



A Path Forward:  
Adapting to New  
Technologies and  
Strategy Within Digital  
Healthcare Marketing

Webinar

August 21, 2018



SOCIETY FOR  
Healthcare Strategy & Market Development™  
*of the American Hospital Association*



# Introduction

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- **Brian Q. Davis**
- SVP, Scorpion Healthcare
- Consulted on digital strategy at over 50 healthcare organizations
- Speaker at SHSMD, Becker's Hospital Review. Featured in Forbes.





**OFFER  
&  
SPECIAL  
ANNOUNCEMENTS**



# About Scorpion Healthcare

- Over 17 Years in Business
- Valencia, CA/ Dallas, TX/ Long Island, NY
- 500+ employees / \$200M+ Revenue
- Healthcare / Legal Industry / National Brands
- Google “Platform Innovator of the Year” Winner





Over 250 hospitals and healthcare systems across the country count on Scorpion Healthcare every day.





The world has changed.

A blurred photograph of an office interior. The scene shows a hallway or meeting area with a yellow wall on the right and a brown wall on the left. A ceiling light fixture is visible. In the foreground, there are several brown chairs arranged in a row. A purple horizontal band is overlaid across the middle of the image, containing white and teal text.

Where is the  
**attention?**



We are currently in the most massive cultural shift in **human communication** since the introduction of the Gutenberg Press.







Dave

: meeting at 2pm?



Team Up!

New team board and work flo..



Flight

- 10 AM



# Message

Connect with your friends..



1 New Inbox

See what update from your ..



Why does it  
**matter?**



# Perry Elizabeth

February 19, 2017





# Perry Elizabeth

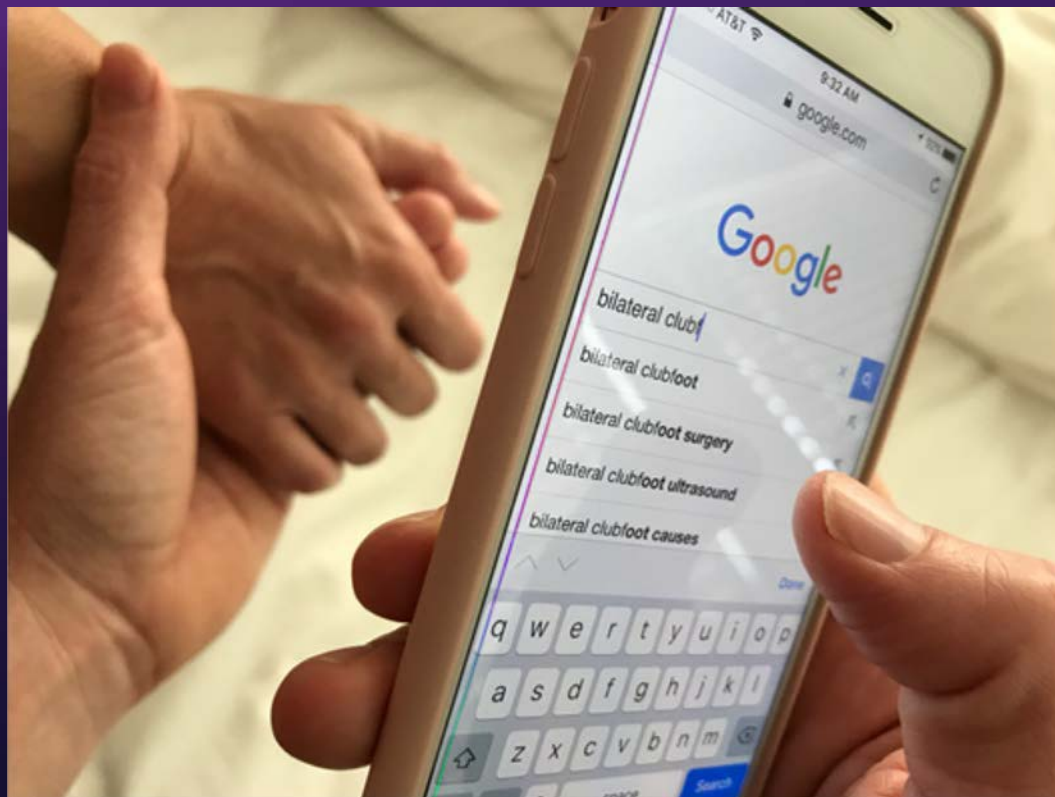
February 19, 2017





# M Maximum Uncertainty

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# Bilateral Clubfoot



clubfoot help dallas

All Images News Shopping

About 430,000 results (0.93 seconds)

**Clubfoot Treatment - Scottish Rite Ho**  
**Ad** [www.tsrhc.org/](http://www.tsrhc.org/) ▾  
Clinical Experts And Leaders In Pediatric Foot Disord  
Pediatric Orthopedics  
Become a Patient  
Scoliosis ar  
Sports Medi

**Infant Leg Deformities - Visit Medical Ci**  
**Ad** [www.medicalcitychildrenshospital.com/](http://www.medicalcitychildrenshospital.com/) ▾ (97  
The City Caring Just For Kids.  
Skilled Surgeons · Customized Treatment Plan  
Services: Pediatric Spinal Reconstructive Su  
Scoliosis Symptoms · Find a Speci  
Charity f



# Bilateral Clubfoot

may undergo surgery. In most cases, a special brace is used to prevent the condition from recurring.



## GENERAL INFO

[Become a Patient](#)

[Refer a Patient](#)

## GET INVOLVED

[Ways to Give](#)

[Volunteer](#)

## NEWS

[Press Room](#)

[Photo Gallery](#)

## VISIT US

2222 Welborn Street

Dallas, Texas 75219



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# July 2018 Scottish Rite YouTube Channel Perry's Debut

Behind the Scenes in Orthotics - Scottish Rite Hospital

325 views

LIKE DISLIKE SHARE



First impressions happen  
**everywhere.** 1000s of times per day.



Attention is a premium  
like never before.





*“If you don’t have a digital strategy already in place for your health system, you are already behind. This is not a problem you can hope to solve in 24 months. Consumer behavior and the nature of the Internet change too fast. **You must be nimble.**”*



**Brian Cusack**  
Head of Industry, Healthcare  
**Google**



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**Brian Cusack**  
Head of Industry, Healthcare  
**Google**

**Fall, 2015**



A collection of social media icons including Myspace, Vimeo, YouTube, Facebook, Twitter, Instagram, and Google+.

The attention is *here*.  
Master it or be mastered by it.



PRIME POSITION

# In just two hours, Amazon erased \$30 billion in market value for healthcare's biggest companies

By [Preeti Varathan](#)

January 30, 2018





Health & Medicine

# Amazon Is Really Serious About Making Healthcare a Part of Its Future

by Juan Torres/David Ryder/Getty Images/Victor Tangermann

Unlike *some other [Twitter-loving tech CEOs](#) we know*, Amazon founder Jeff Bezos likes to keep his company's plans fairly quiet. Some even call Amazon "[secretive](#)."

Bezos disagrees with that label, though. In 2014, he [told shareholders](#) he thinks "quiet" is more accurate: "Our primary approach is, we talk when we have something to say."

As recent whisperings about Amazon's involvement in the healthcare industry have risen to a crescendo, Amazon may be just about there.

SHARE



WRITTEN BY

Kristin Houser



Published: March 26, 2018



## Your health speaks.

Analysis of subtle but characteristic changes in your voice can accurately reveal important aspects of your health.

Sonde Health is a digital medicine company developing a voice-based technology platform with the potential to transform the way we monitor and diagnose mental and physical health.





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Analysis of subtle but characteristic changes in your voice can accurately reveal important aspects of your health.

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What else is going to be possible in **12 months?**





We have a mission to accomplish.



But there is the **PROBLEM.**

**MOST EFFORTS FAIL**



New Mindsets  
New Skillsets  
New Tactics







# Mindset Shift:

## Status Quo vs. Disruption

### A NEW APPROACH TO BUSINESS-MODEL INNOVATION

5 steps to turn your beliefs upside down

1

OUTLINE THE **DOMINANT BUSINESS MODEL** IN YOUR INDUSTRY



What are the long-held core beliefs in your industry about how to create value?

2

DISSECT THE MOST **IMPORTANT LONG-HELD BELIEF** INTO ITS SUPPORTING NOTIONS



What underpins the most important core belief—eg, notions about customer interactions, technology performance, or ways of operating?

3

TURN AN **UNDERLYING BELIEF ON ITS HEAD**



This means formulating a radical new hypothesis, one that no one wants to believe—at least no one currently in your industry.

4

**SANITY-TEST YOUR REFRAME**



Many reframed beliefs will not make sense. Applying a proven reframe from another industry may succeed. Unlike product and service innovations, business-model innovations travel well from industry to industry.

5

**TRANSLATE THE REFRAMED BELIEF INTO YOUR INDUSTRY'S NEW BUSINESS MODEL**



Once you arrive at the reframe, the new mechanism for creating value pretty much suggests itself—just take the reframed belief to its logical implications.

McKinsey&Company



Healthcare Systems with large hospitals.



Healthcare Systems with large hospitals.

Large hospitals are required to improve health of communities.



Healthcare Systems with large hospitals.

Large hospitals are required to improve health of communities.

Large hospitals are NOT required to improve the health of communities.



Healthcare Systems with large hospitals.

Large hospitals are required to improve health of communities.

Large hospitals are NOT required to improve the health of communities.

Most care happens outside of the hospitals.



Healthcare Systems with large hospitals.

Large hospitals are required to improve health of communities.

Large hospitals are NOT required to improve the health of communities.

Most care happens outside of the hospitals.

Healthcare Systems of future won't be structured around large hospitals.



# THE WALL STREET JOURNAL.

U.S. Edition | August 17, 2018 | Today's Paper | Video



HEALTH | HEALTH CARE

## What the Hospitals of the Future Look Like

The sprawling institutions we know are radically changing—becoming smaller, more digital, or disappearing completely. The result should be cheaper and better care.

By *Laura Landro*

Feb. 25, 2018 10:11 p.m. ET

The days of the hospital as we know it may be numbered.

In a shift away from their traditional inpatient facilities, health-care providers are investing in outpatient clinics, same-day surgery centers, free-standing emergency rooms and microhospitals, which offer as few as eight beds for overnight stays. They are setting up programs that monitor people 24/7 in their own homes. And they are turning to digital technology to treat and keep tabs on patients remotely from a high-tech hub.



## Implications for Healthcare Mergers & Acquisitions

SHARE: [in](#) [twitter](#) [f](#) [G+](#) [envelope](#)

For the past five years, hospital systems have been on a buying binge, scooping up or partnering with community hospitals and physician practices in order to capture referrals and expand their geographic reach.

Community hospitals are being courted by larger systems as they seek to succeed in a value-based business model. Physician groups want the shelter of hospital system employment, gaining access to capital and a steady paycheck while reducing the burden of complying with new payment rules and Electronic Health Record (EHR) requirements.

The problem with this merger craze is that it reflects, in part, an outdated view of patient care. The push to build large systems and

*In the future, healthcare will be delivered in settings far outside what hospital leaders consider the norm today.*





# Mindset Shift



“Build It” to “BuyIt”





We don't  
build

our DVD collections anymore





We have  
**NetFlix**

---

build it for us.

**NETFLIX**



# M Mindset Shift:

Shiny object syndrome  
to *Results Oriented*





**Fitness trackers have a  
30% *abandonment rate*  
after 6 months.**

***Companies do the same  
thing with technology.***





“We’ve bought every piece of technology but we’ve got no one to extract the value!”  
- Chief Strategy Officer



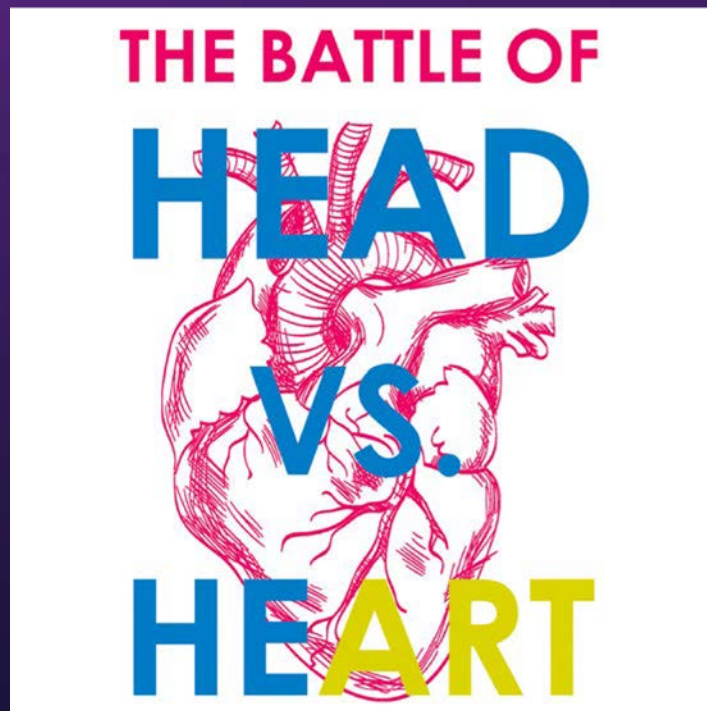


**Get a coach to get results.**



# M Mindset Shift:

From leading with the head to  
leading with the *heart*.





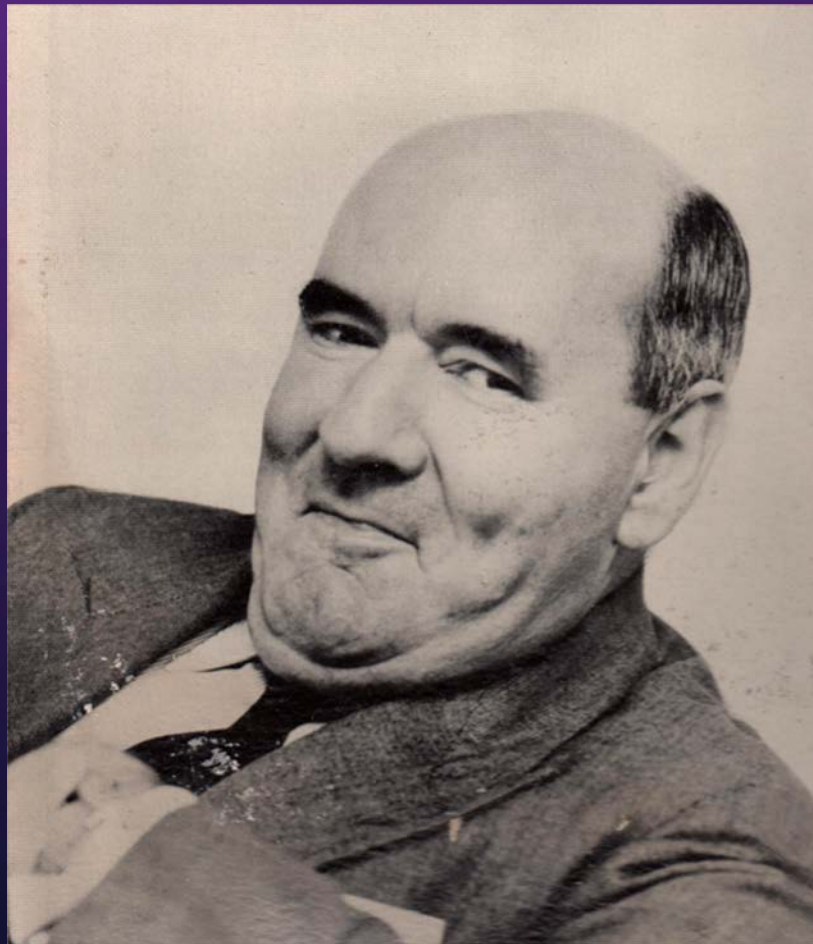


# **Large Group Decision Making (Leading with the head)**



**What can we learn from  
an early 20<sup>th</sup> century  
British naval historian?**

**Cyril Northcote  
Parkinson  
1909-1993**





# Decisions Take Too Long

Parkinson's Law: "A task will expand to fill the time available for its completion."





# Decisions Take Too Long

Parkinson's Law of Triviality:  
"The amount of time a group spends discussing an issue will be in inverse proportion to the consequentiality of the issue."



Credit: bohable.com



# Groupthink kills innovation

Groupthink :  
a psychological  
phenomenon that occurs  
within a **group of people** in  
which the desire for harmony  
or conformity in the group  
results in an irrational or  
dysfunctional **decision-  
making** outcome.





# Groupthink kills innovation

Group members try to minimize conflict and reach a consensus decision without **critical evaluation** of alternative viewpoints by actively suppressing dissenting viewpoints, and by isolating themselves from outside influences.

Groupthink requires individuals to avoid raising **controversial** issues or alternative solutions, and there is loss of individual creativity, uniqueness and independent thinking.



# U.S. Navy is surprised at Pearl Harbor, 12/7/41

Groupthink can lead to disastrous results:

"The Japanese would **never dare attempt a full-scale surprise assault** against Hawaii because they would realize that it would precipitate an all-out war, which the United States would surely win."





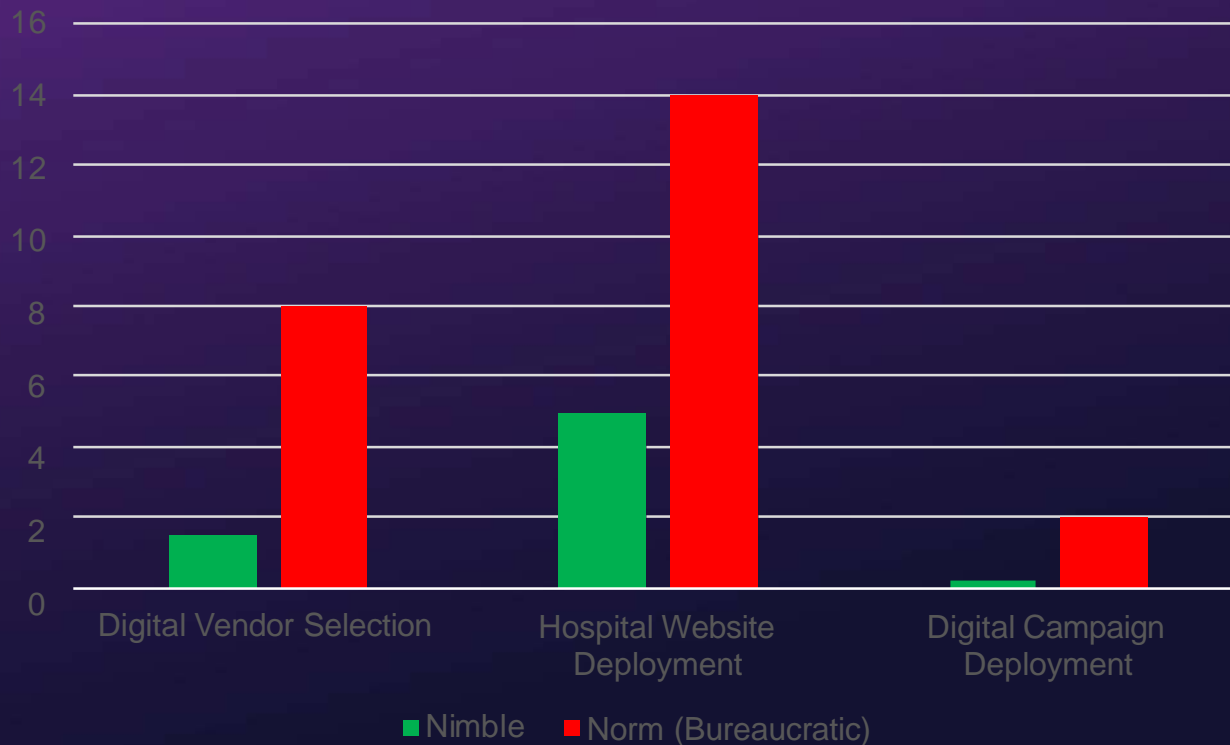
**Small, empowered and accountable groups are a competitive advantage.**





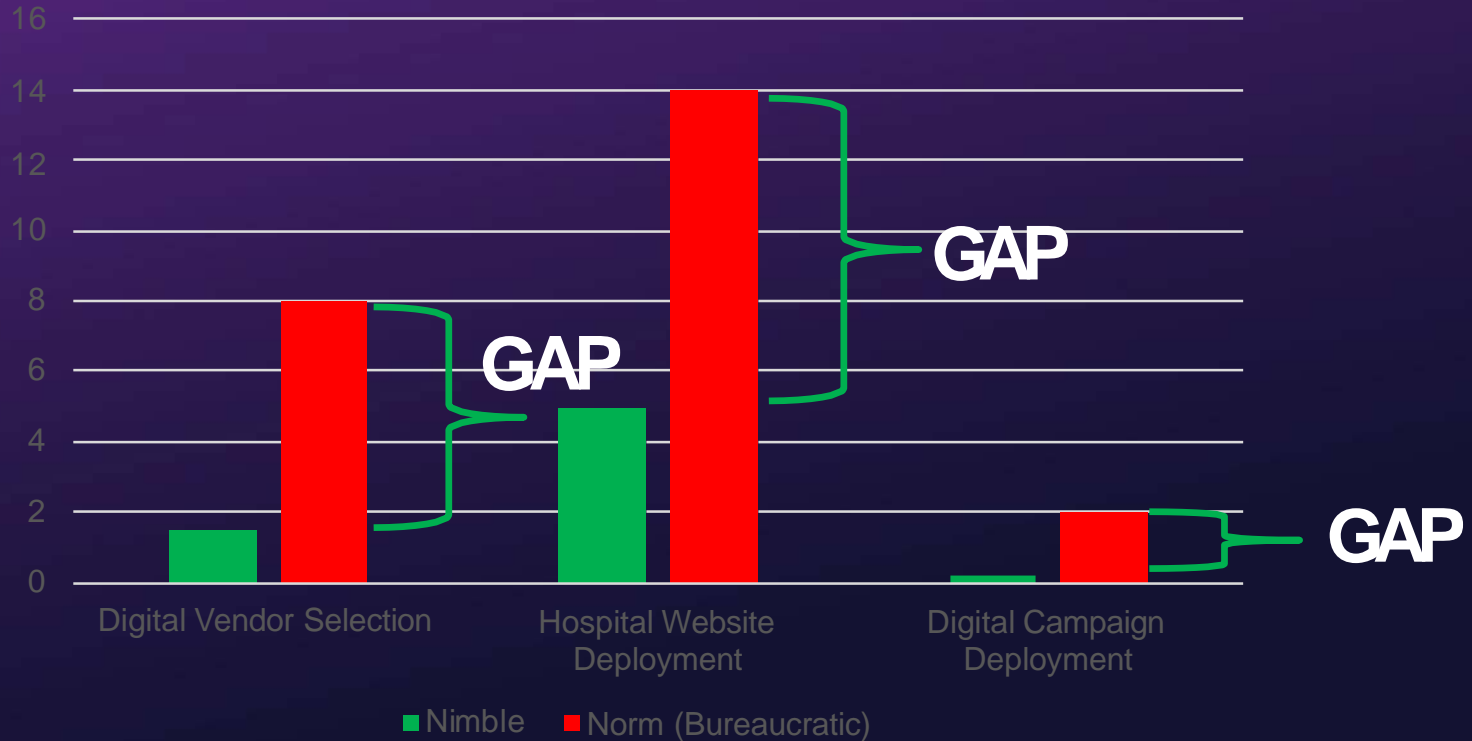
# What can a small, empowered and accountable team do?

Large Healthcare System (Multi B) – Months to Deploy



# The GAP is worth millions in service to patients and competitive advantage.

Large Healthcare System (Multi B) – Months to Deploy





**“Stop thinking so much!  
Production wins over perfection!”  
- My coach**



**“What does your HEART tell you?”**

A blurred photograph of an office interior. The scene shows a hallway or meeting area with a yellow wall on the right and a doorway. In the foreground, there are several brown leather chairs arranged in a circle. A purple horizontal band is overlaid across the middle of the image, containing the text 'Avoiding & Investing'. The word 'Avoiding' is in white, and '&' is in white, while 'Investing' is in teal.

# Avoiding & Investing



# Things to Avoid

Massive enterprise website platforms & “built in-house” approaches.

Don't build it.





# Invest In

Flexible platforms &  
fully managed services.

Lease it!





# Things to Avoid

Companies & providers that are incentivized to support the status quo.







# Invest in

New approaches & skillsets  
that can help you **market in**  
**the year we are in.**





# Something to Avoid

“Flurry of Activity” Marketing







# Something to Avoid

*“Head in the sand”* Approach





# Invest in

*Your Own* Time





# Digital Marketing Principles



1. **Manage the entire equation**
2. **Run a playbook**
3. **Get front footed**
4. **Better questions = Better campaigns**
5. **Measure**
6. **Grab the low hanging fruit first**



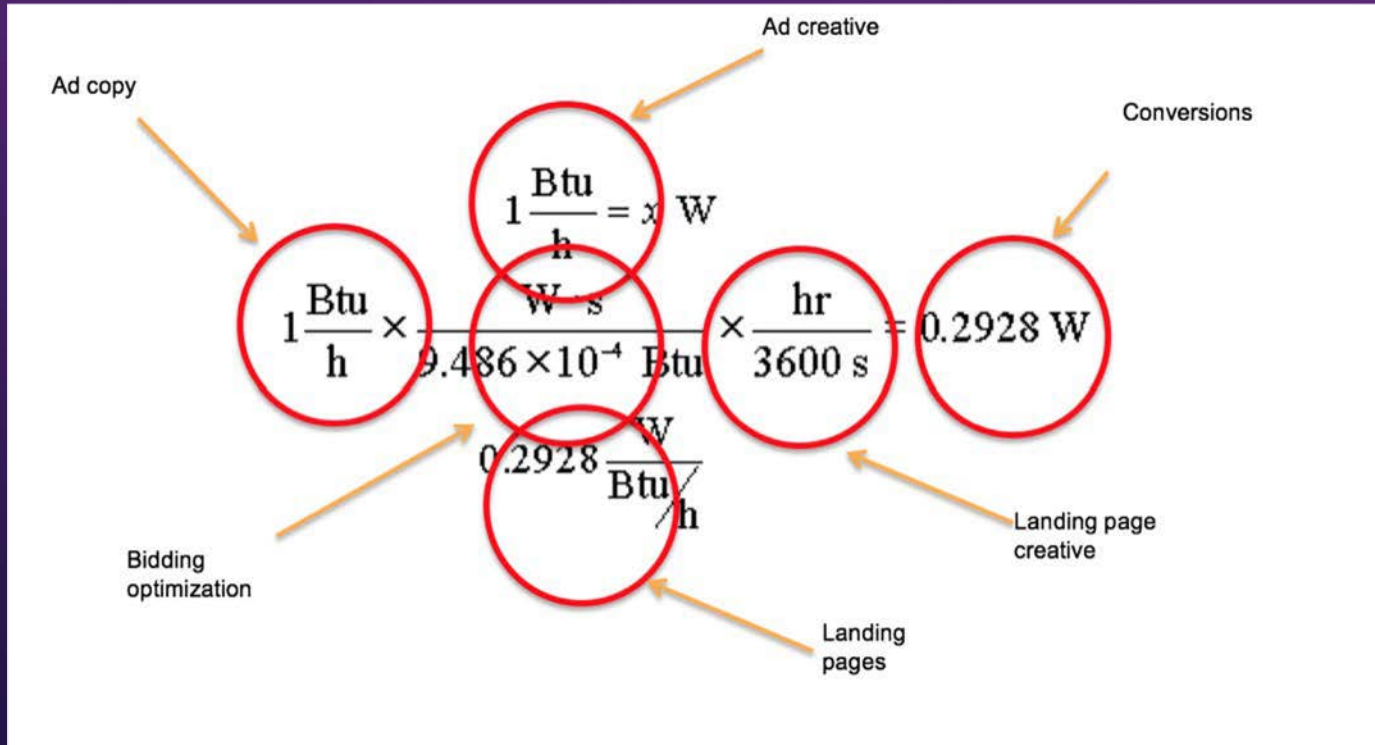
Solving the Equation of Effective  
online marketing in Healthcare is difficult.

$$1 \frac{\text{Btu}}{\text{h}} = x \text{ W}$$
$$1 \frac{\text{Btu}}{\text{h}} \times \frac{\text{W} \cdot \text{s}}{9.486 \times 10^{-4} \text{ Btu}} \times \frac{\text{hr}}{3600 \text{ s}} = 0.2928 \text{ W}$$
$$0.2928 \frac{\text{W}}{\text{Btu/h}}$$





# There are so many variables to consider...



Solving lots of these equations across multiple campaigns is even more difficult.

$$\begin{array}{l}
 1 \frac{\text{Btu}}{\text{h}} = x \text{ W} \\
 1 \frac{\text{Btu}}{\text{h}} \times \frac{W \cdot s}{9.486 \times 10^{-4} \text{ Btu}} \times \frac{\text{hr}}{3600 \text{ s}} = 0.2928 \text{ W} \\
 0.2928 \frac{W}{\text{Btu/h}}
 \end{array}
 \quad
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 0.2928 \frac{W}{\text{Btu/h}}
 \end{array}$$



Everyone has a demand for you, but how can you scale your **campaigns and maintain quality?**



This proves it's your landing page and not my ad copy!

Having lots of cooks in the kitchen **can create problems.**



It's better to have one partner working **the whole equation.**



BUILD A PLAYBOOK

REPEATABLE RESULTS

WIN



# Women's Services Playbook

## Strategy

- Drive brand / services awareness
- Direct acquisition for unique services with P

## Elements / MediaMix

- Social Media Advertising
- Targeted Display
- PPC



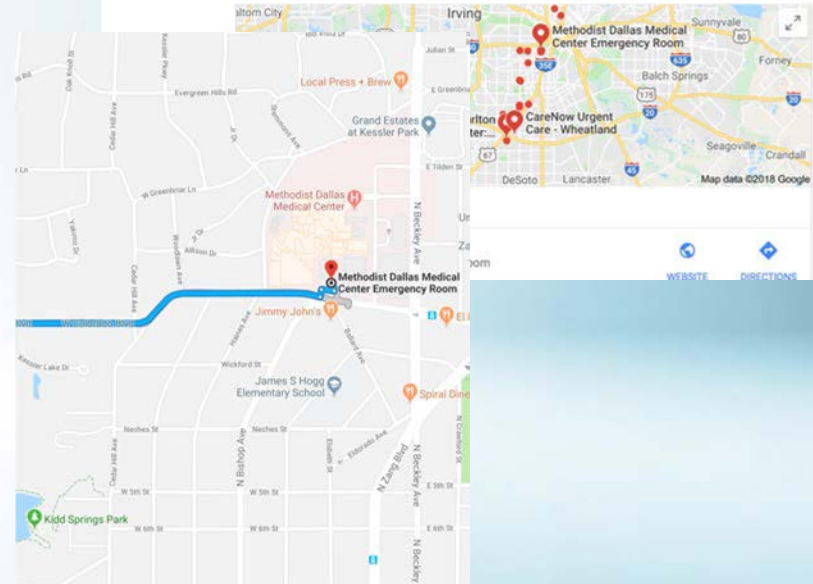
# ER Playbook

## Strategy

- Direct acquisition with PPC
- Local SEO

## Elements / MediaMix

- Social Media
- Display
- PPC
  
- Listing Management for Local ER SEO





# Bariatrics Playbook

---

## Strategy

- Drive symptom / screening awareness
- Enhance brand awareness
- Direct acquisition with PPC

## Elements / MediaMix

- Social Media
- Display
- PPC



# Recruitment Playbook

## Strategy

- Drive brand / services / location awareness
- Direct acquisition with PPC
- Multi-Campaign Strategy based on provider type

## Elements / Media Mix

- Social Media
- Display
- PPC



Manage Digital Advertising

# Cardiology Advertising Strategies

## Pay Per Click

- Google Advertising
- Bing Advertising

## Display

- Affluent National News Sites
- Health & Fitness Interests
- Finance Interests

## email

- Demographic / Geo Targeting
- Domain target competitors
- Look alike audiences built off of email lists



## Videos

- Demographic/Geo Targeting

## Social

- Demo Targeting
- Interest Targeting

## Native

- Outbrain
- Taboola

## Target 1 Group

People with healthcare that are proactive about their health, fitness and do not exhibit 'high risk' behavior.

## Target 2 Group

People who know that they have heart disease in their family and are doing something similar to Group One.

## Target 3 Group

People who exhibit high risk behavior and have no interest in health, fitness, etc.

## Target 4 Group

These people have low income and inadequate healthcare - whether or not they care about their health and fitness is irrelevant.

BETTER QUESTIONS  
=  
BETTER CAMPAIGNS



# Questions to consider before spending money:

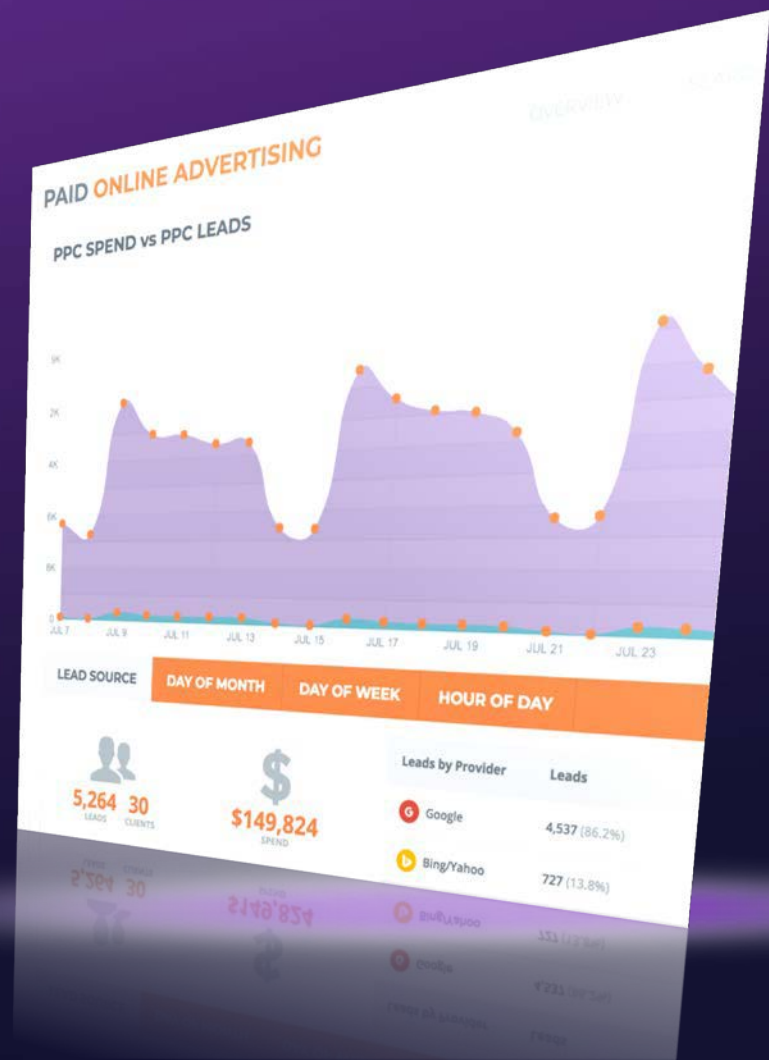
1. What are our target outcomes?
2. Is there capacity?
3. Is the patient's journey understood?
4. What happens when leads come in?
5. What is the average CM value of the patient for this type of service?
6. What would we pay to acquire a new patient of this type?
7. Do the economic even make sense?

GET FRONT  
FOOTED  
With the Front  
Line



MEASURE

Expect and demand real-time and easy to understand DATA







Get really good at picking  
**Low-Hanging Fruit First**



**Search  
Listings  
Facebook  
YouTube  
Move faster  
Accountable results**





# Search Marketing

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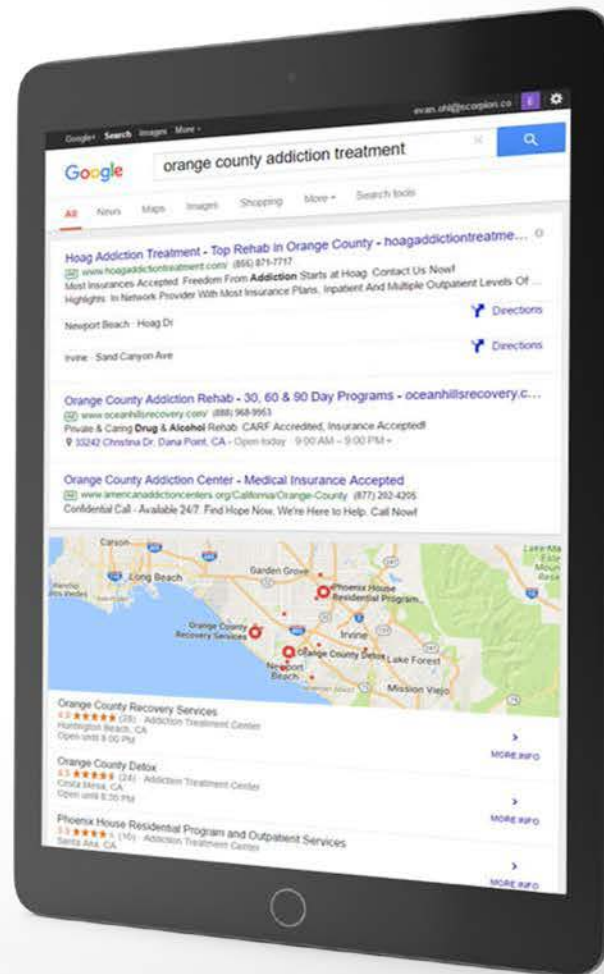




# Tactic: Paid Search

Key benefits:

- Immediacy
- Relevance
- Targeting

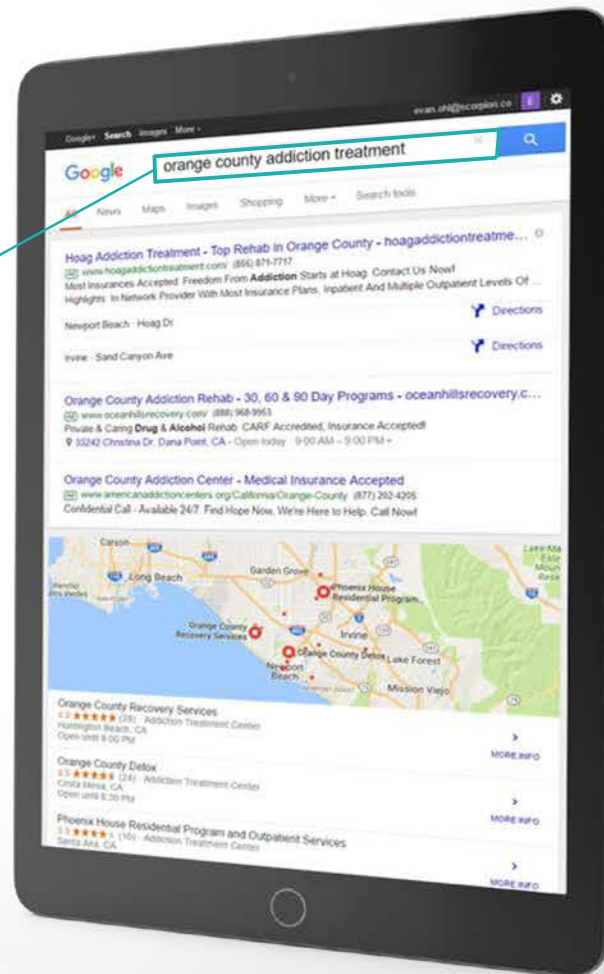




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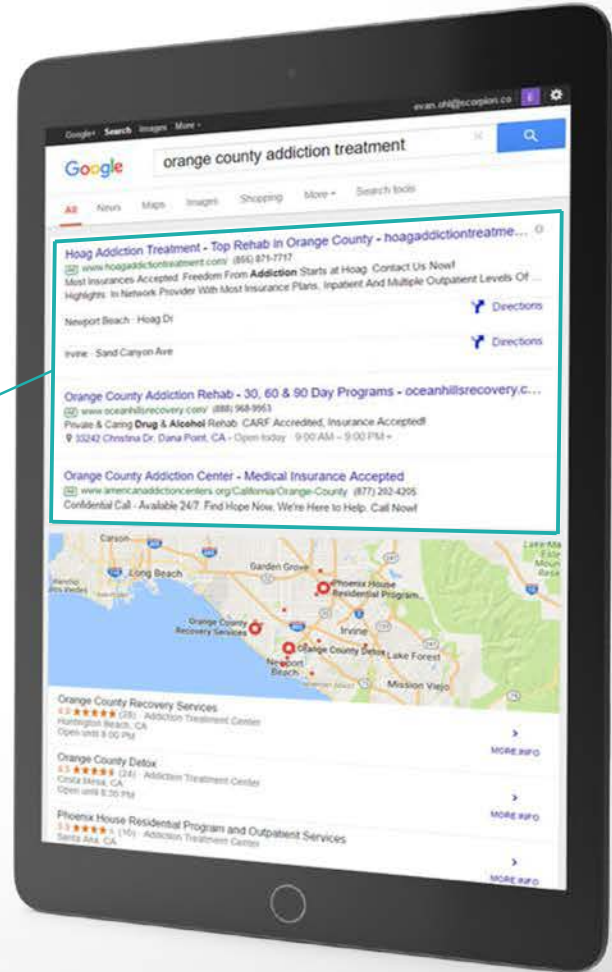




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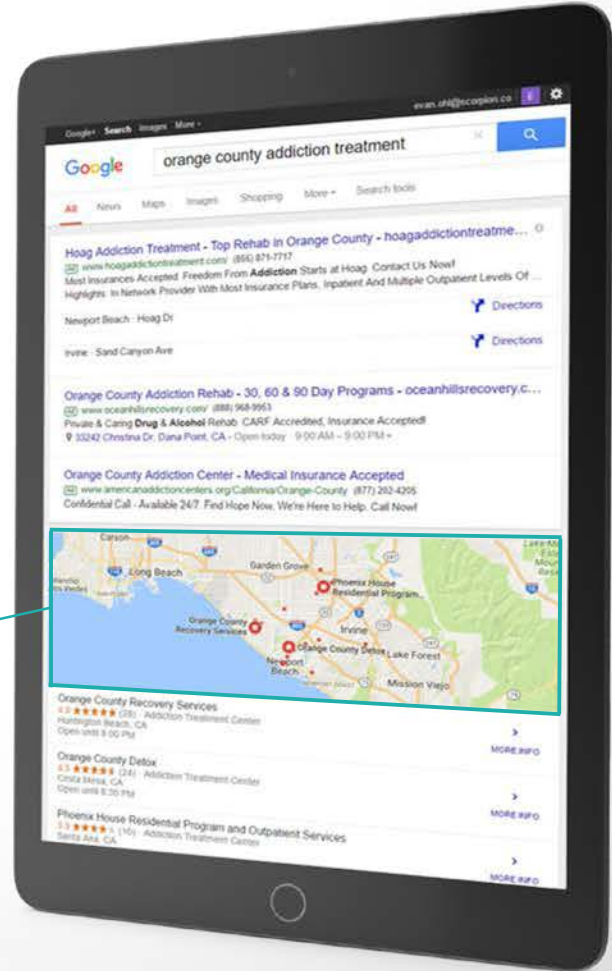




# Tactic: Paid Search

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# Locations & Listings

Be **easy** to find online.

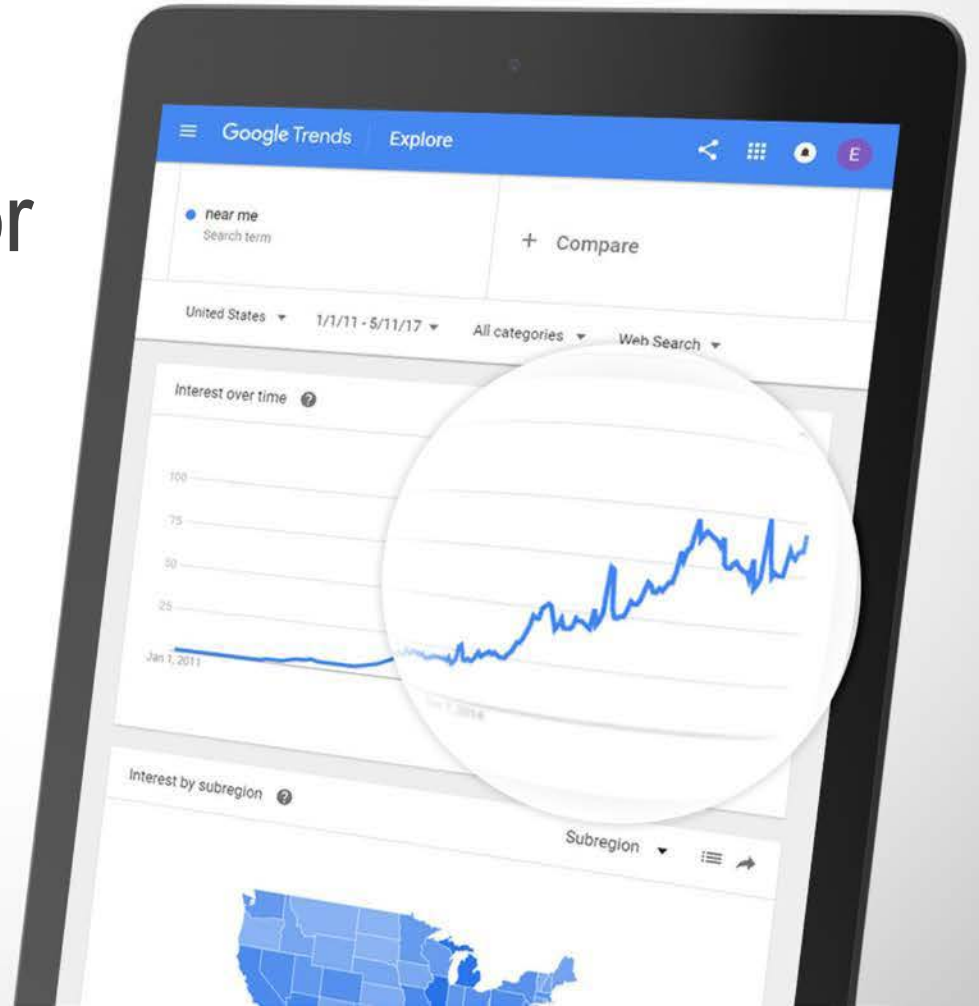






# Consumer Behavior Has Changed

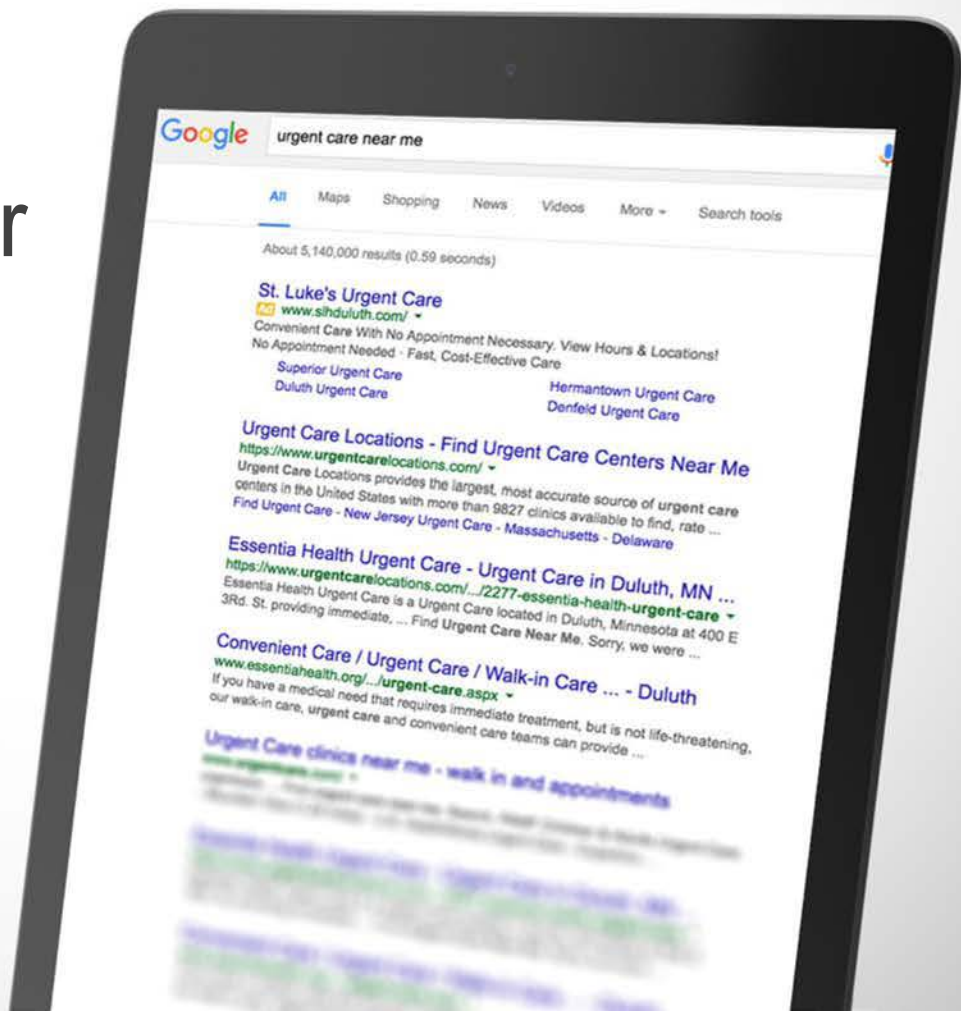
Google search interest in “near me” searches have increased **3400%** since 2011.





# Consumer Behavior Has Changed

This includes **healthcare-related searches.**







# S Solution

Online listing management services & syndication technology now make it possible to automate the cleanup and ongoing maintenance of this information.

## SYNCED AGGREGATORS



 41  
DIRECTORY LOCATIONS

 41  
SYNCED LOCATIONS

## ONLINE DIRECTORIES

### PREMIUM SITES



 84%  
PREMIUM REVIEW SITES

 80%  
PREMIUM DIRECTORIES



# F Facebook





# Study

DIGITAL

## STUDY: Teens Leaving Facebook, Being Replaced By More Users 55 And Older

Are Facebook users getting older on average? Very much so, according to a **recent study** from digital agency **iStrategyLabs**, which found that the number of **teens** (aged 13 through 17) was down 25.3 percent when compared with its **2011 report**, while total users 55 and older were up 80.4 percent during the same time period.

By David Cohen  
January 15, 2014



“I’m not going on  
BookFace!”

---

- my dad, 2010







Average time to “like” picture  
of grandchild: ~18 min



# Video

- 52% of patients & caregivers watch videos
- 70% of patients & caregivers consider video sites the **most influential** sources





# Opportunity

Activity on YouTube  
before treatment:

**The second largest search engine.**

**74%** watch **5 or more videos** prior  
to treatment.





# D Direct-to-Recruit Marketing





# D Direct ROI in recruitment fee savings



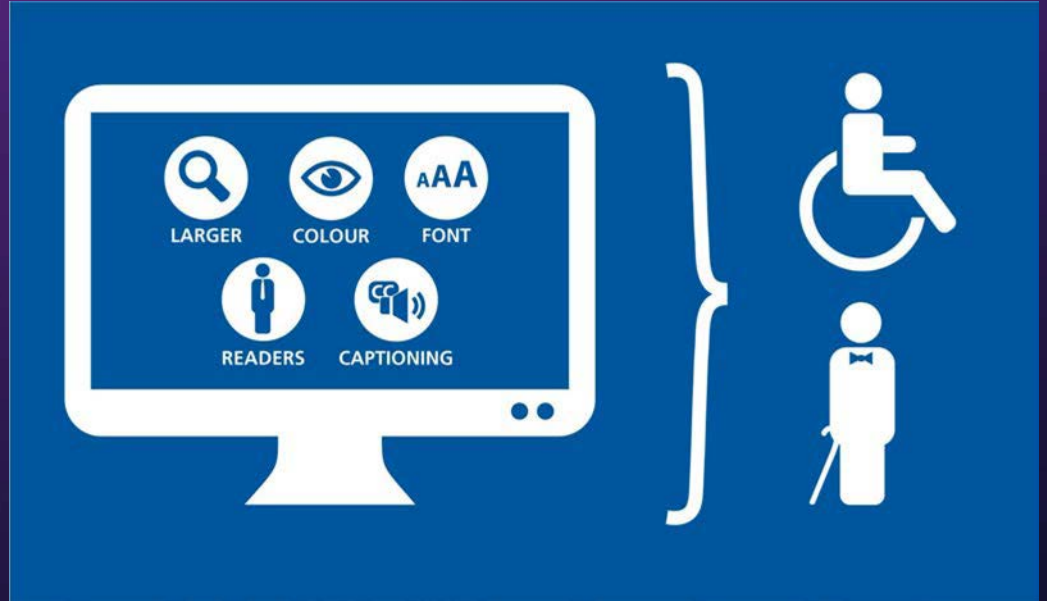


# On the Horizon





# ADA Compliance





# AMP Opportunities

The banner features a blue background with a faint grid pattern. In the center, there is a white speedometer icon above the text "AMP Project" and "ACCELERATE MOBILE PAGE PROJECT". On the right side, a white smartphone displays a mobile page with a green header, a "Chrome Push Notifications" section, and a "Mobile Speed Optimizations" section at the bottom.



## AMP Project

ACCELERATE MOBILE PAGE PROJECT

**Chrome Push Notifications**

by Douglas Kato October 13, 2015

**Chrome push notifications** are one of the newer features added into Chrome browser. They are used to show notifications outside the web page content even if the user is not browsing the page he subscribed to.

**Before we continue, make sure that you use [help](#) or [implement](#) the code on localhost** because service workers require secure origin, or [https](#) or [chrome://localhost](#) and they are not available on [http://](#) or [file://](#) and [localhost](#) origin and they'll come about from a race in the mobile stack.

**Mobile Speed Optimizations**





# Voice



What if?



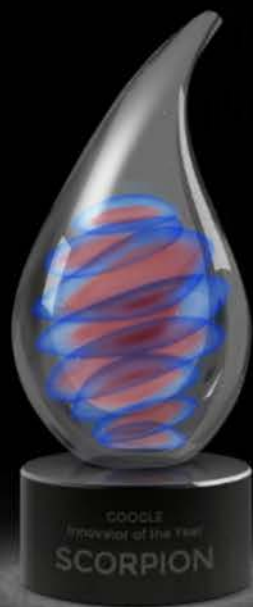
# The Future of Digital **HEALTHCARE MARKETING**

100%



71%

100%



Google Innovator Award Winner



Provide your username & password to login

cody2@scorpion.co

\*\*\*\*\*

Sign in

Forgot password?

# SCORPION MARKETING SYSTEM 8 THE ULTIMATE DIGITAL PLATFORM BUILT FOR HEALTHCARE SYSTEMS





Provide your username & password to login.

Username

Password

Sign In

**Want Immediate access to Video Preview?**





# OFFER & SPECIAL ANNOUNCEMENTS

*“There so much to consider!  
How can I get clear on where we  
are and how we compare today?”*

- Every busy healthcare  
executive





# *DEEP DIVE* **AUDIT**

## **EXECUTIVE WEB STRATEGY AUDIT OFFER**

Contact us / See Post Presentation Survey  
Must be SHSMD member and be VP or above.  
Limited Availability.

Site Health & speed  
Content  
Advanced SEO  
Listings  
Industry Benchmarks

Competitive analysis  
ADA guidelines  
User experience  
Campaign benchmarks  
Analytics



SOCIETY FOR  
Healthcare Strategy & Market Development™  
*of the American Hospital Association*



**SCORPION**®  
DIGITAL HEALTHCARE SOLUTIONS

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# SHSMD CONNECTIONS

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OCT 7-10



**SEATTLE 2018**



**SSSHHHHHH!**  
**We have something very special planned at SHSMD 2018.**  
**Special Event: Oct 7. Seattle, WA.**  
**Invite only. Limited seating.**



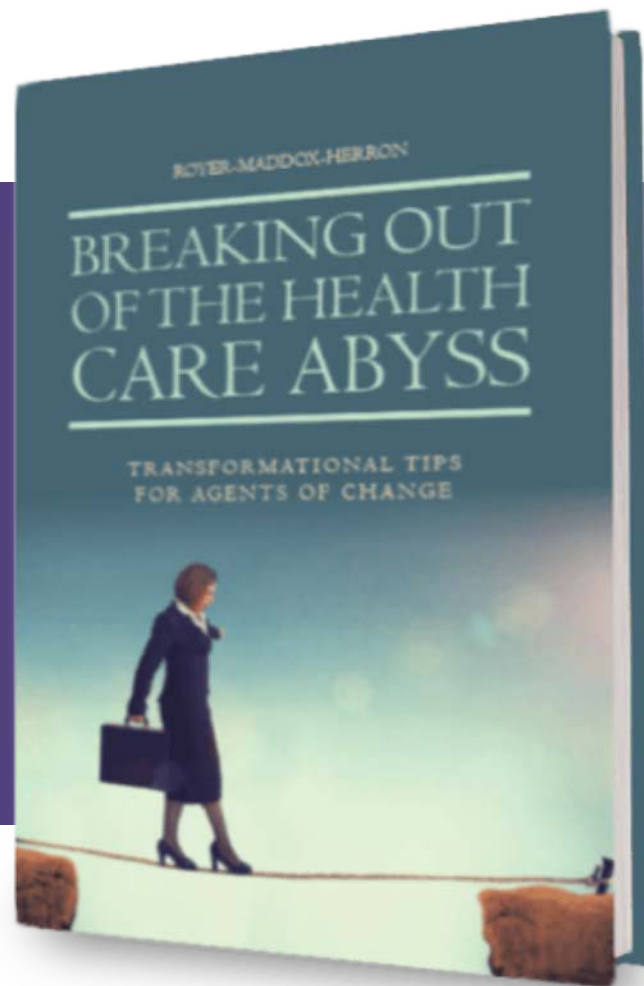


*“Leaders must nurture their dissatisfaction with the status quo by constantly reexamining current reality and living in a permanent state of inquiry.”*

Dr Thomas Royer, Peter Maddox, Jay Herron (2017)

## **Breaking Out of The Healthcare Abyss**

<https://www.amazon.com/Breaking-Out-Health-Care-Abyss/dp/1524672092>



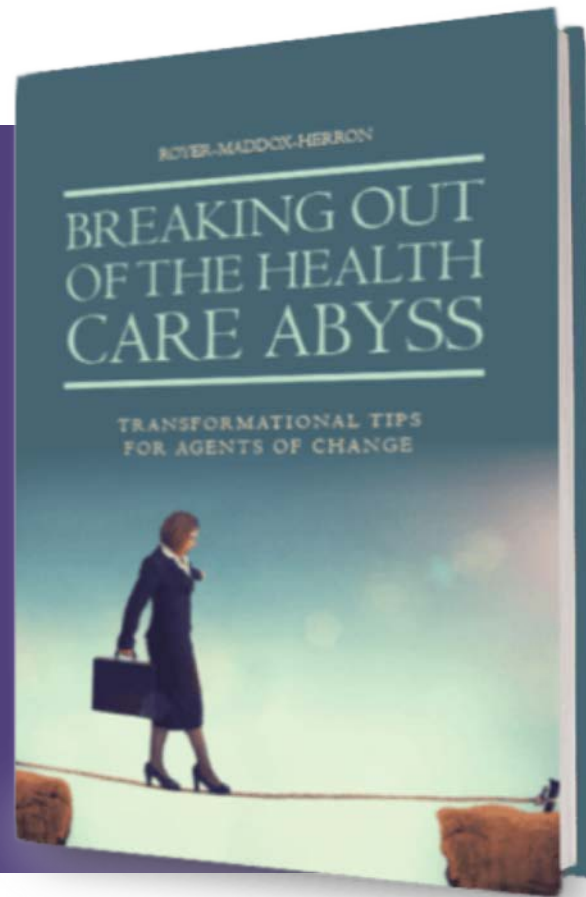


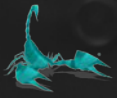
*To receive a free copy of*  
**Breaking Out of The Healthcare Abyss**

**GO TO:**

**[www.scorpionhealthcare.com](http://www.scorpionhealthcare.com)**

**Enter the word: “BREAKOUT” in the contact form**  
**Available to the first 20 entries from health systems**





- ✓ Get nimble. It is a competitive advantage.
- ✓ Go where the attention is.
- ✓ Move fast.
- ✓ Don't build it. Lease it!
- ✓ Invest in managed services.
- ✓ Capture the low hanging fruit first.

**CHALLENGE THE STATUS QUO.**



**LEAD WITH YOUR HEART**



One more thing...





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