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

Webinar

August 21, 2018
Introduction

- 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.
Where is the attention?
We are currently in the most massive cultural shift in *human communication* since the introduction of the Gutenberg Press.
Why does it matter?
Perry Elizabeth

February 19, 2017
Perry Elizabeth

February 19, 2017
Maximum Uncertainty
Bilateral Clubfoot
Bilateral Clubfoot may undergo surgery. In most cases, a special brace is used to prevent the condition from recurring.
Bilateral Clubfoot

may undergo surgery. In most cases, a special brace is used to prevent the condition from recurring.
July 2018
Scottish Rite
YouTube Channel
Perry’s Debut

Behind the Scenes in Orthotics - Scottish Rite Hospital
325 views
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
“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

Fall, 2015
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
Amazon Is Really Serious About Making Healthcare a Part of Its Future

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.
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.
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 tend 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.
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.
THE FUTURE OF HEALTHCARE IS NOT IN HOSPITALS

BY MATTHEW BATES

Implications for Healthcare Mergers & Acquisitions

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.

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

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
Mindset Shift

“Build It” to “Buy It”
We don’t build our DVD collections anymore
We have Netflix build it for us.
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.
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 20th 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.”
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.”

Decisions Take Too Long

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

- Digital Vendor Selection
- Hospital Website Deployment
- Digital Campaign Deployment

Nimble vs. Norm (Bureaucratic)
The GAP is worth millions in service to patients and competitive advantage.
“Stop thinking somuch! Production wins over perfection!”
- Mycoach
“What does your HEART tell you?”
Avoiding & Investing
Things to Avoid

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

Don’t build it.
Flexible platforms & fully managed services.

Lease it!
Things to Avoid

Companies & providers that are incentivized to support the status quo.
New approaches & skillsets that can help you market in the year we are in.
Something to Avoid

“Flurry of Activity” Marketing
Invest in Accountable 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.
There are so many variables to consider...
Solving lots of these equations across multiple campaigns is even more difficult.
Everyone has a demand for you, but how can you scale your campaigns and maintain quality?
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 PPC

Elements / Media Mix
- Social Media Advertising
- Targeted Display
- PPC
ER Playbook

Strategy
- Direct acquisition with PPC
- Local SEO

Elements / Media Mix
- 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 / Media Mix
- 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 Marketing
Tactic: Paid Search

Key benefits:

- Immediacy
- Relevance
- Targeting
Tactic: Paid Search

Key benefits:

- Immediacy
- Relevance
- Targeting
Tactic: Paid Search

Key benefits:
- Immediacy
- Relevance
- Targeting
Tactic: Paid Search

Key benefits:

- Immediacy
- Relevance
- Targeting
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.
Google looks at hundreds of online sources to deliver accurate location data.
Solution

Online listing management services & syndication technology now make it possible to automate the cleanup and ongoing maintenance of this information.
Facebook
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
● 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.
Direct-to-Recruit Marketing
Direct ROI in recruitment fee savings
On the Horizon
ADA Compliance

LARGER COLOUR FONT
READERS CAPTIONING

[Accessibility icons]

[Accessibility symbol]
AMP Opportunities
Voice
What if?
The Future of Digital
HEALTHCARE MARKETING
Google Innovator Award Winner
SCORPION MARKETING SYSTEM 8
THE ULTIMATE DIGITAL PLATFORM
BUILT FOR HEALTHCARE SYSTEMS
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
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
SSSHHHHHHH!
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
To receive a free copy of 
Breaking Out of The Healthcare Abyss

GO TO:
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…
What story are you going to tell?
Brian Q. Davis
Senior VP of Healthcare | Scorpion

Brian.Davis@SorpionHealthcare.com
www.ScorpionHealthcare.com
www.LinkedIn.com/in/BrianQDavis
www.Twitter.com/BrianQDavis
www.Facebook.com/Scorpion.co
The Scorpion Experience
For Healthcare Systems

- Award Winning Design
- Ultra-Fast Client Support
- Innovation & Technology
- World-Class Client Experience
- Marketing Strategies