Transitioning from Traditional to Strategic CRM
5 Disruptions to Marketing

- Digital Transformation
- Microservices and APIs
- Vertical Competition
- Digital Everything
- Artificial Intelligence
The Landscape is Changing

Market Forces in the Healthcare Industry

- Reimbursement is Shifting
- Narrow Networks
- Service Line Growth
- Physician Loyalty
- Cost of Delivery
- Regulation
Health Systems need – and want – to adapt their approach to marketing …

Is this really where you choose a doctor?
20% of your patient households make up 78% of your contribution margin

...Or 80% of your households makeup just 22% of your contribution margin

Contribution Margin Concentration

% Households  % of CM ($)
AGENDA

01 Traditional vs Strategic CRM

02 Insights that Matter
CRM Strategy is more than just a list pull!
A Consumer Centric Approach
Creating the FULL Consumer Experience
Meet Bob

56 Years Old
Lives in 39202

- Suffers from chronic back pain
- Enjoys golf but has been sidelined due to his back pain
- Demographics: white collar job, commercially insured, higher income, married
- Mildly tech savvy: text with his daughter who is away from home in college
EXAMPLE PATIENT JOURNEY

Sports Injury Treatment
www.CrestnerHealth.com/Orthopedics
Find the Right Treatment for Your Sports Injury. Call Us for an Appt!
Walk Ins Welcomed · Full Service. Open 24/7
📍 1001 Main Street · (720) 555-1212 · Open today · Open 24 hours

Get Back Pain Relief Today - Chiropractic & Massage Special
www.mountainviewpaincenter.com/
Top Rated Chiropractic Office $49.00 Exam Treatment & 1Hr Massage
Neck Pain · Whiplash · Insurance’s Accepted · Low Back Pain
A+ Rating — Better Business Bureau
$49 Special · Conditions We Treat · Headache Treatment · Contact Us · Whiplash Treatment
📍 8216 S Holly St, Centennial, CO · Open today · 9:00 AM – 7:00 PM

Having Back Spasms? - Denver’s UCHHealth Spine Center - uchealth.org
www.uchealth.org/spine-center
UCHHealth Offers Personalized Care & Treatment for Back Pain. Request an Appt.

Dr. Scott Stanley, MD - Parker, CO - Orthopedic Surgery & Spinal Cord ...
https://www.healthgrades.com/physician/dr-scott-stanley-2gkvr
★★★★☆ Rating: 4.1 · 18 reviews
Visit Healthgrades for information on Dr. Scott Stanley, MD Find Phone & Address information, medical...Looking for an Orthopedic Spine Surgery Specialist?

Get Back Pain Relief Today
www.CrestnerHealth.com/Orthopedics
Back pain affects most of us at some time in our lives. Learn about common causes, tests and diagnosis, and methods of treatment and ...

Surgical Treatments for Lower Back Pain - Spine-Health
www.spine-health.com/...back-pain/non-surgical-treatments-lower-back-pain
Surgical treatment for lower back pain may be considered if the conservative measures used to treat low back pain fail. Spinal fusion surgery is done to fuse bones in the spine together, often to relieve pain caused by degenerative disc disease or spinal stenosis...

Medical procedure
Transcutaneous electrical nerve stimulation and Epidural injection

Specialists
Primary care provider (PCP), Orthopedic surgeons, management, and Emergency medicine doctors

Consult a doctor for medical advice Sources: Mayo Clinic and others. Learn more...
EXAMPLE CONSUMER JOURNEY
DISPLAY AD

Golf Central Blog

Spieth believes Day 'is No. 1 right now'

By Randal Mol - September 3, 2015, 11:09 am

NORTON, Mass. - Rory McIlroy was No. 1 a few weeks ago, Jordan Spieth was No. 1 last week, and now McIlroy's back atop the Official World Golf Ranking this week.

Spieth said Thursday he believes Jason Day actually deserves the top ranking.

"I believe that Jason is No. 1 right now," Spieth said Thursday at the Deutsche Bank Championship. "I mean who would argue that after last week? He's playing the best of anybody right now. Until somebody destroys him, he's still that guy to beat right now."

Spieth is No. 2 in this week's world ranking with Day at No. 3.

Day is looking to win this week for the fourth time in his last five starts. He was asked if he thought Spieth was right, that he, Day, is the real No. 1.

"Spieth believes Day 'is No. 1 right now'"
Expertise in motion.

Our comprehensive orthopedic care designed to improve your movement— and your swing.

crestnerhealth.com
EXAMPLE CONSUMER JOURNEY

EMAIL

From: Crestner Health
To: Bob Davidson

Back Pain Affecting Your Game?
August 2, 2015

Has back pain impacted your game? We can help with comprehensive orthopedic diagnosis, treatment and follow-up care.
EXAMPLE CONSUMER JOURNEY
EXAMPLE CONSUMER JOURNEY
FIND A DOCTOR & SCHEDULE AN APPOINTMENT

Let's get started. What type of specialist are you looking for?

<table>
<thead>
<tr>
<th>Family Medicine</th>
<th>Pediatrics</th>
<th>Internal Medicine</th>
<th>Dentistry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cardiology</td>
<td>Obstetrics &amp; Gynecology</td>
<td>Orthopedic Surgery</td>
<td>Ophthalmology</td>
</tr>
<tr>
<td>Endocrinology</td>
<td>Allergy</td>
<td>Dermatology</td>
<td>Gastroenterology</td>
</tr>
</tbody>
</table>
From: Crestner Health
To: Bob Davidson

We Hope Your Recovery is Going Well
September 3, 2015

Hi Bob,

We hope your recovery is going well after your recent back procedure. As you know, our care does not end here. In fact, we offer a range of support and rehabilitation services, including:

- Physical therapy
- Occupational therapy
- Rehabilitation

Please let us know if you need any further assistance.

Crestner Health

---

Email notification on a smartphone screen.
EXAMPLE CONSUMER JOURNEY
DISPLAY AD
Customer Relationship Management

Help her **CHOOSE** the right care.

Make it easy for her to **CONNECT**.

Help her **MANAGE** her care.

**New Patient Acquisition**

**Consumer Engagement and Access**

**Patient Retention and Population Health Management**

Professional Services = Extension of Your Marketing Department

Enterprise Marketing Platform = 360 Degree Single Source of Truth
Data + Platform = Strategic CRM

Online symptom searching:
Searches Google for “back pain”

PPC ad:
Click on PPC ad for an HRA

HRA:
Completes HRA — this goes into CRM database

Email:
HRA completion generates automated email encouraging consumer to schedule an appointment based on risk level

Online doctor search:
Lands on HG.com for third-party validation, physician selection, viewing of appointment availability, decides to call to schedule an appointment.

Predictive marketing:
Direct-mail targeted communication for cross-selling of services

Appointment
With doctor

PDC nurture email:
Follow-up to confirm physician referral/selection

CRM Database
02: Insights that Matter

Using Analytics to Identify Opportunities
Using Analytics to Identify Opportunities

- Business Need
- Assess Data and Method
- Analyze Data
- Generate Insights & Test
Types of Opportunities

Diverse Opportunities
A number of research problems can be addressed with analytics.

- How do I maximize service line opportunities?
- What market areas provide the most potential?
- What households are driving the most value?
- How are my access points being utilized?

* This style can be used for footnotes
Types of Problems & Opportunities

Examples of problems around consumer and household value

- Which households bring in additional household members?

- Which households are most likely to have encounters in key service lines?

  - What are the drivers of retention (likelihood to re-engage in the system over time)?
    - How can I improve those results?

- What types of households are driving the most contribution margin or revenue?
  - And how can I find more of them?
So what factors are associated with retention rates?
Types of Insights

In this example, for new patients, entry points and household type, were two factors strongly correlated with retention rates.

Retention by Entry Point

- ER: 45%
- Hospital: 64%
- Clinic: 82%

Retention Rate by Household Type

- Married with Kids: 78%
- Married with No Kids: 66%
- Single No Kids: 61%
- Single: 56%
Types of Insights

The service line associated with the initial patient encounter was indicative of retention.

Further, the interaction of age and gender played a role.
Types of Insights

As one might expect, proximity of home address to the facility of their first visit, was highly correlated with the likelihood of re-engaging with the system.

Within 5 miles 74%
6-12 miles 64%
13-20 miles 59%
21-59 miles plus 49%
60 miles plus 38%

* This style can be used for footnotes
Putting It All Together

Looking at the most significant factors, we can create strategic cohorts that can help us assess potential, prioritize opportunities and provide the foundation for an engagement strategy.

What cohorts have the most potential if retention improves? Where should your investment be? What else do I want to know about these groups?

* This style can be used for footnotes
Applications

There are a number of ways to apply the output.

The more the research is tied to the strategy at the on-set, the higher the likelihood that it will lead to action.

* This style can be used for footnotes
Keys to Success

Data Driven Mindset

Utilize Right Data

Validate and Test
## Packaged vs Custom Research

Analytics can be delivered in different ways

<table>
<thead>
<tr>
<th>Analytics via Packaged Solution</th>
<th>Analytics enabled by CRM</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Typically more recurring business needs</td>
<td>• More complex problems</td>
</tr>
<tr>
<td>• Well defined metrics and views</td>
<td>• May need to define new metrics and attributes</td>
</tr>
<tr>
<td>• Relatively easy to understand the output</td>
<td>• Perhaps augmented with additional collateral (e.g. personas) to help tell the story</td>
</tr>
<tr>
<td>• Ability to slice-and-dice across different views</td>
<td></td>
</tr>
</tbody>
</table>
• Consider new ways of utilizing data within your marketing department
• Lean on data analysis and insights to inform your approach to business objectives
• Select a partner who can help you transition from traditional to strategic CRM