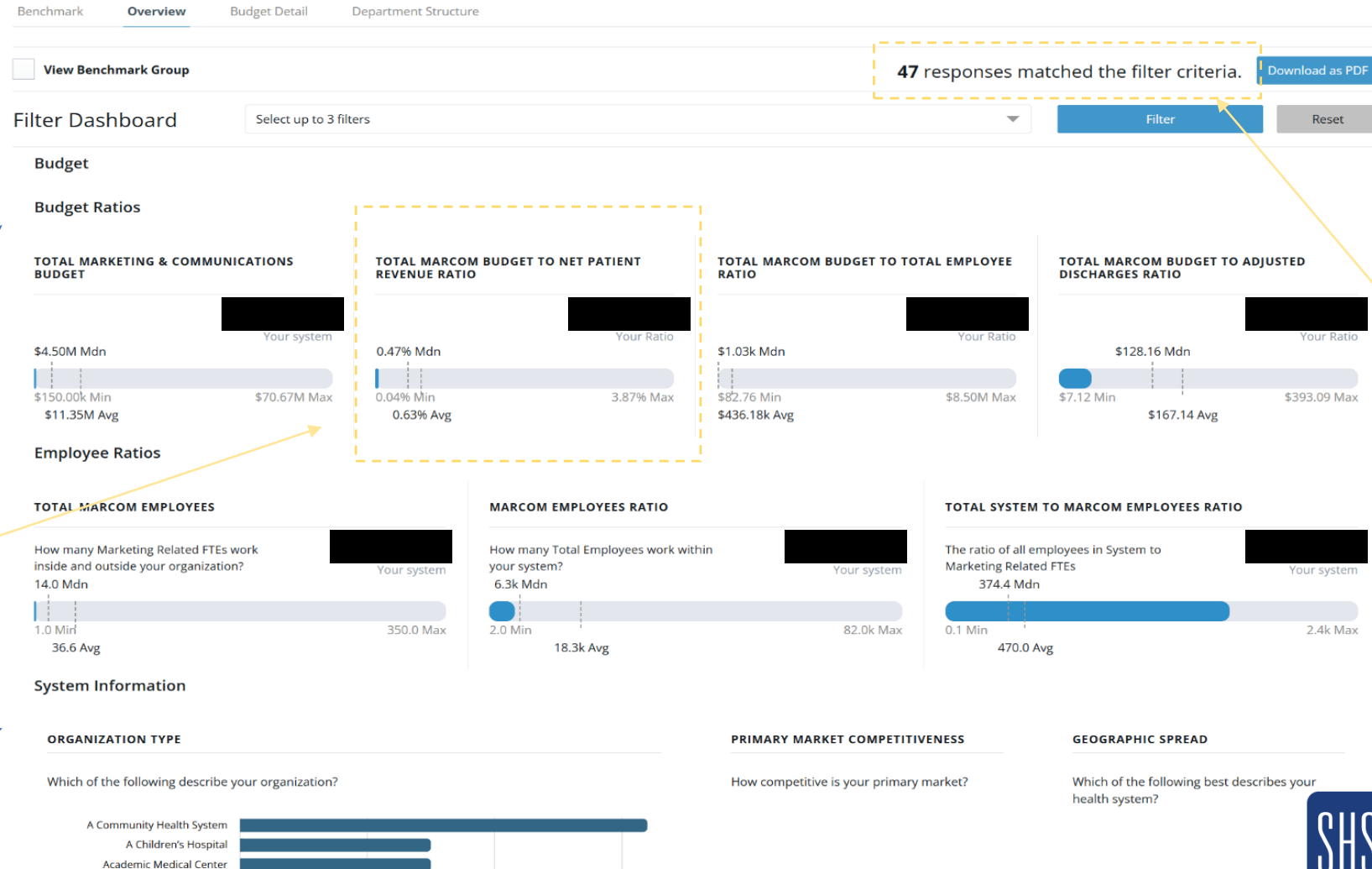
4 tabs across the top

Filters for subscribers

Key figures & ratios

Critical Benchmarking metric: Budget to Net Patient Revenue Ratio

Key profiling information

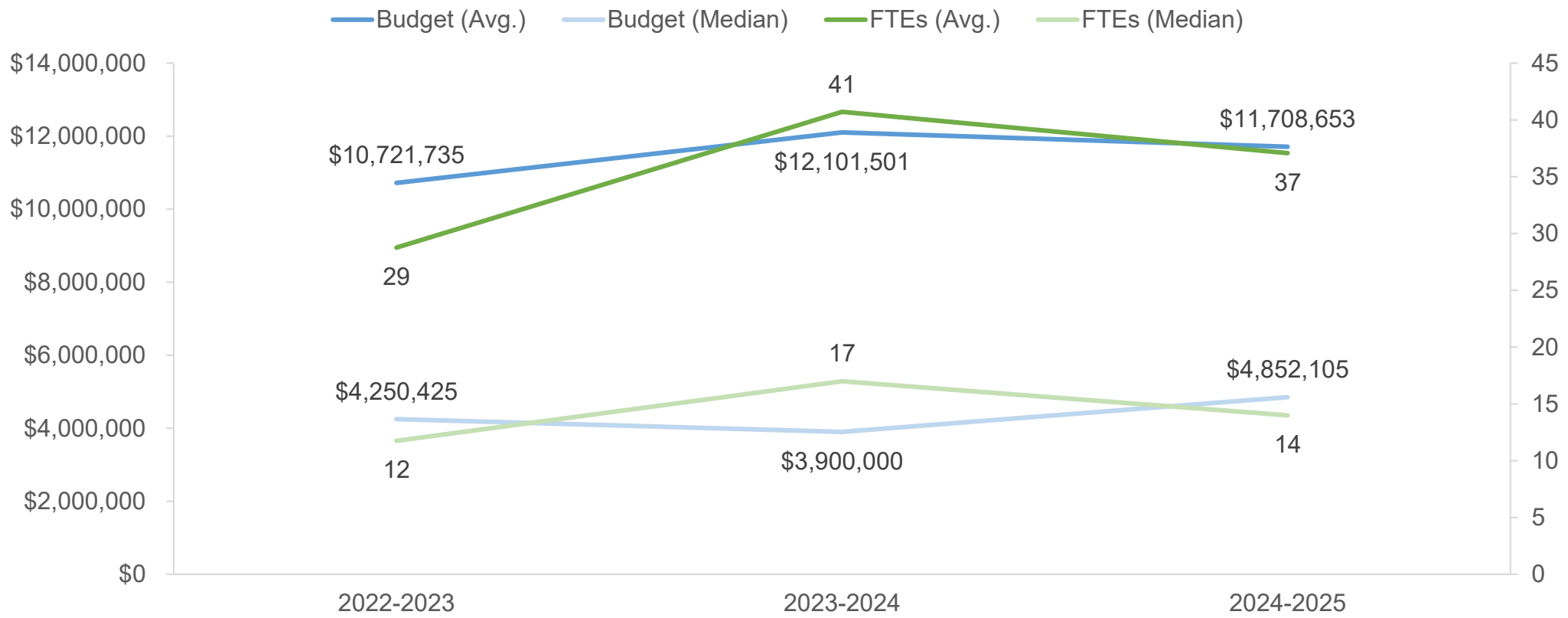


Default view displays data from all program participants

BTN Trends: Budget & FTEs

Budgets and headcounts are up since 2022-2023

MarCom Budget & FTE Trends

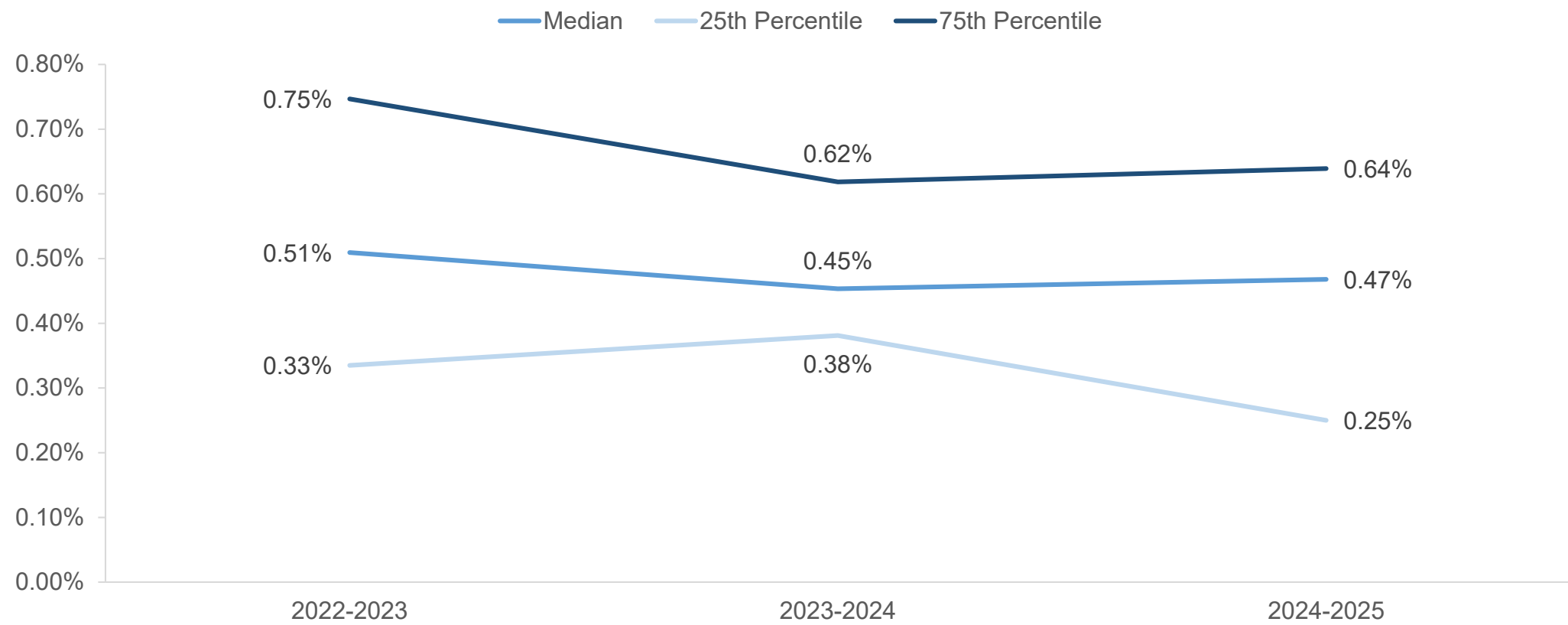


Source: MarCom BTN Surveys (2022 – 2024)

BTN Trends: Budget-to-Net Patient Revenue

Key ratio down since 2022-2023; budgets are growing slower than revenue growth

MarCom Budget to Net Patient Revenue Ratio Distribution Trends



Source: MarCom BTN Surveys (2022 – 2024)

BTN 2025-2026: What's New & What's Next

What's New

- Expanded to include **Behavioral Health** and **Large Group Practices**
- New **Panel 4 on AI Attitudes & Usage**

Key Dates

- **Take the survey today** – program launched September 25th
- **Results expected** via online dashboard **before Thanksgiving**
- **Webinar** to review key results and **MarCom AI insights in late Q1**

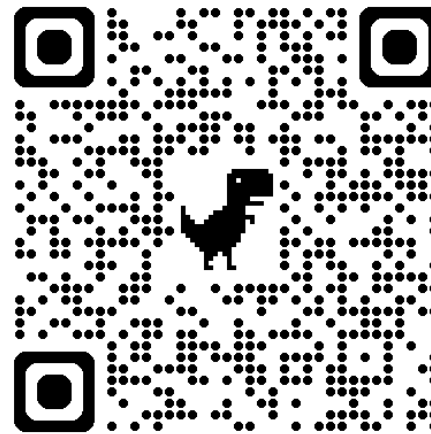
Key Take-Aways

- Change (to structure and budget) is inevitable; maintain reliable measurements to prepare yourself
- Work collaboratively with your Finance and other leadership; make sure they understand your budget
- Positive tactics can support your position; be proactive where possible



Interested in MarCom **Budget Benchmarking?**

Learn More &
Download Free
Budgeting
Spreadsheet





Questions?

Please be sure to complete the session evaluation on the mobile app!

