



# Beyond CRM: Lessons on Consumer Driven Healthcare

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*Chief Marketing Officer*

October 18, 2017



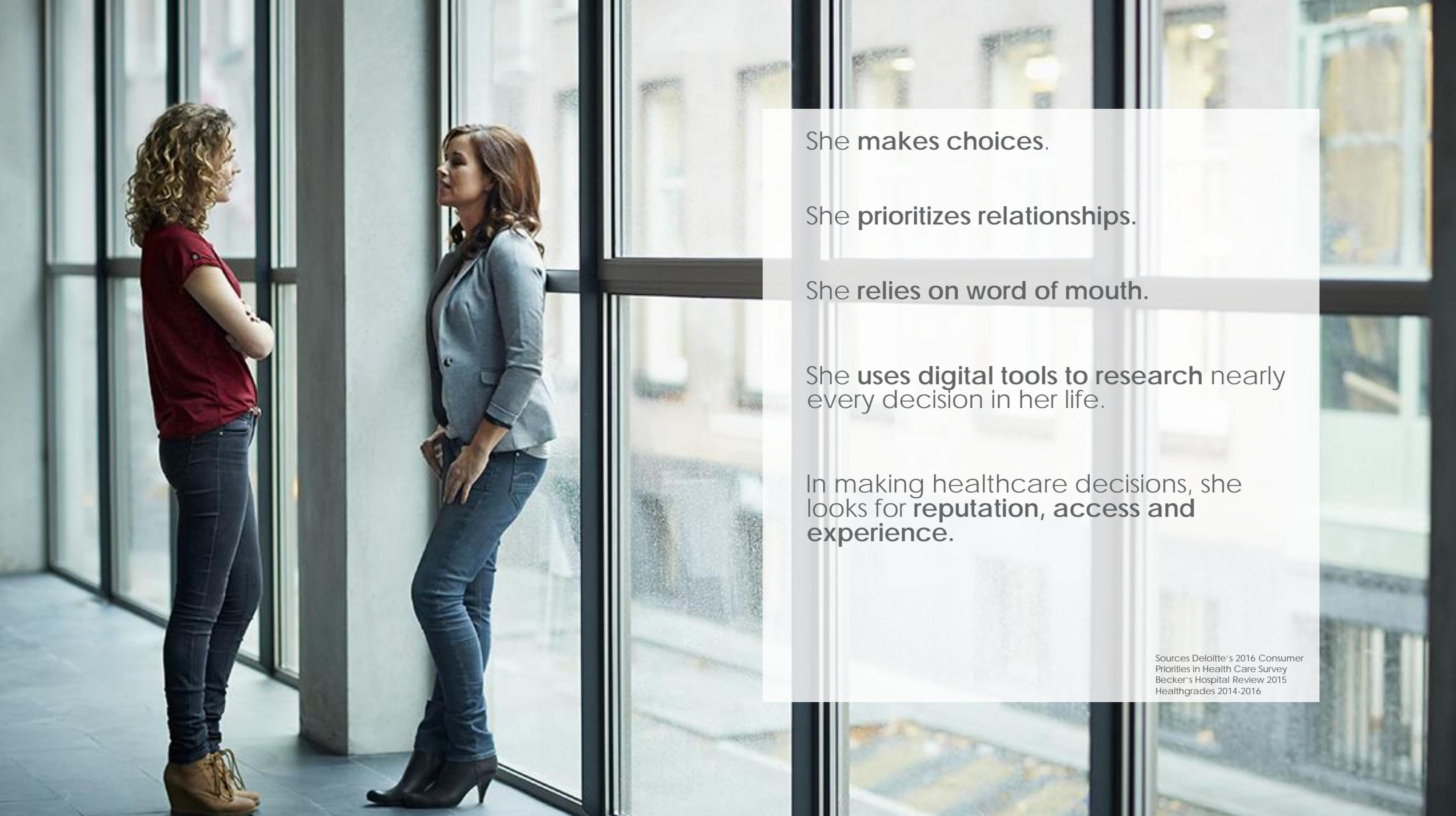
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*The healthcare  
consumer of today*

⋮  
01

Meet Rachel.





She **makes choices.**

She **prioritizes relationships.**

She **relies on word of mouth.**

She **uses digital tools to research** nearly every decision in her life.

In making healthcare decisions, she looks for **reputation, access and experience.**

Sources Deloitte's 2016 Consumer  
Priorities in Health Care Survey  
Becker's Hospital Review 2015  
Healthgrades 2014-2016



 OpenTable™



**UBER**



 **airbnb**

# Today's Healthcare Consumer is:

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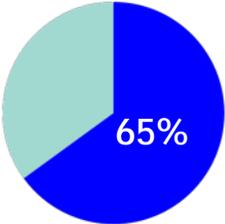
**Informed**



Consumers view up to **eight** health information sites and rely on them to make care decisions.

Source: STAX web survey and analysis, March 2017

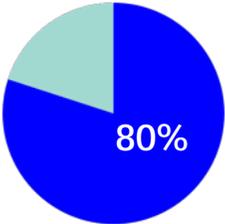
**Choosy**



**65%** of consumers are frequently shopping for a new physician.

Source: STAX web survey and analysis, March 2017

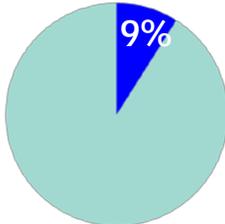
**Impatient**



**80%** of consumers will choose a physician that has online self scheduling over an identical one that doesn't.

Source: STAX online scheduling survey, Novemer 2016

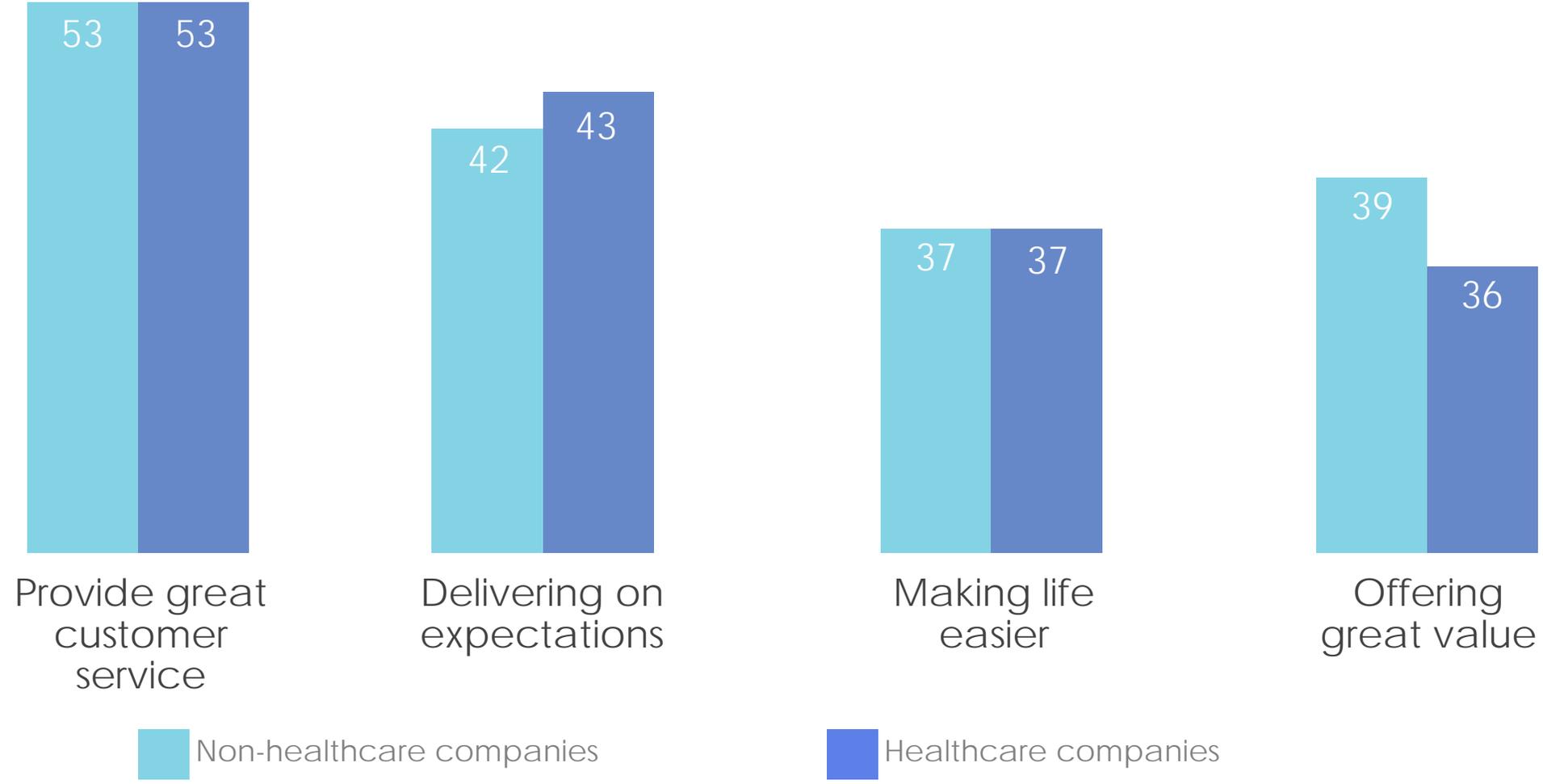
**Fickle**



Only **9%** of consumers would definitely follow their PCP to another practice or clinic.

Source: Deloitte 2014 Consumer Health Study

# Qualities Consumers Value in Companies

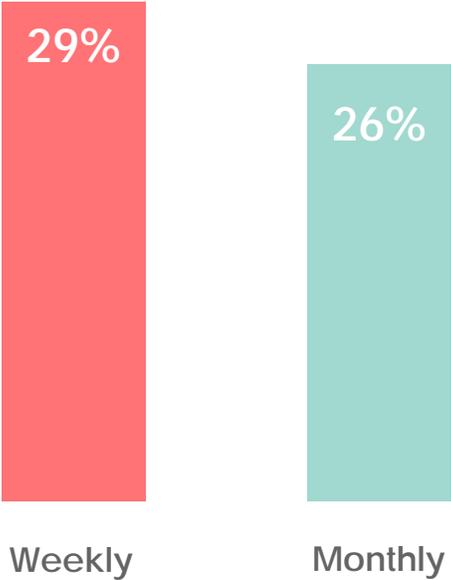


Source: McKinsey Consumer Health Insights 2015



# Healthcare Consumerism is Accelerating

How often are consumers researching physicians?



Source: Stax web survey and analysis, March 2017.

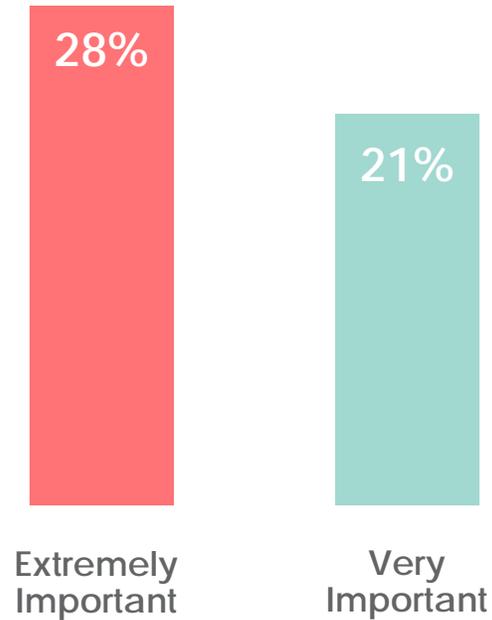


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# Consumers Want the Ability to Compare Across Hospital Systems

How important is the ability to compare physicians across hospital systems?



Source: Stax web survey and analysis, March 2017.



A woman with dark hair in a bun, wearing a light blue top and a white cardigan, stands in a bright kitchen. She is looking down at a smartphone in her hands. The kitchen features white cabinets, a refrigerator with various papers and magnets, and a dining table with a white tablecloth. On the table, there is a bowl of fruit, a carton of milk, and a mug. A large window in the background lets in natural light, and a modern pendant light hangs above the table.

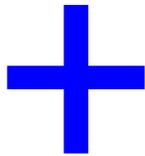
*Consumers look at an average of 4 physicians during the research process.*

Source: Stax web survey and analysis, March 2017.

# Consumers Make Decisions with Both the Head & Heart

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Objective  
Data



Subjective  
content

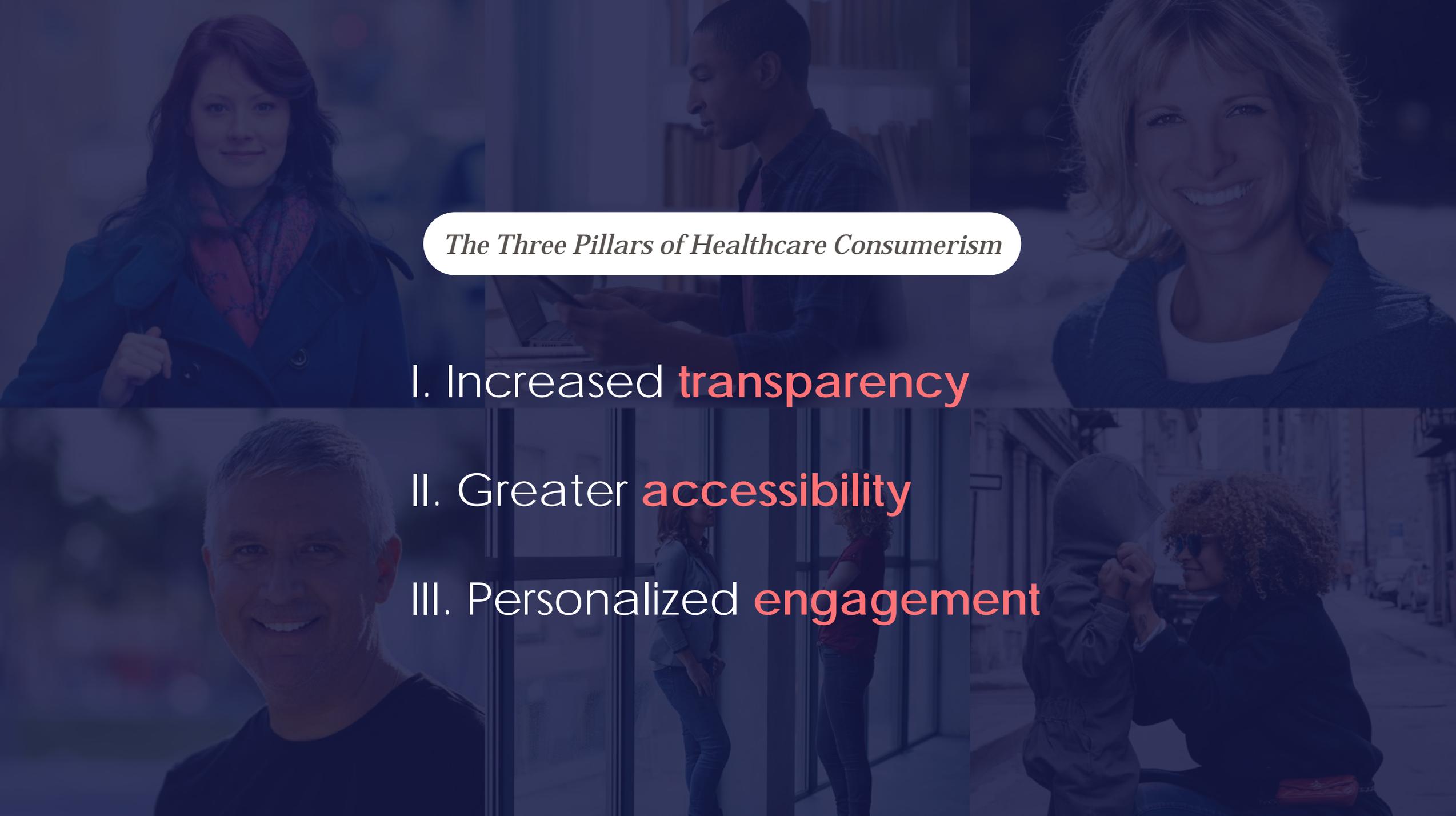


# Connecting with Consumers in a World of Complexity

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Consumers are accustomed to **frictionless and delightful** experiences that empower them to live better lives.



*The Three Pillars of Healthcare Consumerism*

I. Increased **transparency**

II. Greater **accessibility**

III. Personalized **engagement**



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***What can we  
learn and how can  
we operate in this  
new world?***

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# Out of Industry Exemplars

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THE RITZ-CARLTON

## *Service Excellence*

"We are ladies and gentlemen serving ladies and gentlemen."



## *Customer First*

"We're not competitor obsessed, we're customer obsessed. We start with what the customer needs and we work backwards."



## *Powering Informed Choices*

"TripAdvisor provides travelers with the wisdom of the crowds to help them decide where to stay, how to fly, what to do and where to eat."

# It Could Look Like This...



*"I was so scared when I initially got my results. But after some research, I found a specialist in my area and immediately booked a consultation. She's been my partner in health ever since."*

*-- Lisa, Minneapolis, MN*



*"My dad was aging. I could see the signs. With my mom gone, I knew I had to do the heavy lifting. I was able to review and compare providers to find one I knew he'd be comfortable with"*

*-- Chris, New York, NY*

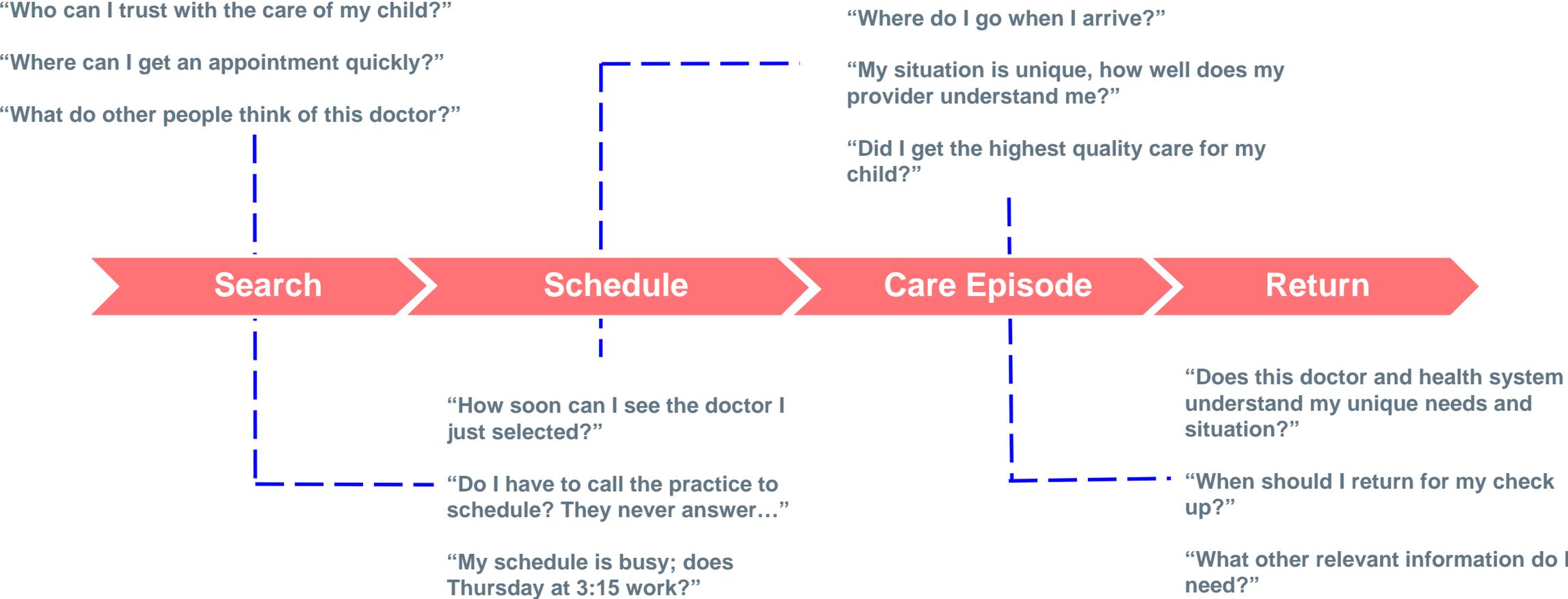


*"I found the perfect doctor to perform my procedure at the best hospital in my area. With some planned downtime immediately after, I'm now healthier now than I was in my 20s."*

*-- Jennifer, Napa Valley, CA*

# The Consumer Journey

When do consumers make decision around their care and how do we influence those decisions?



# Consumers and Marketplaces

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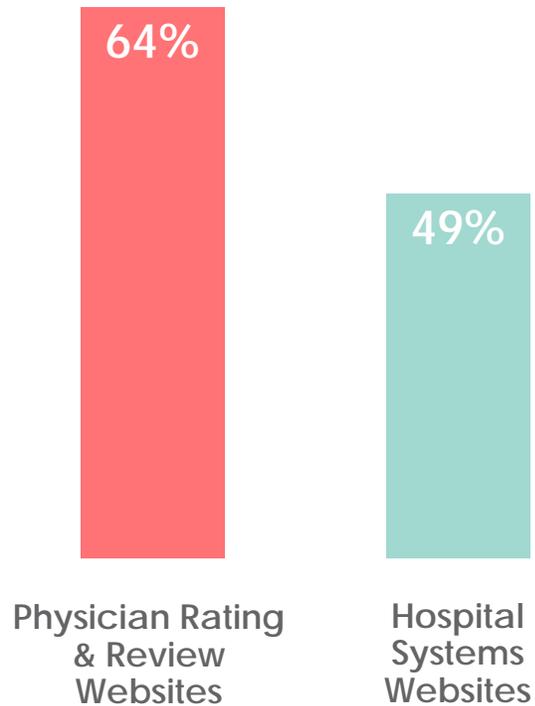
Trusted third-party marketplace sites are relied on by consumers to make more informed decisions.



Source: Stax web survey and analysis, March 2017.

# Consumers Use More than Hospital Websites when Researching

Which sources have you ever used to research hospitals or physicians?



Source: Stax web survey and analysis, March 2017.

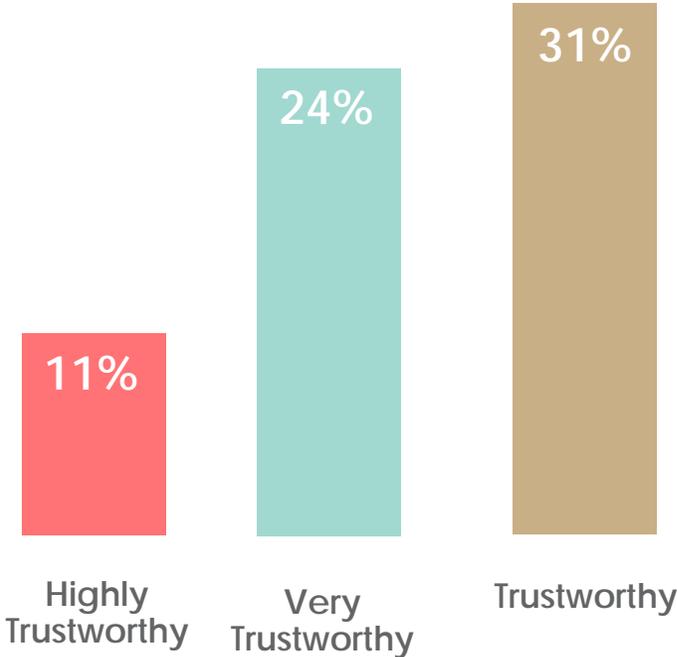


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# Physician & Hospital Rating Sites are Trusted

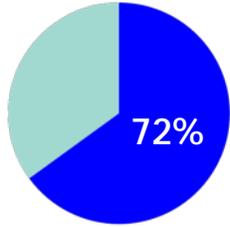
How trustworthy do you find 3<sup>rd</sup> party hospital and physician rating sites?



Source: Stax web survey and analysis, March 2017.

# Reviews are Trusted

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**72%** of consumers trust online reviews as much as recommendations from friends or family



Source: Stax web survey and analysis, March 2017.

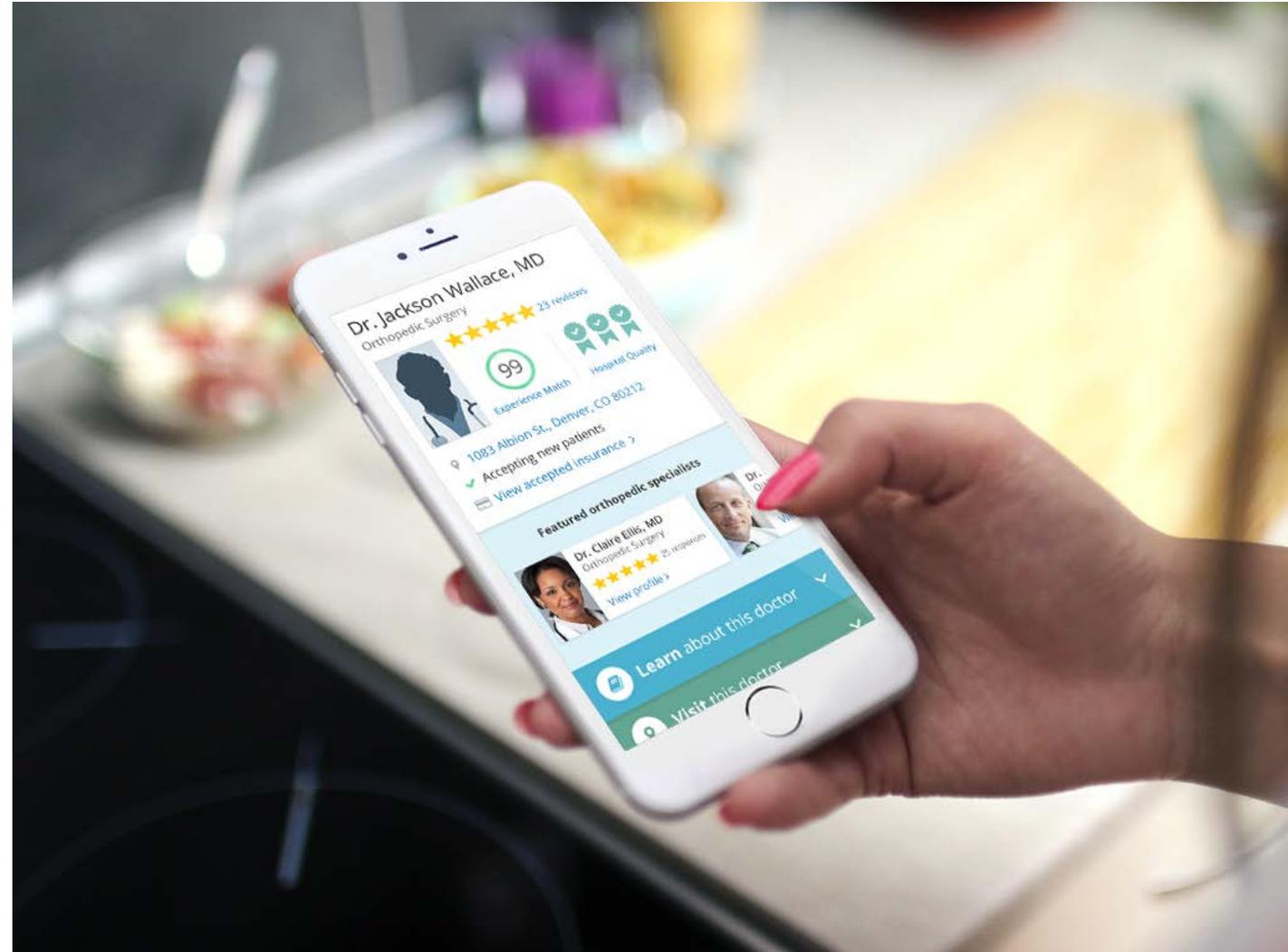
# Consumers are Mobile First

Consumers **book appointments** with their doctors more frequently **on their mobile device** and would select a provider that offers **online scheduling options** over a physician that does not.

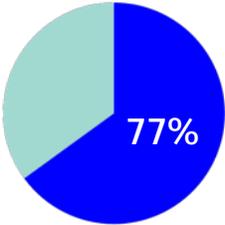
Source: Deloitte 2014 Consumer Health Study



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# Virtual Visits are Increasingly Important



**77%** of consumers would consider seeing a provider virtually, and **19%** already have.



Source: Deloitte 2014 Consumer Health Study



*What can you do  
to meet consumers  
in the moments  
that matter most?*

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03



Help her **choose**  
the right provider.



Make it easy for her  
to **connect** with that  
provider.



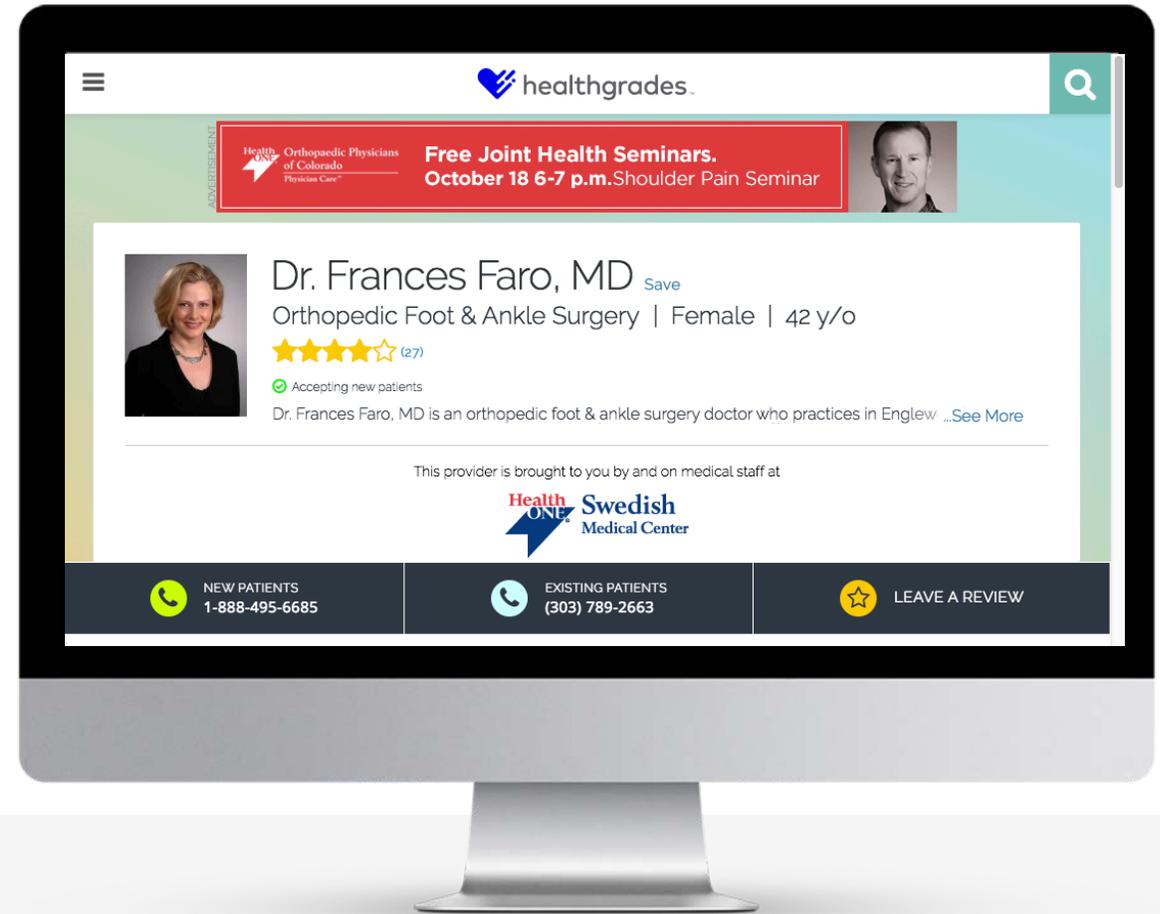
Help her **manage**  
her care.

# Be Where She is and Make it Easy to Choose You

Build a digital asset network to engage the consumer where and when they make decisions, in order to optimize potential attraction and conversion

## Key Goals:

1. Use a range of digital tactics to be available when and where she is
2. Use differentiated content to create preference for physicians, practices and service lines
3. Use self scheduling to improve access and reduce friction

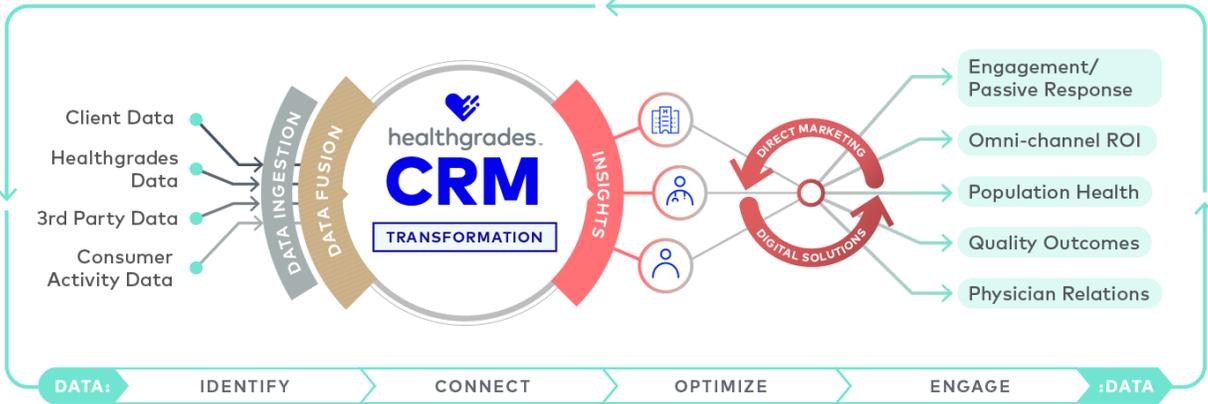


# Use CRM and Predictive Models to Identify Her

Employ a broad portfolio of marketing tools to drive patient acquisition to your service lines

### Key Goals:

- 1. Effectively target patients most in need of care
- 2. Use lower-cost alternatives with higher return
- 3. Measure and evaluate campaign results



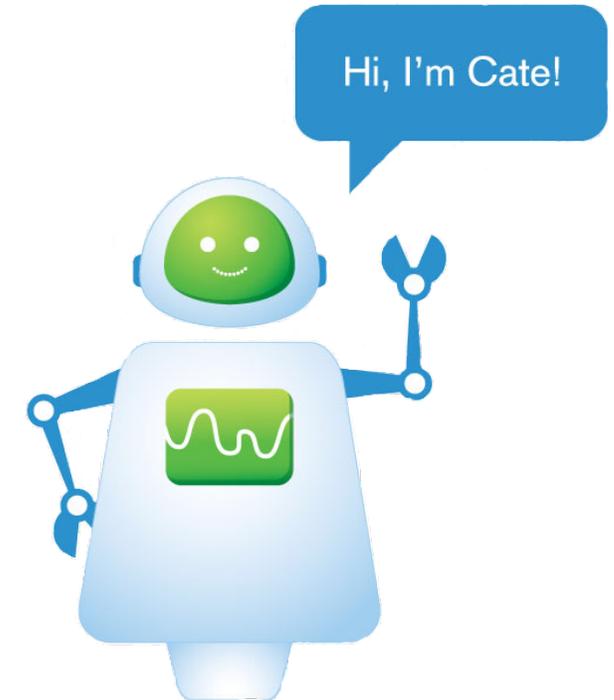
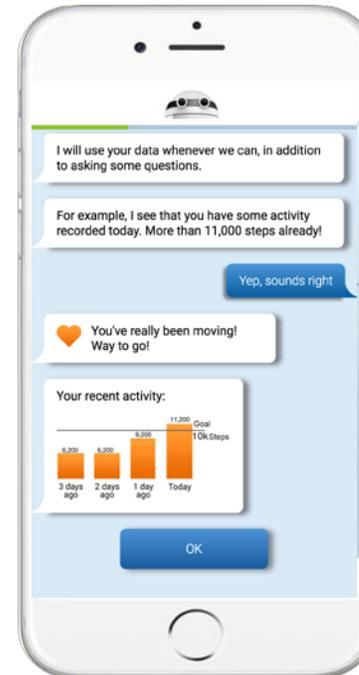
# Keep Her Connected with Digital Health Coaching

Use technology to engage patients between visits with goal of driving improved health and outcomes

## Key Goals:

1. Create triage system to ID and categorize patients based on their care needs
2. Use ongoing communication (via email/text) to foster dialogue between patients, physicians
3. Begin dialogue to build greater trust with MDs and drive patients to make better health choices

Text "Try a Chat" to 720-410-6448



# Use Marketing Automation to Drive Ongoing Engagement

Leverage data insights and communication tools to develop always-on relationships with healthcare consumers

## Key Goals:

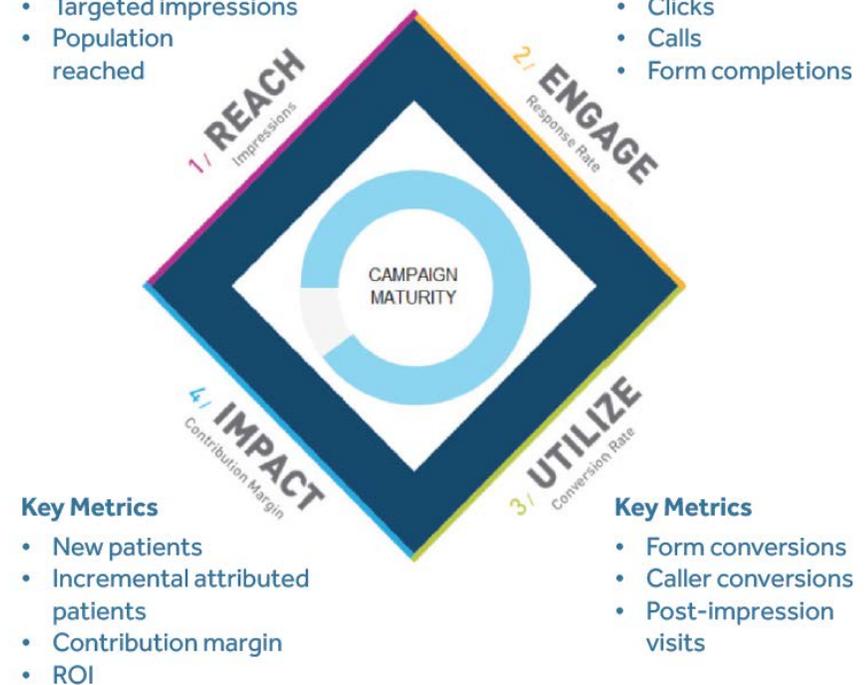
1. Become a trusted source for healthcare information, services
2. Use communication to develop ongoing relationships
3. Find ways for technology, data insights to augment existing resources

### Key Metrics

- Targeted impressions
- Population reached

### Key Metrics

- Clicks
- Calls
- Form completions



# WHO WE ARE AT HEALTHGRADES



## WHY WE EXIST

To give people the confidence to make the right healthcare decisions.

## HOW WE WORK

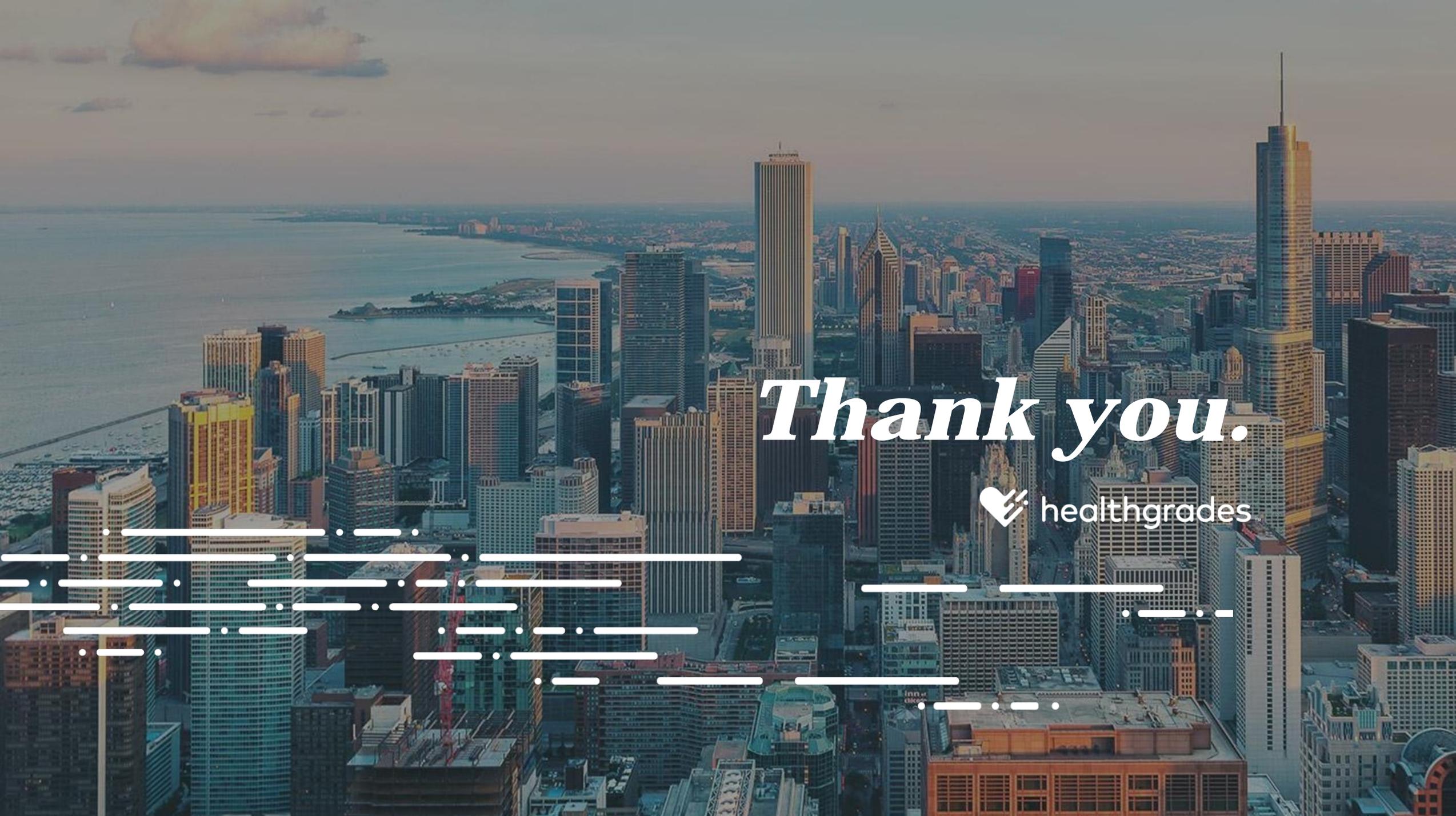
By providing trusted information that helps consumers and providers connect.

# Want to Learn More?

[www.healthgrades.com/hospitals](http://www.healthgrades.com/hospitals)

Healthcare Internet Conference  
October 23 – 27, Orlando

[www.Healthgrades.com/hospitals/contact-us](http://www.Healthgrades.com/hospitals/contact-us)



*Thank you.*

