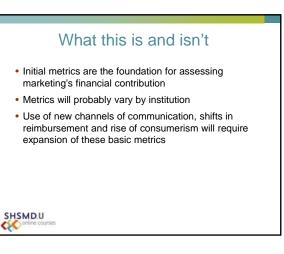




- Rapidly changing environment foretold of increasing accountability by all disciplines
- Marketing often seen as a promotional exercise vs. revenue generator
- Lack of data to support marketing's contribution
- Decision was to be proactive with finance "supported" metrics
- Biggest challenge: Establishing the foundation

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# SHSMD 2016 Core Metrics

- SHSMD Task Force initially started with 30-35 metrics way too many.
- Result of discussion and assessment was 17 metrics in 4 categories. Each category assessed along lines of Marketing "accountability" or "influence".
- Growth Marketing is Accountable and has Influence.
- Brand and Image Marketing is Accountable
- Stakeholder Engagement Marketing has Influence
- Marketing Communications Marketing is Accountable
- Consensus This is "1.0" a start, not the final set. But it establishes the first potential industry-wide base for a common "core" set of metrics.

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14

#### Health Care Marketing Metrics Reporting Guidelines

- 1. Choose metrics that matter -
  - To the audience **reading** the Dashboard.
  - To the strategic direction of the organization.
  - Consider the "so what" factor does the metric impact operational or strategic decisions?
  - In candor "Production" metrics are probably better limited to internal departmental tracking purposes.
- 2. Don't assume the reader understands the jargon.
- 3. As much as possible, keep it visual.

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#### Health Care Marketing Metrics Reporting Guidelines 4. Keep it current or don't bother.

- 5. Make it simple to access, read and use. – And check once in a while – is anyone really reading it?
- 6. Be honest if the results are not up to goals, acknowledge and look at solutions.
- 7. Decide how often to report:
  - Time periods of the data elements (why report monthly if many elements only change quarterly or annually)?
  - Resources available within Marketing
  - Patience/interest of the target audience

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#### Health Care Marketing "Dashboards" Guidelines 8. Decide how many metrics to report.

- How available is the data?
- How much support and staff resources do you have to do this?
- How many really mean anything to both the leadership and the
- operations of the department?
- Consider Two Levels of Metrics One for leadership (Operations and Strategic) and one for the Department (Production and Operations)
- Financial metrics' reports typically focus on perhaps 10-12 key ratios and results. Maybe that's a good guideline for Marketing, even though the SHSMD "Core" metrics number is 17.

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# Additional Metric Discussion

- Metrics can be added to suit your organization, marketing and marketplace
- Employee/physician engagement
- As digital grows, more metrics can be added
- · Value-based, population metrics
- · Leading vs Lagging indicator metrics

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15

## Marketing Metrics 2.0

- In C-suite, you have your biggest impact with metrics linked to dollars
- Financial metrics include contribution margin, income/revenue per patient, value of market share point, case mix
- Hybrid marketing/finance metrics include brand valuation, cost/income of marketing generated new or former/current patient, lost patients, payor mix change, share of wallet, life time value of patient, value of a physician referral



## **Concluding Thoughts**

- Movement from fee-for-service to value-based reimbursement and ongoing evolution of marketing will require new metrics
- As an industry, we need to continue to pilot new ways to measure outcomes
- Many ways to present data spider charts, dashboards, summary reports, red/yellow/green format

# **Concluding Thoughts**

- Once metrics are collected, they need to be shared widely beyond senior management to middle management and front line staff so they can understand how to help Marketing
- Determining desired outcomes and metrics for those outcomes ideally begins in the planning process, so it's always helpful if Marketing is at the table for discussions, projects, programs and organizational strategies

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