



# Using Consumer Insights to Drive Strategic Communications

# Presenter Bio

## **Caryn Klebba | Corporate Public Relations Director, Novant Health**

Caryn Klebba is public relations director for Novant Health where she oversees external communications and social media for the healthcare system. Before joining Novant Health in 2012, she was North American director of corporate communications for AB Electrolux.

Caryn has also served as corporate communications director for PulteGroup Inc., one of the nation's largest publicly traded homebuilders, where she led corporate communications, internal communications, and public relations. Additionally, at Sears Holdings Corp., Caryn was the primary spokesperson for all brands and products at Kmart Stores. She began her career as a book editor for Gale, now a Cengage company.

Caryn holds a BA in Journalism from Michigan State University and is pursuing her MBA at the University of North Carolina at Charlotte.



# Presenter Bio

## **Katie Gillespie | Director of Internal Communication, Novant Health**

Katie Gillespie is director of internal communication at Novant Health. She joined Novant Health 13 years ago and has held a variety of roles within public relations and marketing. Katie has volunteered with The Junior League of Charlotte and served on the board of Taylor's Tale, a nonprofit that raises awareness of rare diseases.

Katie is Tar Heel born and Tar Heel bred. She received a bachelor of arts from the School of Journalism and Mass Communication at the University of North Carolina at Chapel Hill. Katie earned a Master of Business Administration from the McColl School of Business at Queens University in Charlotte. She is currently working on her Master of Twin Parenting as Katie is the mom of almost 3-year-old boy/girl twins and is expecting a second set of twins (identical girls!) later this year.



# Presentation overview

Corporate communications professionals play a key role in driving consumers to a healthcare system, as well as improving employee engagement. This session will focus on using data analytics and behavioral economics principles to drive messaging and communications strategy. Novant Health will share case studies of strategic communications programs they have conducted, data analytics tools used to ensure messaging is on track, and explain how communications work fits into the larger marketing media mix model to support patient acquisition while simultaneously impacting the culture of the system.

[Behavioral economics](#) is the study of how social, cognitive and emotional factors impact the economic decisions of individuals and institutions. Said another way, it's insight on how individuals and groups make choices.

# Learning Objectives:

1. Describe a corporate communications model for delivering sustainable competitive advantage in the era of healthcare consumerism.
2. Understand how the principles of corporate communications can create greater internal and external engagement.
3. Describe the use of data analytics and behavioral economics principles to drive messaging and communications strategy.



# Using data to drive internal communication success

# The foundation of a measurement program

## Quantitative insights

- Page visits
- Click data
- Open rates
- Surveys



## Qualitative feedback

- Survey comments
- Focus groups
- Rounding
- Communication council





### The joy of a simple walk

All of us know that exercise is an essential part of living a healthy life. Growing up, my parents made sure I exercised every day to help keep my blood sugar level stable because I have type 1 diabetes.

61 Likes 23 Comments

[Read More >](#)

- [Ideas? Concerns? >](#)
- [Work Resources](#)
- [Clinical resources >](#)
- [Patient education >](#)
- [Physician services >](#)
- [Forms >](#)
- [Directories >](#)
- [Policies & procedures >](#)
- [Team member resources >](#)
- [Benefits >](#)
- [Leader resources >](#)
- [Dimensions >](#)
- [24/7 team member care line  
1-844-5NH-TEAM \[Learn more >\]\(#\)](#)
- [Report blood exposure  
1-336-231-0933 \[Learn more >\]\(#\)](#)



#### Team Connect

April 15, 2018 • 48 Views • 0 Likes • 0 Comments • 0 Shares

Novant Health is proud to have a team of dedicated professionals who work together to provide the highest quality of care to our patients. We are looking for team members who are passionate about their work and committed to excellence. If you are interested in joining our team, please visit our careers page at [www.novant.com/careers](#).



#### Prizes up for grabs in hand hygiene photo contest, \$ payroll deduction for your medical expenses, Document Manager 101, choose a champion and more!



#### Mammograms available for all team members May 12



#### Take charge of your healthcare decisions



#### Show us your hand hygiene spirit! (Psst, prizes up for grabs, too)

### True or false: NCHMC is currently going through phase 2 of expansion.

[Click to find out](#)



### Quick Poll

Are you enjoying the new news section at the top of this page?

I love the new look and all the features! 36

I like it! 34

I need more time to decide! 15

( 105 responses )



### Photos

- Novant Health team presents at Vizient Conference
- Revenue cycle uses market research to guide the human experience
- 2017 National Doctors' Day celebration
- Commitment to patient safety



### Applause

- Novant Health Presbyterian Medical Center hosts successful health and fitness expo for team members
- Third year in a row Novant Health named one of the healthiest employers
- Three Novant Health team members pass Certified Bariatric Nurse exam



### Videos

- Catch our star in action: Dr. Zweng gears up for his big performance
- Novant Health Brunswick Medical Center co-hosts community baby shower
- Video recording of Carl Armato's team member forum now available



[About Novant Health](#)   [Corporate departments](#)   [Tools and services](#)   [News and videos](#)   [Clinics and facilities](#)



## Novant Health receives \$7 million gift from Michael Jordan

Novant Health and Michael Jordan announced a \$7 million gift to open two Novant Health Michael Jordan Clinics in Charlotte. These comprehensive medical clinics will serve some of the most at-risk and underserved communities in Charlotte.

♥ 142 Likes   💬 77 Comments

[Read More >](#)

♥ 142 Likes   💬 77 Comments

## Quick Poll

 How can I prepare for open enrollment?



 Review flyer that was sent to my home last week 

18

 Attend a webinar or benefits fair : 14

 Visit [NovantHealth.org/ OpenEnrollment](http://NovantHealth.org/OpenEnrollment)



26

 All of the above! : 773

( 831 responses )

Open enrollment will be held from Nov. 3 to 17. [Click here](#) to learn how you can prepare now.

# Leaders' Digest



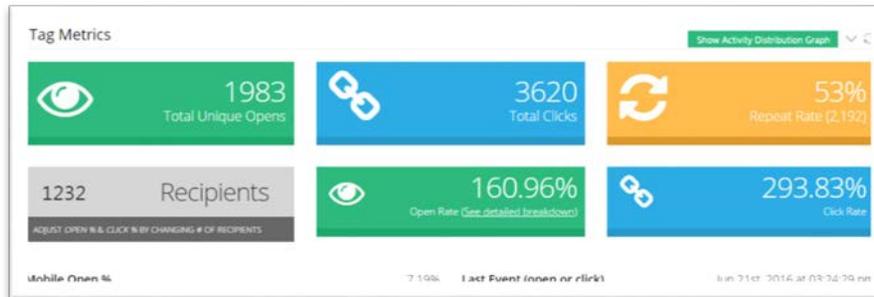
- Distributed every Monday to all managers and above
- “Action items” spotlight why it is important, how to complete and deadlines
- Average recipients: 1,336
- Average unique opens: 1,670
- Open rate: 100%
- Average repeat rate: 50%

# Team Connect – newsletter for all team members

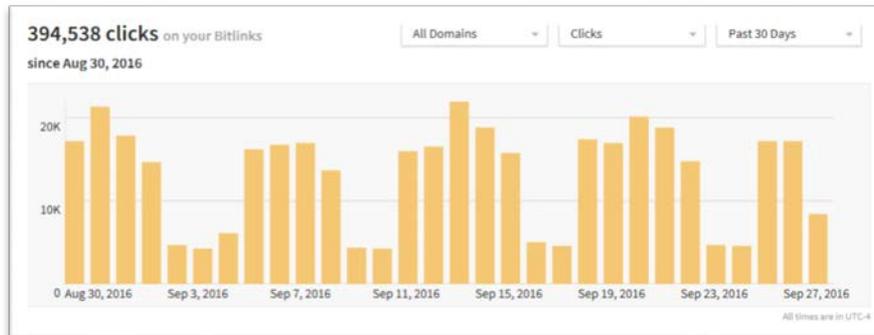


- Emailed every Wednesday to all team members
- CEO blog is always at the top article
- “Action items” spotlight why it is important, how to complete and deadlines
- Number of recipients: 27,326
- 45% average open rate
- 42% average repeat rate

# How we measure at Novant Health



Bananatag:  
tracks e-newsletter  
open rates and click  
data



Bitly:  
tracks clicks on links in  
e-newsletters and on  
intranet

Page URL	Number	Percentage
1 <a href="http://iconnect.novanthealth.org/news/pages/sweet-retreat.aspx">http://iconnect.novanthealth.org/news/pages/sweet-retreat.aspx</a>	1,941	14.49%
2 <a href="http://iconnect.novanthealth.org/news/documents/sweet_retreat_get_started_instructions.pdf">http://iconnect.novanthealth.org/news/documents/sweet_retreat_get_started_instructions.pdf</a>	1,223	9.13%
3 <a href="http://iconnect.novanthealth.org/news/pages/selfie-(stick)-yourself---before-they're-gone!.aspx">http://iconnect.novanthealth.org/news/pages/selfie-(stick)-yourself---before-they're-gone!.aspx</a>	1,197	8.93%
4 <a href="http://iconnect.novanthealth.org/news/documents/selfiestick3.jpeg">http://iconnect.novanthealth.org/news/documents/selfiestick3.jpeg</a>	1,093	8.16%
5 <a href="http://iconnect.novanthealth.org/news/pages/take-advantage-of-your-the-hartford*-insurance-plan-with-tf">http://iconnect.novanthealth.org/news/pages/take-advantage-of-your-the-hartford*-insurance-plan-with-tf</a>	1,065	7.95%
6 <a href="http://iconnect.novanthealth.org/news/pages/top-15.aspx">http://iconnect.novanthealth.org/news/pages/top-15.aspx</a>	786	5.87%
7 <a href="http://iconnect.novanthealth.org/news/pages/april-21-team-member-forum.aspx">http://iconnect.novanthealth.org/news/pages/april-21-team-member-forum.aspx</a>	475	3.55%
8 <a href="http://iconnect.novanthealth.org/news/pages/let's-hear-your-voice-novant-health-nation!-.aspx">http://iconnect.novanthealth.org/news/pages/let's-hear-your-voice-novant-health-nation!-.aspx</a>	464	3.46%
9 <a href="http://iconnect.novanthealth.org/news/pages/hand-hygiene-video-1.aspx">http://iconnect.novanthealth.org/news/pages/hand-hygiene-video-1.aspx</a>	414	3.09%

SharePoint analytics:  
provides click metrics

# Segment email lists to better understand your audiences

- **Leaders v. team members**

**Insight:** Leaders read *Team Connect*.

**Application:** Avoid repetition of content in leader and team member publications.



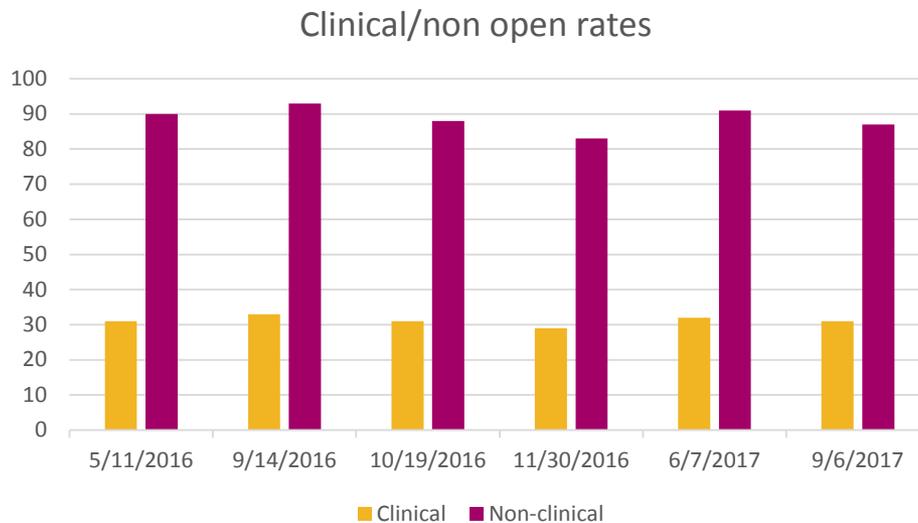
105% leaders  
44% other team members

# Segment email lists to better understand your audiences

- **Clinical v. non-clinical team members**

**Insight:** While non-clinical team members open and click through at a higher rate, clinical team members consistently read *Team Connect*.

**Application:** Continue strategy of sharing news through *Team Connect* and other channels.



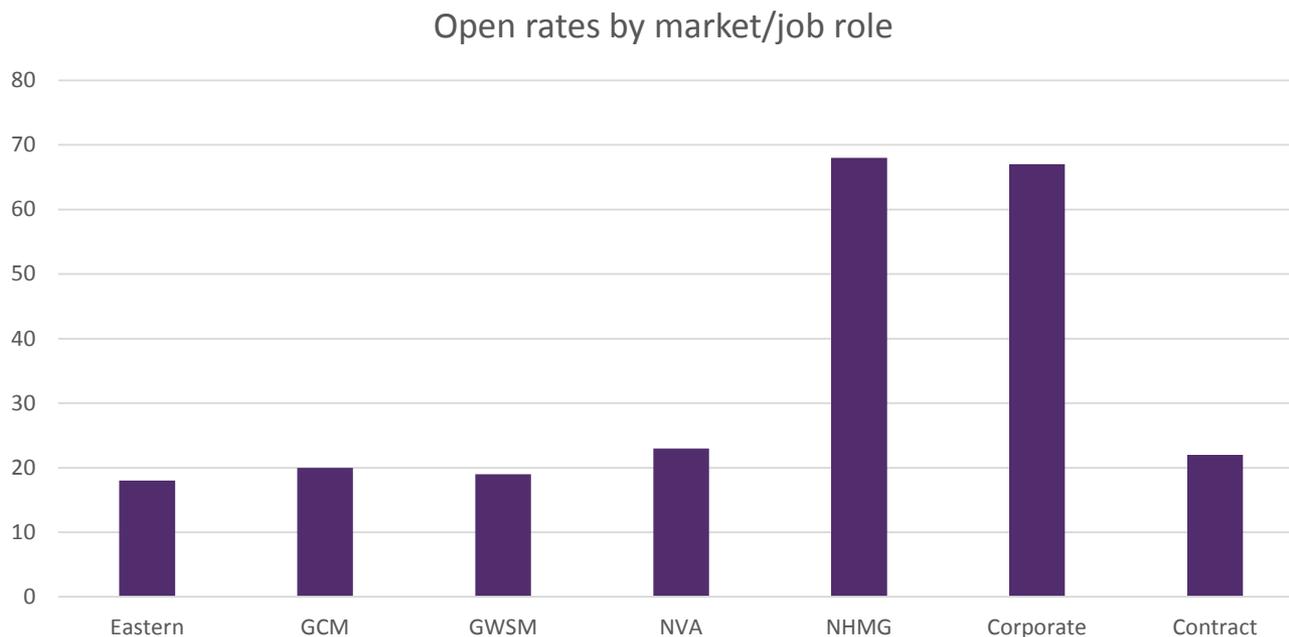
31% clinical team members  
89% non-clinical team members

# Segment email lists to better understand your audiences

- **Team members in different markets**

**Insight:** Our Novant Health Medical Group team members read *Team Connect* even though they receive other publications

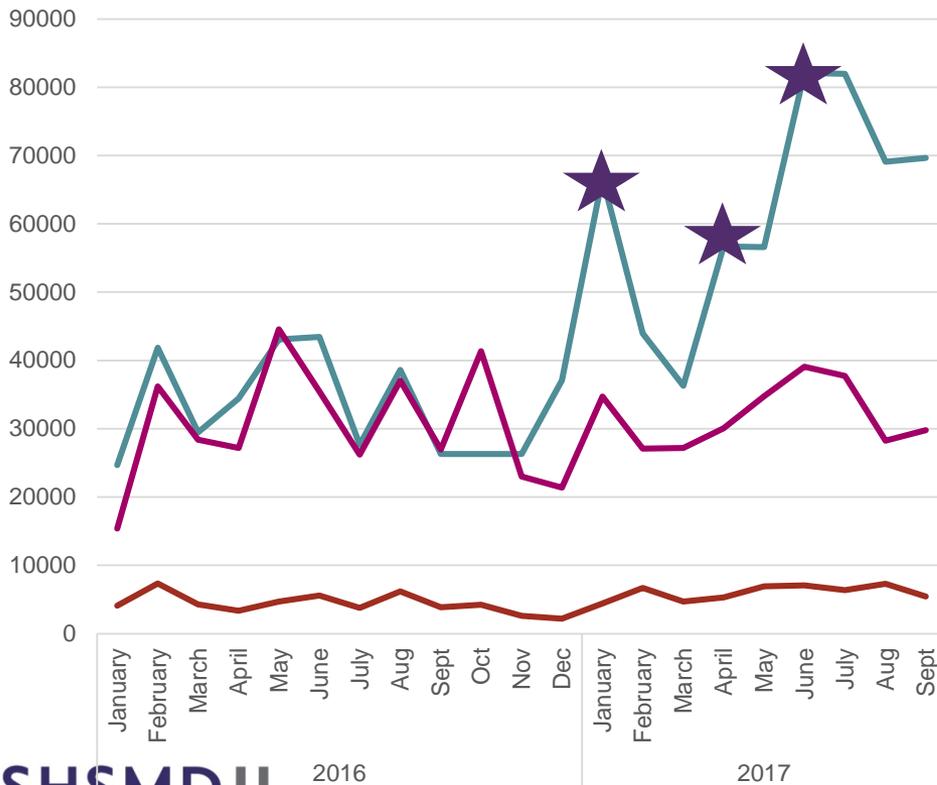
**Application:** Don't need to duplicate content between *Team Connect* and Novant Health Medical Group publications.



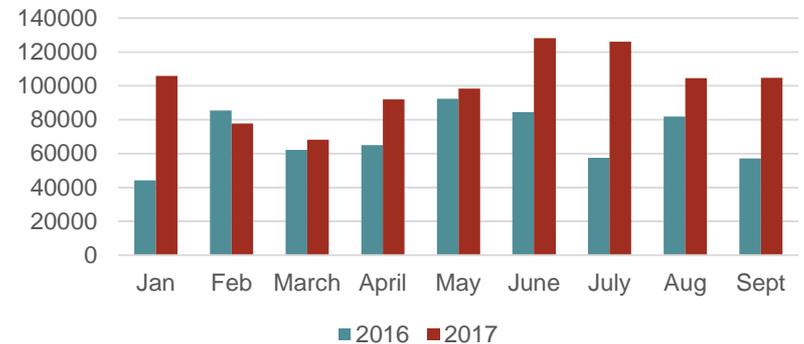
# Internal Communications 2016-17

## At a glance:

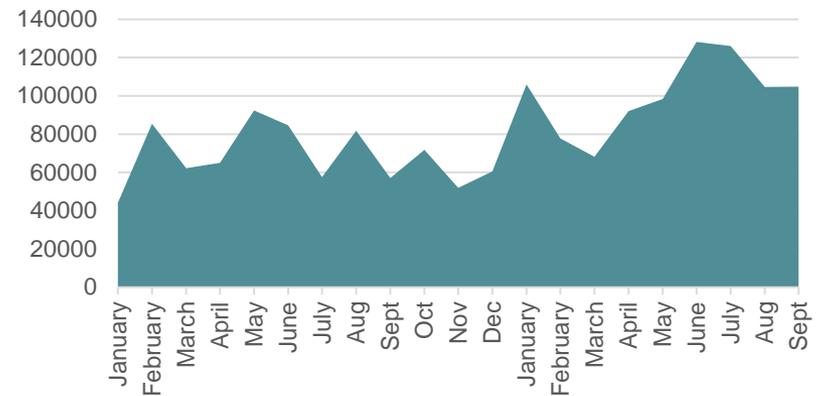
- ❖ Engagement is 1.4x higher in 2017 than 2016
- ❖ All channel average:
  - ❖ ~70,000 engagements/week 2016
  - ❖ ~100,000 engagements/week 2017



Impressions by month (Newsletters + intranet)



Total impressions 2016 - Sept. 2017



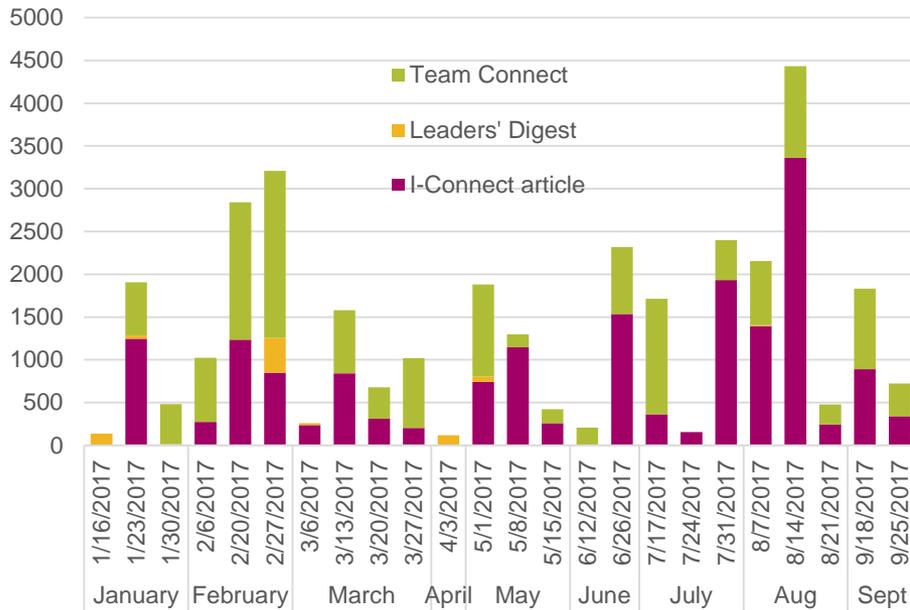
2016

2017

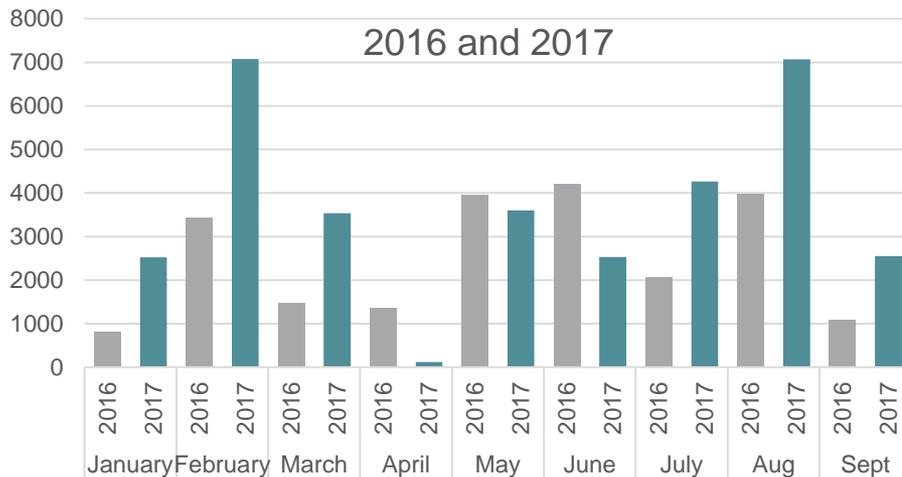
I-Connect article   Leaders' Digest   Team Connect

# Nursing 2017

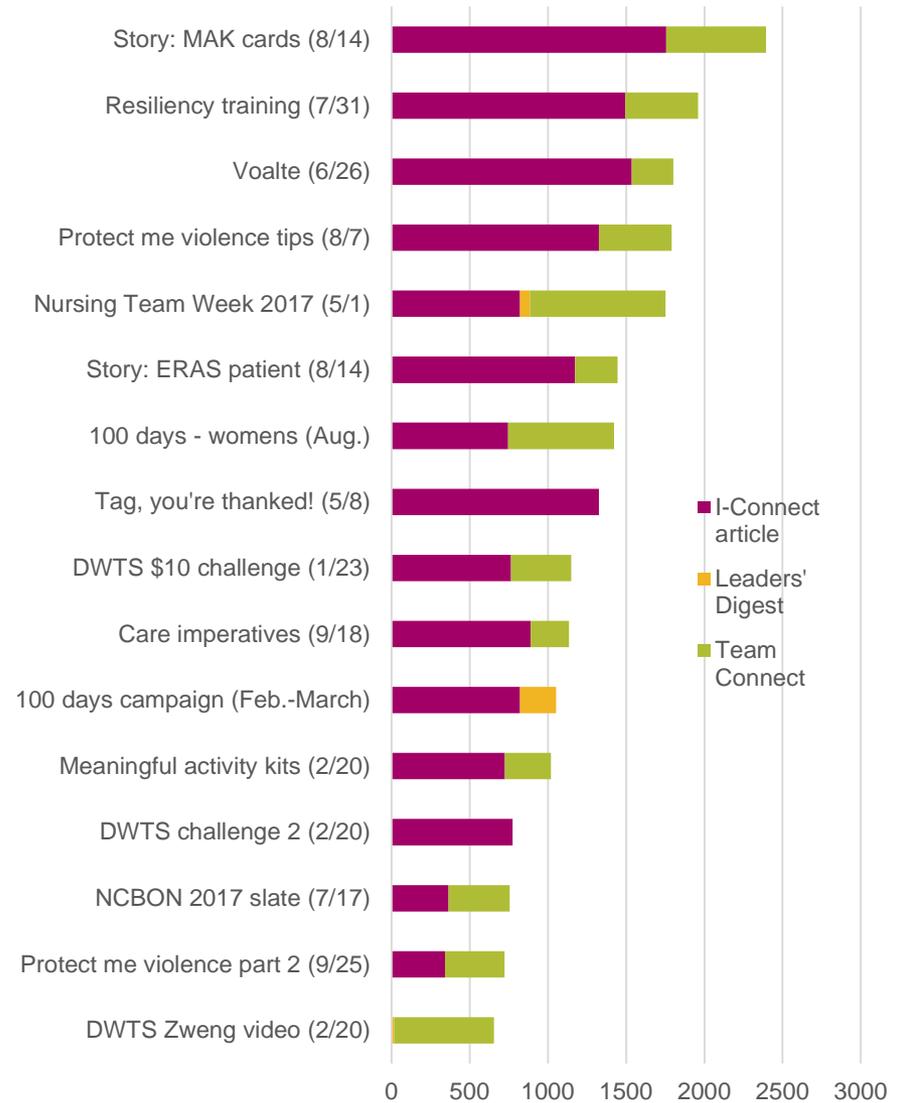
## Clicks/reads by week



## 2016 and 2017

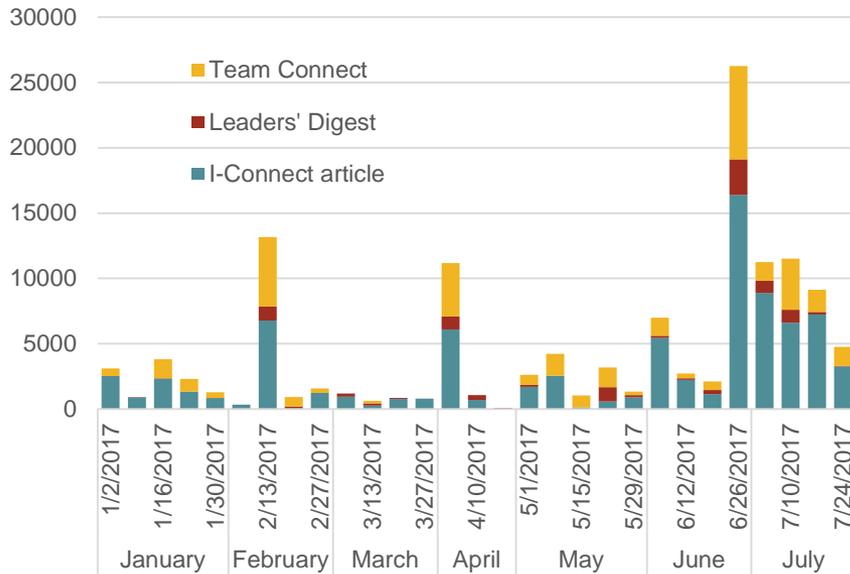


## Top articles/links

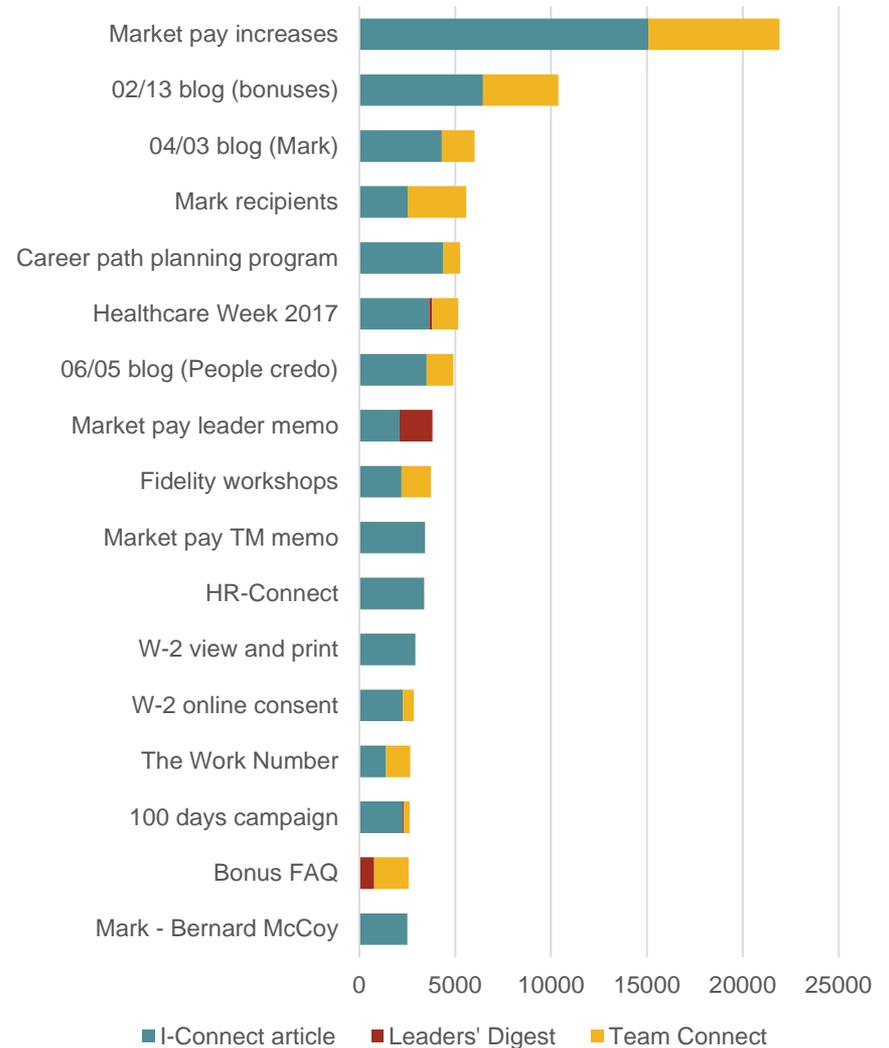


# HR Internal Communications 2017

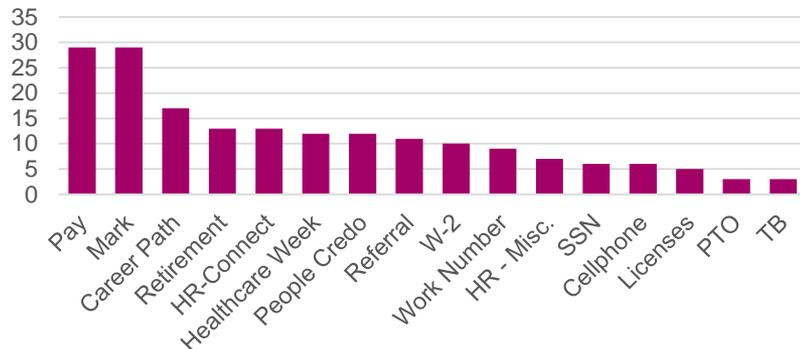
## Clicks and reads by week



## Top articles/links



## Number of articles by topic



# Keeping our finger on the organization's pulse

## Communication Council

- 400+ team members actively share feedback
- All shifts (corporate, acute care and practice-based team members)
- Clinical and non-clinical (including physicians, nurses and support staff)

## Focus Groups

- Piggyback on existing meetings
- Great opportunity to educate about IC program

## Rounding

- Use paper surveys
- Provide goodies!

## Surveys

- Free electronic survey tool
- Give prizes!

# Key learnings from data monitoring

“What’s in it for me?”

Money!

Deliver “Fs” to bring your A game: Free, fun, friends and FIRED

Witty headlines work – take risks if you know your audience

# Headline fun: What we need to say vs. what they want to read

Shark week comes early for one EMT

Where the cookies went

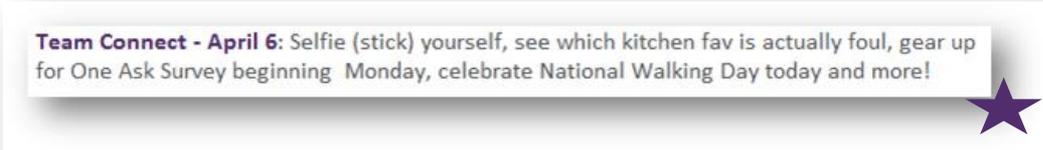
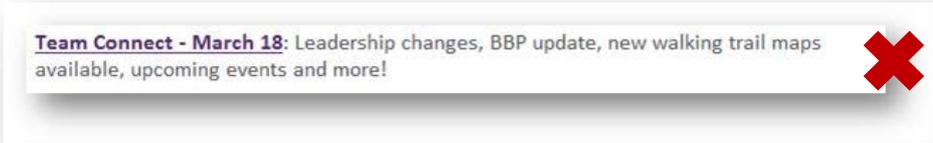
Why Linda Smith never replied to your email

See which kitchen fav is actually foul

Left lung, right?

How we met over a measles outbreak

Selfie (stick) yourself



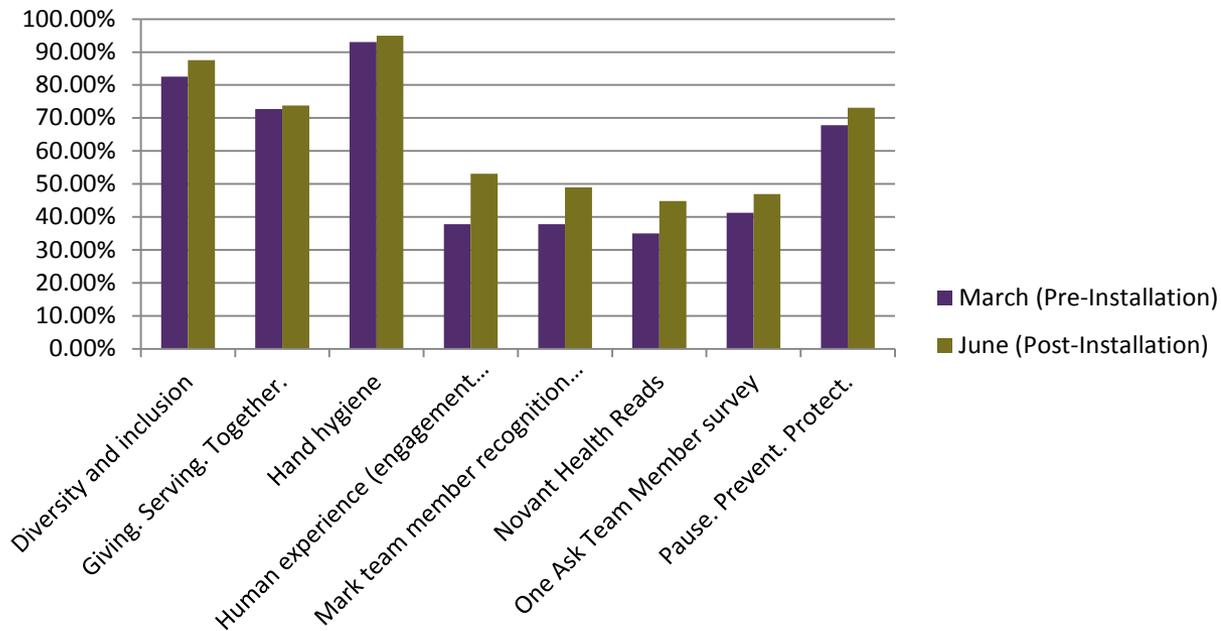
# Digital signage



# Team member feedback validates the benefits.

Two months into the pilot:

- ✓ 92% strongly agree or agree that digital signage is a valuable communication tool at NHBMC
- ✓ Awareness of communication priorities has increased among team members



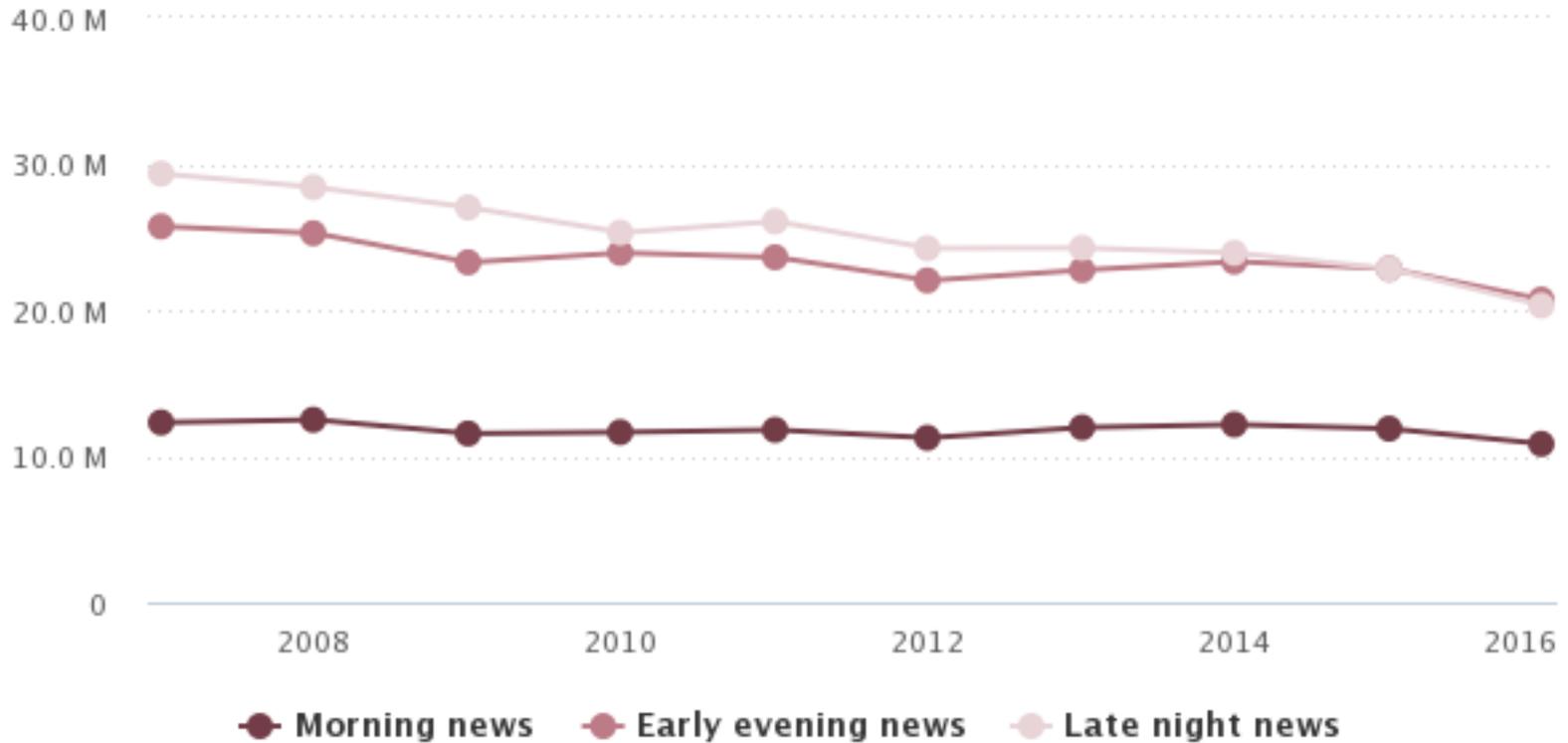


# Applying insights to public relations

Know your audience

# Local TV news viewership by key time slots

*Combined average viewership for ABC, CBS, Fox and NBC affiliates*



Note: Numbers represent ABC, CBS, Fox and NBC affiliates for the four sweeps – February, May, July and November. In 2009, local television audiences were measured in March rather than February because of the scheduled transition to digital television. Therefore, the 2009 average includes March instead of the traditional February sweep. The morning news time slot includes newscasts that air from 5 a.m. to 7 a.m.; early evening time slot includes newscasts that air from 5 p.m. to 7 p.m.; late night time slot includes newscast that air from 11 p.m. to 11:30 p.m.

Source: Pew Research Center analysis of Nielsen Media Research data, used under license.



# If media is on the decline, how do we reach our consumers?

## News watchers overwhelmingly prefer television, while readers prefer the web

*Of those who prefer watching/reading/listening to their news, % who prefer getting their news on each platform*



Note: Platform preference (TV, online, radio, print) includes those who only get news on each. Just 1% said they never get news on any platform (not shown).

Source: Survey conducted Jan. 12-Feb. 8, 2016.

"The Modern News Consumer"

PEW RESEARCH CENTER

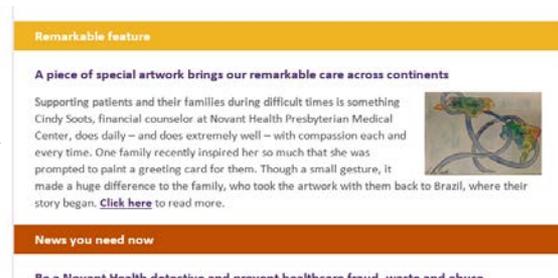
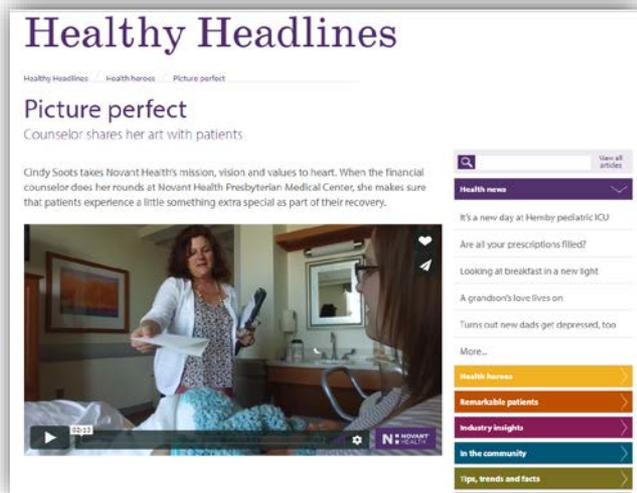
“In 2016, Americans express a clear preference for getting their **news on a screen** – though which screen that is varies. TV remains the dominant screen, followed by digital. Still, TV news use is dramatically lower among younger adults, suggesting further shake-ups to come.” – Pew Research

# Become the news room



# The art of storytelling applied to support, reflect and build the Novant Health brand

## Internal communications



## Social media



## Marketing e-newsletters



# Extend the reach of our stories through owned channels like social media & internal communications

## Social media allows us to:

- Extend reach of Novant Health brand and test different headlines that attract people to read our information.
- Share positive stories about happenings at our facilities.
- Connect people to Novant Health providers.
- Engage core marketing segments in what we're doing.
- Drive website traffic.
- Participate in the online conversations already taking place about us (positive and negative).
  - Quickly address patient concerns shared with us.
  - Correct misinformation.

## We meet people where they are.

- We know who follows us and the types of content they like most.
- We know where our followers are and tailor our posts to target specific audiences and geographic markets.
- We know when our followers are online and post new content when they are most likely to interact with us.
- We adjust our social media strategy as needed, according to the abundance of data that we collect and analyze.



# Writing for behaviors

# Headlines and content influence choices – applying behavioral economics to our writing

## Healthy Headlines

Healthy Headlines / Remarkable patients / Learn the signs of stroke

### Learn the signs of stroke

How one woman's story is raising stroke awareness



Meghan Robinson, age 31, and her then-boyfriend, Steven McKee, came home from a late Saturday lunch in Winston-Salem. As they were about to settle in for the night with a movie, Robinson reached for a water bottle, but her hand misfired and she stumbled to her right side. She realized that her balance was off, but she thought everything was fine.

When McKee walked into the room, he quickly realized that something was wrong. The left side of Robinson's face had fallen, and McKee quickly realized what was happening. Robinson was experiencing a stroke. He called 911 and EMS quickly arrived.

Search bar with magnifying glass icon and "View all articles" link.

**Health news** [dropdown arrow]

- It's a new day at Hemby pediatric ICU
- Are all your prescriptions filled?
- Looking at breakfast in a new light
- A grandson's love lives on

# Changing the headlines drove engagement

914 people reached organically  
13 engagements  
10 post clicks



**Novant Health**  
August 2 at 9:17pm · 🌐

Mothers, see what you can do to keep you and your baby safe while you're expecting.

914 People Reached

13 Likes, Comments & Shares

11 Likes	10 On Post	1 On Shares
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**Novant Health**  
August 10 at 8:46pm · 🌐

Not all pregnancies are the same.



Keeping your pregnancy safe | Healthy Headlines

"We encourage patients to call as soon as possible once they know they're pregnant, or even prior to conceiving, if they know they've considered a high-risk pregnancy," Dr. Phil Solomon said.

NOVANTHEALTH.ORG

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What does it mean to have a high-risk pregnancy? | Healthy Headlines

Maternal-fetal doctors use a variety of tools and techniques to ensure a safe delivery.

NOVANTHEALTH.ORG

914 people reached

10 Likes  
Latrisa Allen, Curtis Phillips and 8 others

Like Comment Share

2,533 people reached (organically)  
31 engagements  
22 post clicks

59,263 people reached

Boost Post

382 Reactions (Like, Love, Wow)

15 Comments 32 Shares

Like Comment Share

59,263 People Reached

468 Reactions, Comments & Shares

390 Like	367 On Post	23 On Shares
14 Love	14 On Post	0 On Shares
1 Wow	1 On Post	0 On Shares
30 Comments	21 On Post	9 On Shares
33 Shares	32 On Post	1 On Shares

1,141 Post Clicks

1 Photo Views	935 Link Clicks	205 Other Clicks
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NEGATIVE FEEDBACK

2 Hide Post      0 Hide All Posts

0 Report as Spam      0 Unlike Page

# Use of organic reach and engagements

A/B testing also enables us to share the same story multiple times

**Novant Health**  
August 21 at 8:12am · 🌐

Teen suicide is the second-leading cause of death in teens between ages 15 and 19.



**Pediatricians urged to screen for depression and suicide**  
"Teens need to hear us say, 'Suicide becomes a permanent solution to a temporary problem,'" Dr. Anne Walker said.  
NOVANTHEALTH.ORG

2,411 people reached Boost Post

👍❤️👎 17 2 Shares N: ▾

👍 Like    💬 Comment    ➦ Share

2,411 people reached  
30 engagements  
31 post clicks

**Novant Health**  
August 13 at 10:03am · 🌐

Three factors that put teens at higher risk of suicide are bullying, pathological internet use" and related online behavior and lack of treatment with antidepressants.



**Preventing teen suicide | Healthy Headlines**  
"Teens need to hear us say, 'Suicide becomes a permanent solution to a temporary problem,'" Dr. Anne Walker said.  
NOVANTHEALTH.ORG

1,601 people reached Boost Post

👍❤️👎 Tenisha Waldo, Erika Noyola and 8 others N: ▾

👍 Like    💬 Comment    ➦ Share

1,601 people reached  
13 engagements  
14 post clicks

**Novant Health**  
August 13 at 10:03am · 🌐

Three factors that put teens at higher risk of suicide are bullying, pathological internet use" and related online behavior and lack of treatment with antidepressants.



**Preventing teen suicide | Healthy Headlines**  
"Teens need to hear us say, 'Suicide becomes a permanent solution to a temporary problem,'" Dr. Anne Walker said.  
NOVANTHEALTH.ORG

1,601 people reached Boost Post

👍❤️👎 Tenisha Waldo, Erika Noyola and 8 others N: ▾

👍 Like    💬 Comment    ➦ Share

1,601 People Reached  
13 Likes, Comments & Shares

11 Likes	10 On Post	1 On Shares
0 Comments	0 On Post	0 On Shares
2 Shares	0 On Post	2 On Shares

14 Post Clicks

0 Photo Views	11 Link Clicks	3 Other Clicks
---------------	----------------	----------------

**NEGATIVE FEEDBACK**

2 Hide Post	0 Hide All Posts
0 Report as Spam	0 Unlike Page

# And try different variables on the same article

**Novant Health**  
August 18 at 8:38am · 🌐

Simple actions tennis players can take to avoid injuries.



**Playing it safe on the tennis court | Healthy Headlines**  
According to Novant Health orthopedic surgeon Dr. Mark Schweppe, tennis injuries most commonly result from overuse and improper technique.  
NOVANTHEALTH.ORG

864 people reached Boost Post

Andre Huie, Maggie Kornegay and 3 others

Like Comment Share

**864** People Reached

**8** Likes, Comments & Shares

6 Likes	5 On Post	1 On Shares
0 Comments	0 On Post	0 On Shares
2 Shares	0 On Post	2 On Shares

**14** Post Clicks

0 Photo Views	11 Link Clicks	3 Other Clicks ⓘ
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**NEGATIVE FEEDBACK**

0 Hide Post	0 Hide All Posts
0 Report as Spam	0 Unlike Page

864 people reached  
8 engagements  
14 post clicks

**Novant Health**  
August 12 at 6:47pm · 🌐

Do's and don'ts for tennis players of all levels.



**Tips to avoid and treat tennis injuries | Healthy Headlines**  
"Many tennis injuries occur when tendons become inflamed, causing tendonitis," Dr. Mark Schweppe said.  
NOVANTHEALTH.ORG

1,664 people reached Boost Post

15 Tenisha Waldo, Erika Noyola and 13 others 1 Share

Like Comment Share

**1,664** People Reached

**23** Likes, Comments & Shares

20 Likes	15 On Post	5 On Shares
0 Comments	0 On Post	0 On Shares
3 Shares	1 On Post	2 On Shares

**16** Post Clicks

0 Photo Views	12 Link Clicks	4 Other Clicks ⓘ
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**NEGATIVE FEEDBACK**

0 Hide Post	0 Hide All Posts
0 Report as Spam	0 Unlike Page

1,664 people reached  
23 engagements  
16 post clicks

# Taking it a step further, we apply the principles to A/B testing in social media to drive engagement

## Variation 1

## Variation 2

## Variation 3

A



**Novant Health**  
Sponsored ·  

Eliminating sugars for just 10 days can help end your cravings for sweets. Sign up for the #SweetRetreat challenge.  
#RemarkableYou

**Sweet Retreat challenge**  
Sweet Retreat will show you h... [Learn More](#)

[www.novanthealth.org/sweetr...](http://www.novanthealth.org/sweetr...)



**Novant Health**  
Sponsored ·  

Participate in our Sweet Retreat to improve your health and take steps toward a more #RemarkableYou in just 10 days!

**Take the challenge**  
Sweet Retreat will show you h... [Learn More](#)

[www.novanthealth.org/sweetr...](http://www.novanthealth.org/sweetr...)



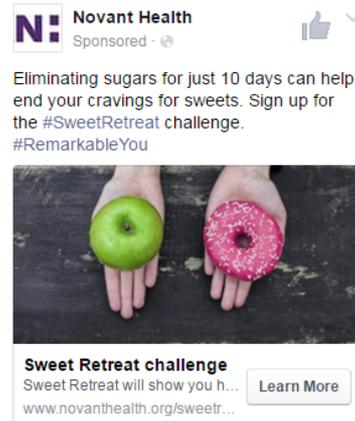
**Novant Health**  
Sponsored ·  

Improve your health by eliminating added sugar! Sign up now. #RemarkableYou

**Sweet Retreat challenge**  
Diets high in added sugars ca... [Learn More](#)

[www.novanthealth.org/sweetr...](http://www.novanthealth.org/sweetr...)

B

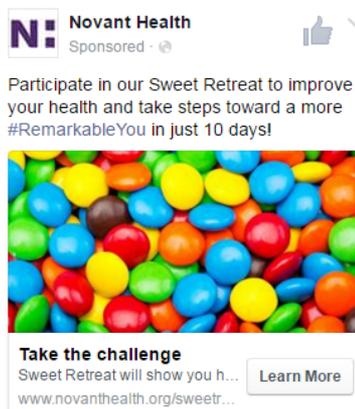


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[www.novanthealth.org/sweetr...](http://www.novanthealth.org/sweetr...)

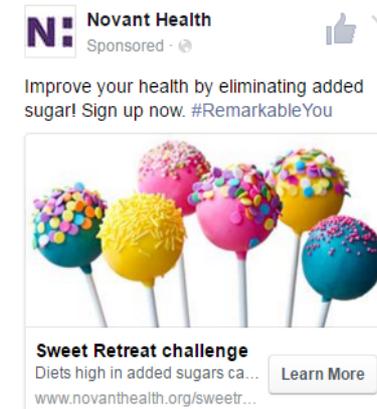


**Novant Health**  
Sponsored ·  

Participate in our Sweet Retreat to improve your health and take steps toward a more #RemarkableYou in just 10 days!

**Take the challenge**  
Sweet Retreat will show you h... [Learn More](#)

[www.novanthealth.org/sweetr...](http://www.novanthealth.org/sweetr...)



**Novant Health**  
Sponsored ·  

Improve your health by eliminating added sugar! Sign up now. #RemarkableYou

**Sweet Retreat challenge**  
Diets high in added sugars ca... [Learn More](#)

[www.novanthealth.org/sweetr...](http://www.novanthealth.org/sweetr...)

Three Facebook ads were published at the same time to increase reach, awareness and registrations for Sweet Retreat. Note the A/B tests for each variation above.

# Results of Sweet Retreat registration campaign

Measure	Results
Reach	100K
Engagements	3.7K
Complete Registration	751
CPC	\$0.28

This version outperformed the other two variations and achieved 3,770 engagements with a reach of 100,804. This specific ad generated 751 complete registrations using the Facebook pixel tracking on the Sweet Retreat page.

**N:** Novant Health  
Sponsored · 🌐

Eliminating sugars for just 10 days can help end your cravings for sweets. Sign up for the #SweetRetreat challenge.  
#RemarkableYou

**Sweet Retreat challenge**  
Sweet Retreat will show you h... [Learn More](#)  
[www.novanthealth.org/sweetr...](http://www.novanthealth.org/sweetr...)

# Results of Sweet Retreat registrations

Measure	Results
Reach	11K
Engagements	216
Complete Registration	33
CPC	\$1.08

Out of the three ad variations, this one had the lowest performance. The ad was canceled and budget was reallocated.



The screenshot shows a Facebook post from Novant Health, a sponsored advertisement. The post features a photo of two women smiling and holding drinks. The text of the ad reads: "Improve your health by eliminating added sugar! Sign up now. #RemarkableYou". Below the photo, the ad title is "Sweet Retreat challenge" and the description is "Diets high in added sugars ca...". A "Learn More" button is visible, along with the URL "www.novanthealth.org/sweetr...".



# Public relations as a part of the marketing mix

# Patient volume is compared to a number of explanatory variables to identify possible correlations

## Marketing

- TV (by campaign)
- Print (by type)
- Radio (by campaign)
- Direct mail
- Email blast
- Text (Search) ads
- Display ads
- Facebook ads
- Facebook site
- Public Relations

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## Non-Marketing

Follow-up visits

## Access

- Clinic count
- Hospital openings

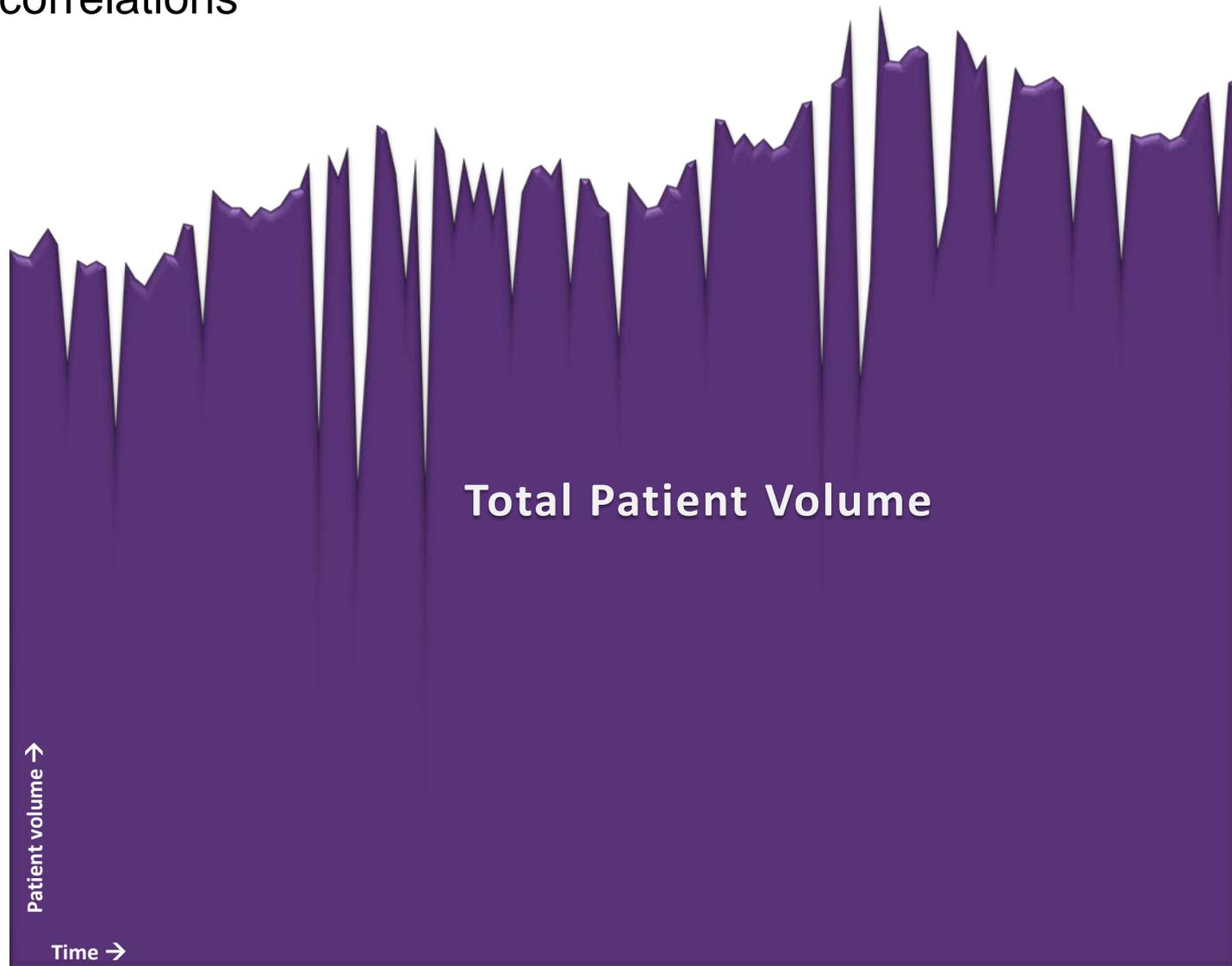
## Unaccounted

All other variables not directly included in the model are part of base volume:

- Existing brand perceptions
- Competitive forces
- Regulatory/payor environment
- Pandemics

## External Events

- Weather events
- Holidays weeks

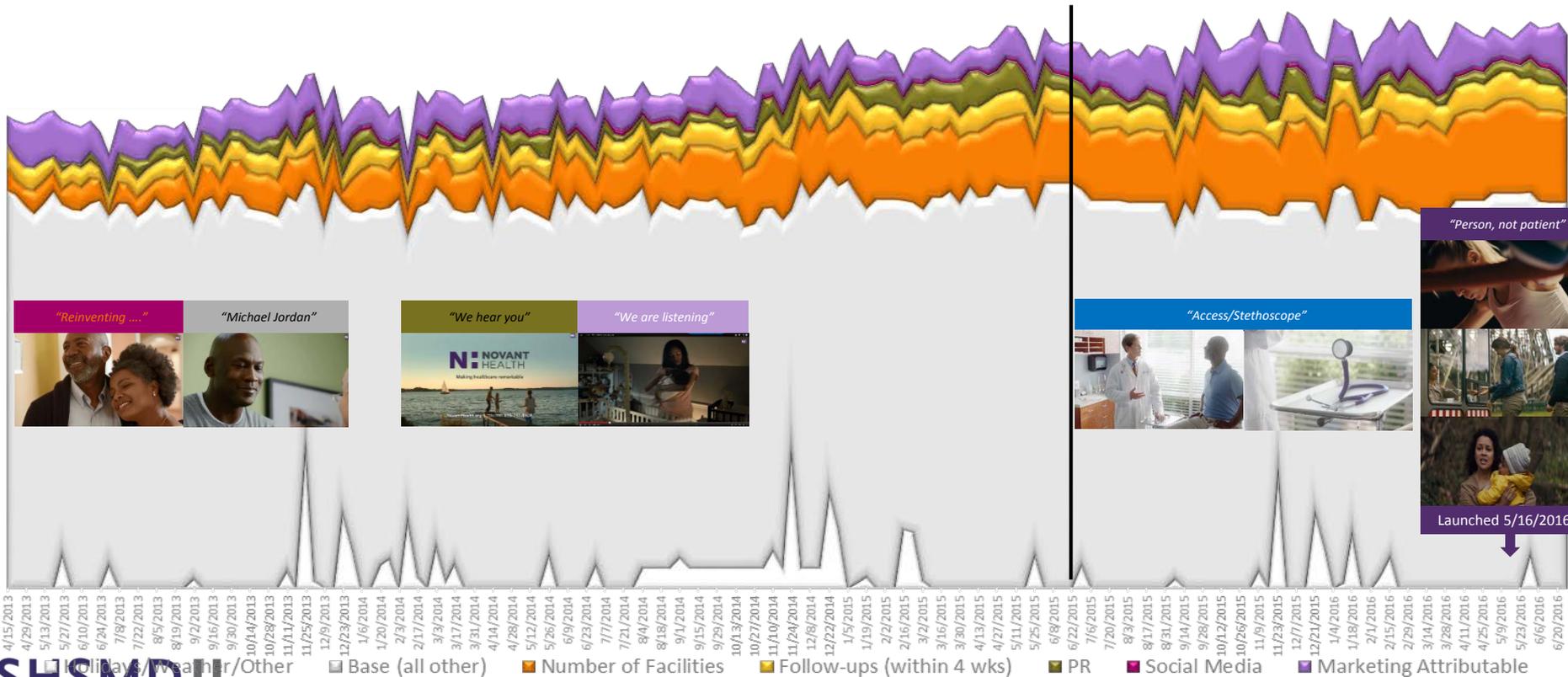


# ...this combined with the 'funnel effect' led to hospital volume growth

Base period: 4/15/2013 - 6/22/2015			
	%	Cases	Revenue
<b>Total</b>		<b>2,392,434</b>	<b>\$5,347,239,629</b>
Base:	77.2%	1,846,959	\$4,128,068,994
Marketing:	9.6%	229,674	\$513,335,004
Advertising:	6.3%	150,723	\$336,876,097
PR:	2.7%	64,596	\$144,375,470
Social Media (earned):	0.6%	14,355	\$32,083,438
Follow-up visits:	4.2%	100,482	\$224,584,064
Facilities:	9.0%	215,319	\$481,251,567

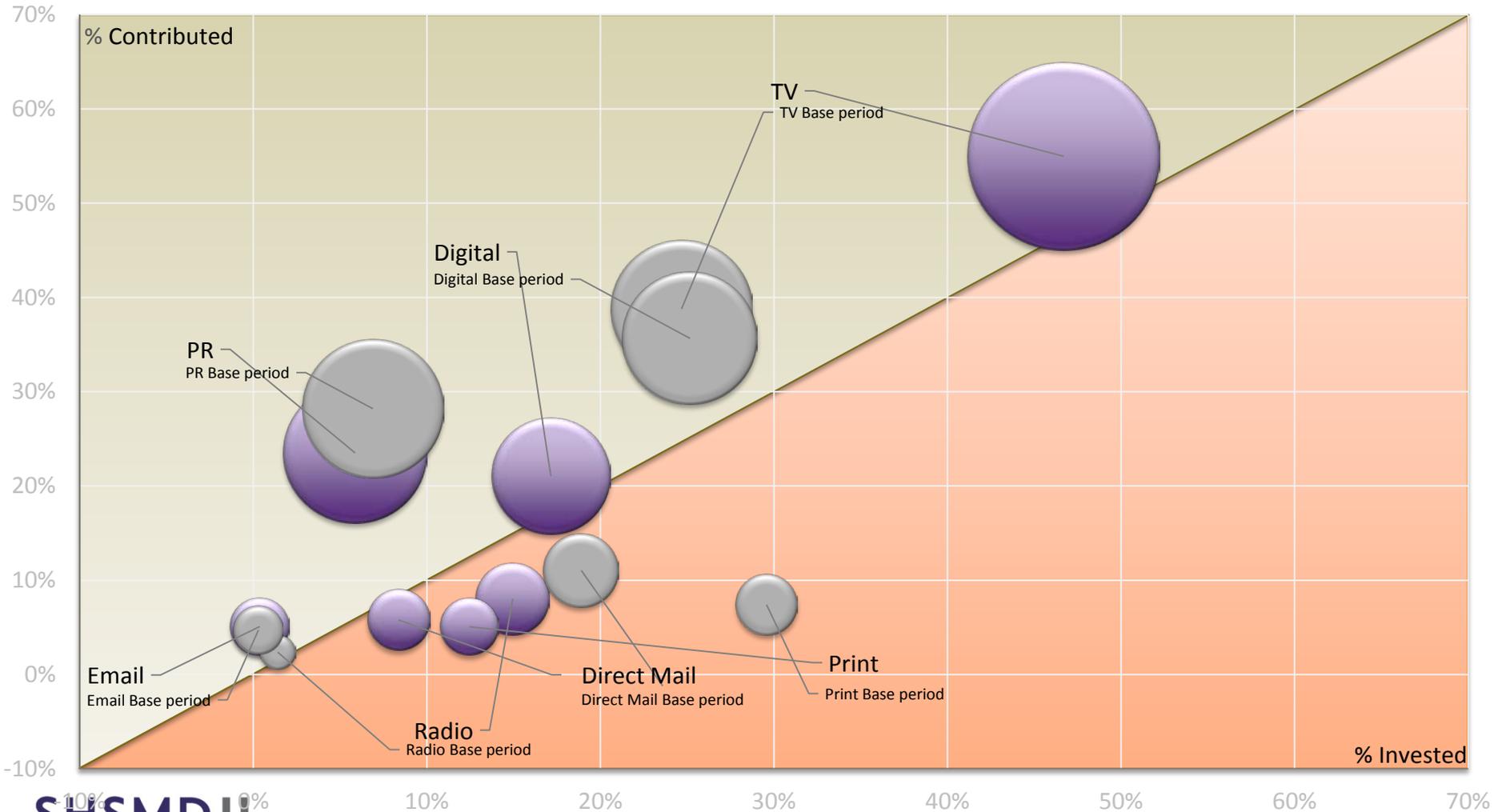
All markets:  
Hospital patient volume  
(cases)

New campaigns: 6/27/2015 - 7/3/2016			
	%	Cases	Revenue
<b>Total</b>		<b>1,212,467</b>	<b>\$2,755,373,306</b>
Base:	69.9%	847,514	\$1,926,005,941
Marketing:	10.9%	132,159	\$300,335,690
Advertising:	7.6%	92,147	\$209,408,371
PR:	2.6%	31,524	\$71,639,706
Social Media (earned):	0.7%	8,487	\$19,287,613
Follow-up visits:	4.6%	55,773	\$126,747,172
Facilities:	14.6%	177,020	\$402,284,503



# Our media channel adjustments improved overall mix performance and contributed more revenue

## All Markets: Hospital Cases



Thank you