



Acing the Test: Taking Digital Strategy to the Next Level

Today's Presenters

- * Shawn Stavseth, Senior Director of Product Development, Bluespire
- * Brian Bierbaum, SVP of Client Solutions, Bluespire
- * Kimberly Morgan, Senior Vice President of Healthcare Strategy, Bluespire



Agenda

- * What Are Your Colleagues Doing? Pre-assessment Insights
- * What is Digital Maturity?
- * Assessing Your Organization
- * Reaching the Next Levels of Sophistication

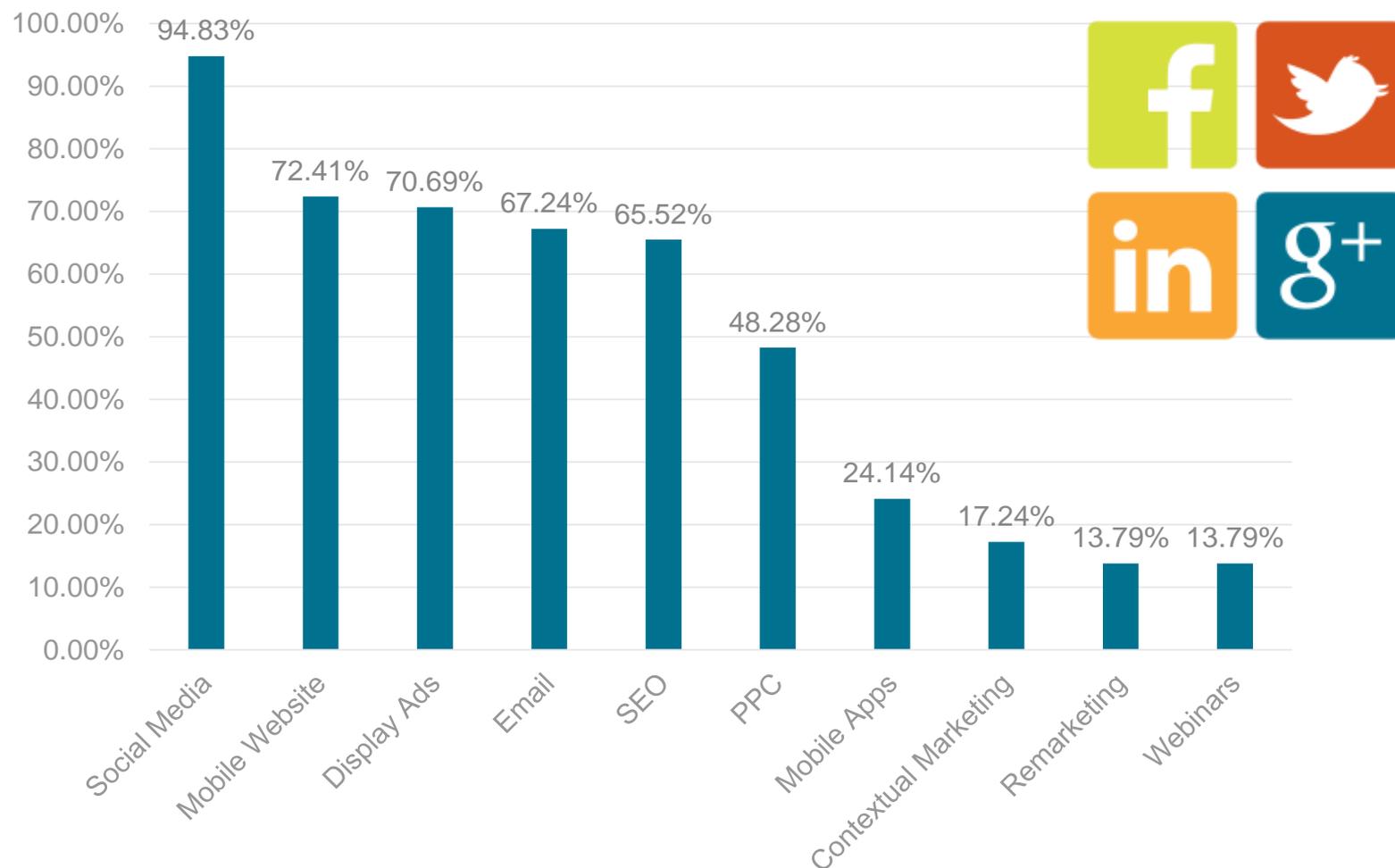
PRE-ASSESSMENT INSIGHTS

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Room for Improvement for Digital

- * You're not alone if you think your strategy is average or below average (nearly 69%)
- * Only two respondents labeled their digital marketing strategy as "Excellent" (3.45%); only three labeled as "Poor" (5.17%)
- * 22.41% answered above average, 50% average, 18.97% below average

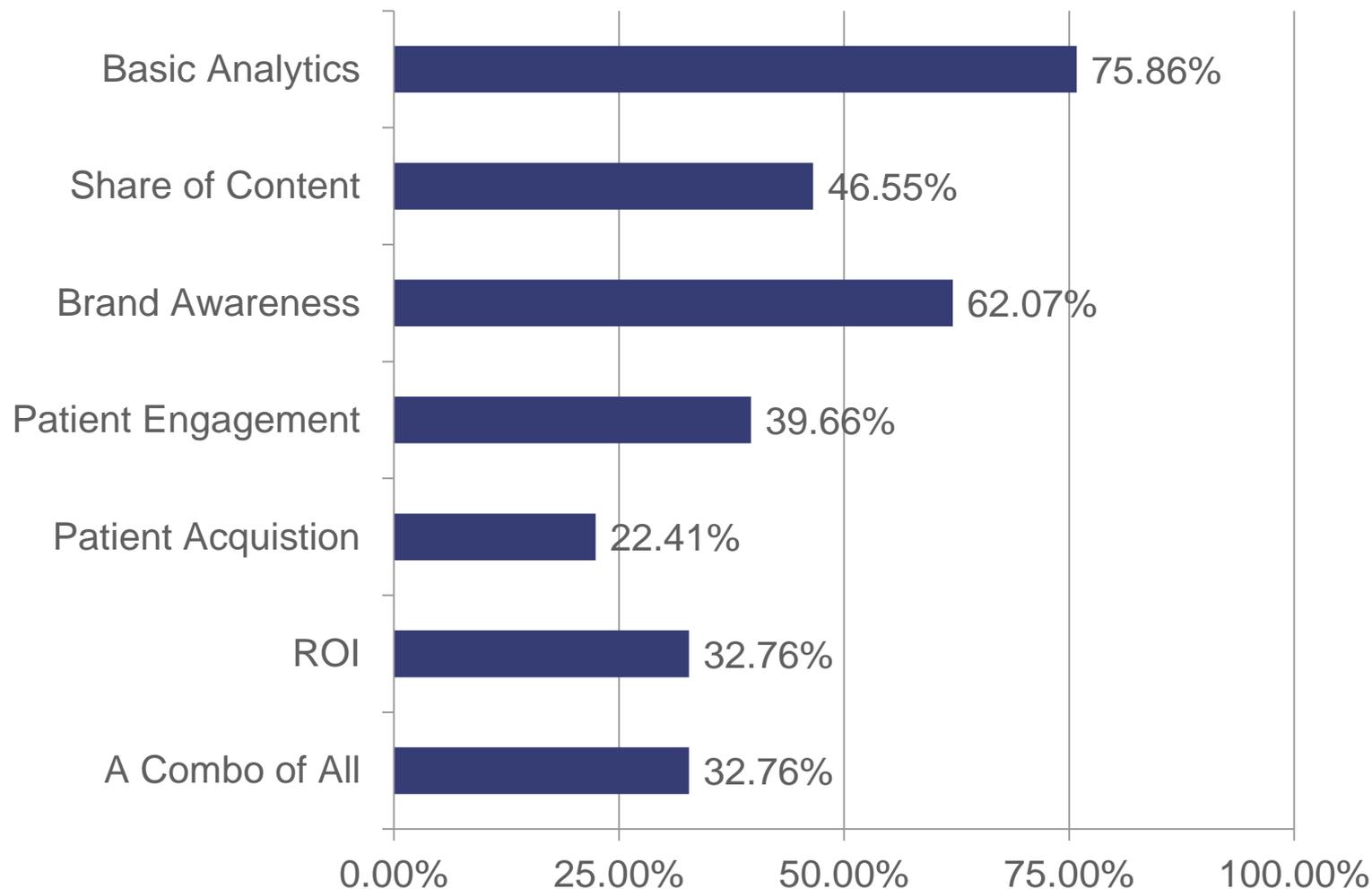
You're Engaging with Patients On...



Poll: Nearly all of you are on social media. What best describes your social media activity level?

1. People want it, so we have it (simply for presence)
2. Use social media for brand awareness or customer services purposes only
3. We actively listen and participate in two-way conversations consistently
4. We don't utilize social media

Best Way to Measure Effectiveness?



Additional Thoughts

“We really haven’t had a solid digital strategy but moving forward need to get more in place here. I would love get new insight about what works best (especially for healthcare companies/hospitals) and measuring effectiveness.”

“Recommended percent of total marketing budget supporting digital?”

“We dabble in a little of all of this. I just feel like we could do better at what we’re doing.”



WHAT IS DIGITAL MATURITY

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Maturity



Product Maturity



What is Digital Maturity?



What is Digital Maturity?

**Process of
Maximizing
Tools**



**Ideal
Consumer
Experience**

Exceptional Consumer Experiences



Consumers have long outpaced brands...



WHY IT'S SO HOT RIGHT NOW

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Digital Landscape

- ✱ Internet of Me
- ✱ Outcome Economy
- ✱ Platform Revolution
- ✱ Intelligence Enterprise
- ✱ Workforce Re-imagined

Patient Engagement Cycle



PROSPECTIVE PATIENTS TELL US DIGITAL MATTERS

The Patient Journey



61% visited 2+ hospital websites before converting

48% research more than 2 weeks before scheduling an appointment

What users look for in a hospital



1 in 5 patients now book through a computer or mobile app/browser

Online plays a significant role in the research process

84% of patients used both online and offline resources

MOBILE IS A CONSTANT RESEARCH COMPANION

Roughly **1 in 3** patients used mobile devices daily for hospital research and/or to schedule appointments

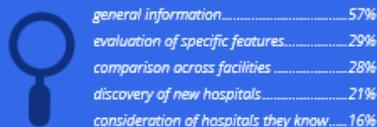
People use their mobile devices to research hospitals while...



SEARCH IS INDISPENSABLE IN THE PATIENT JOURNEY

77% OF PATIENTS USED SEARCH PRIOR TO SCHEDULING AN APPOINTMENT

Search empowers patients, who leverage it for

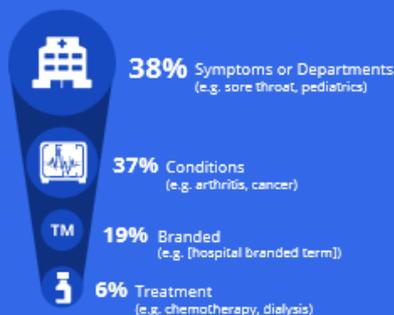


3x

Search drives 3x as many visitors to hospital sites compared to non-search

Patients who scheduled appointments conducted **3x as many searches** than those who didn't

Search paths are highly diverse and comprised primarily of symptoms and conditions terms



For converters, most paths begin with a non-branded term, when patients are in the early stages of research

Share of patients that started on:



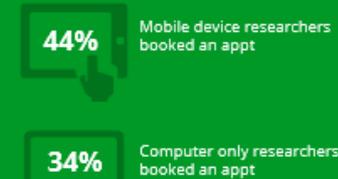
Nearly half of patients finish their paths with a branded term



After seeing a paid search ad, patients...

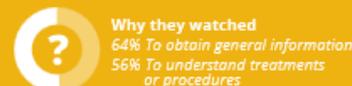


Patients who used a mobile device to research are more likely to make an appointment



ONLINE VIDEO INFORMS AND CONNECTS

1 in 8 WATCHED A HOSPITAL VIDEO; OF THOSE WHO DIDN'T WATCH **53%** WERE UNAWARE THEY EXISTED



After watching online videos about a hospital, patients...



The Digital Journey to Wellness

48%

researched more than two weeks before scheduling an appointment

84%

used both online and offline resources

77%

of patients used search prior to setting up an appointment

61%

visited two or more hospital websites before converting

70%

of the decision is made before talking to a human

Search alone drives **3X** as many visitors to hospital sites compared to non-search.

Digital is Key to Engagement

“The consumer-to-patient journey is largely a digital journey at their moment of need. If I were diagnosed with something tomorrow, one of the first things I would do is go online.” – Jon Weston, CMO at Mayo Clinic

According to Cleveland Clinic CMO Paul Matsen, about **80% of patients who are diagnosed with an illness go to the Web** to find information about their condition.



Increasing Digital Spend

73%

of health systems
increased social
media budgets

69%

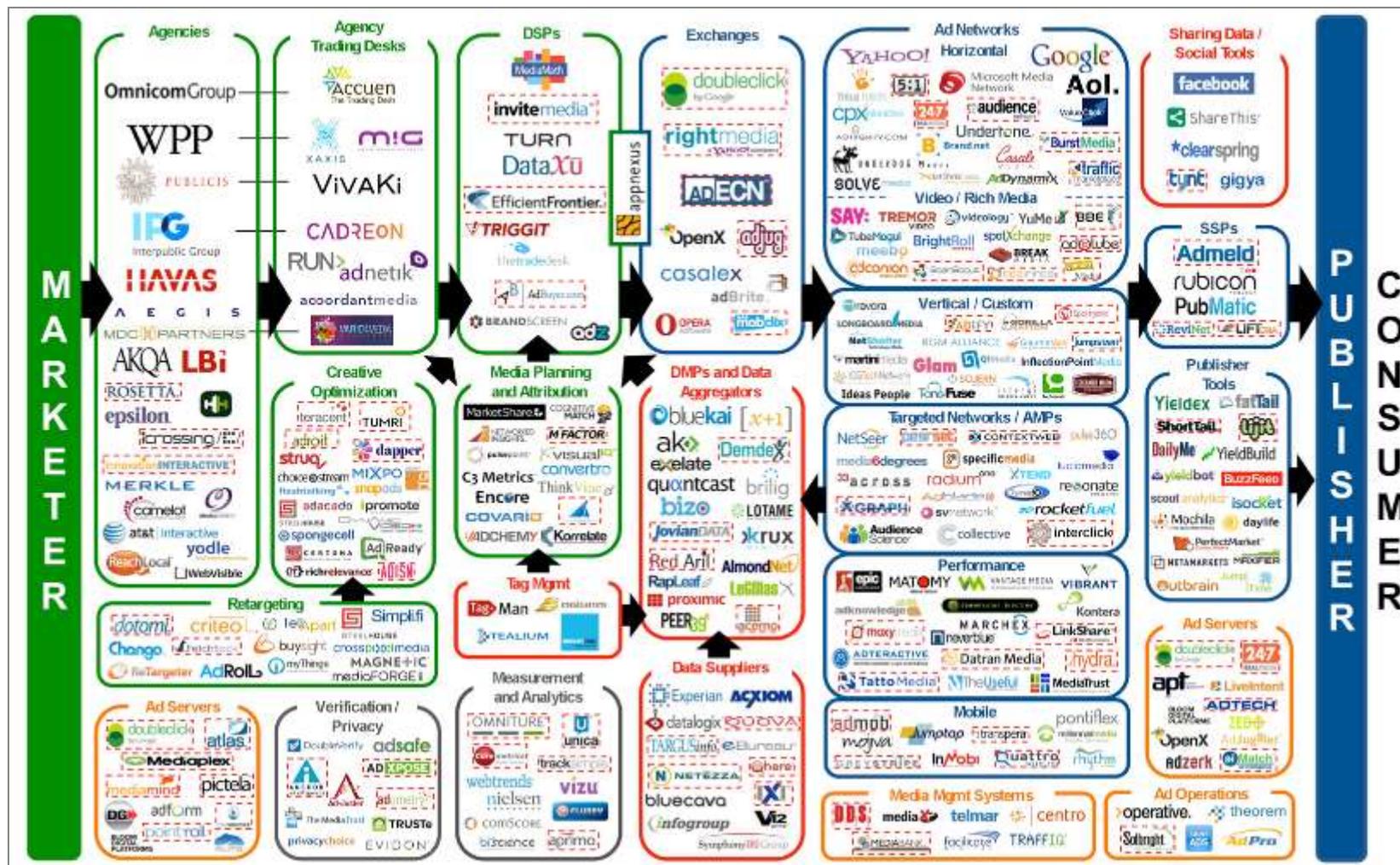
of health systems
increased website
and online media

50%

of health systems
increased ad
budgets

Two out of three marketers have moved at least 30% of their budgets from traditional to digital media in the past three years.

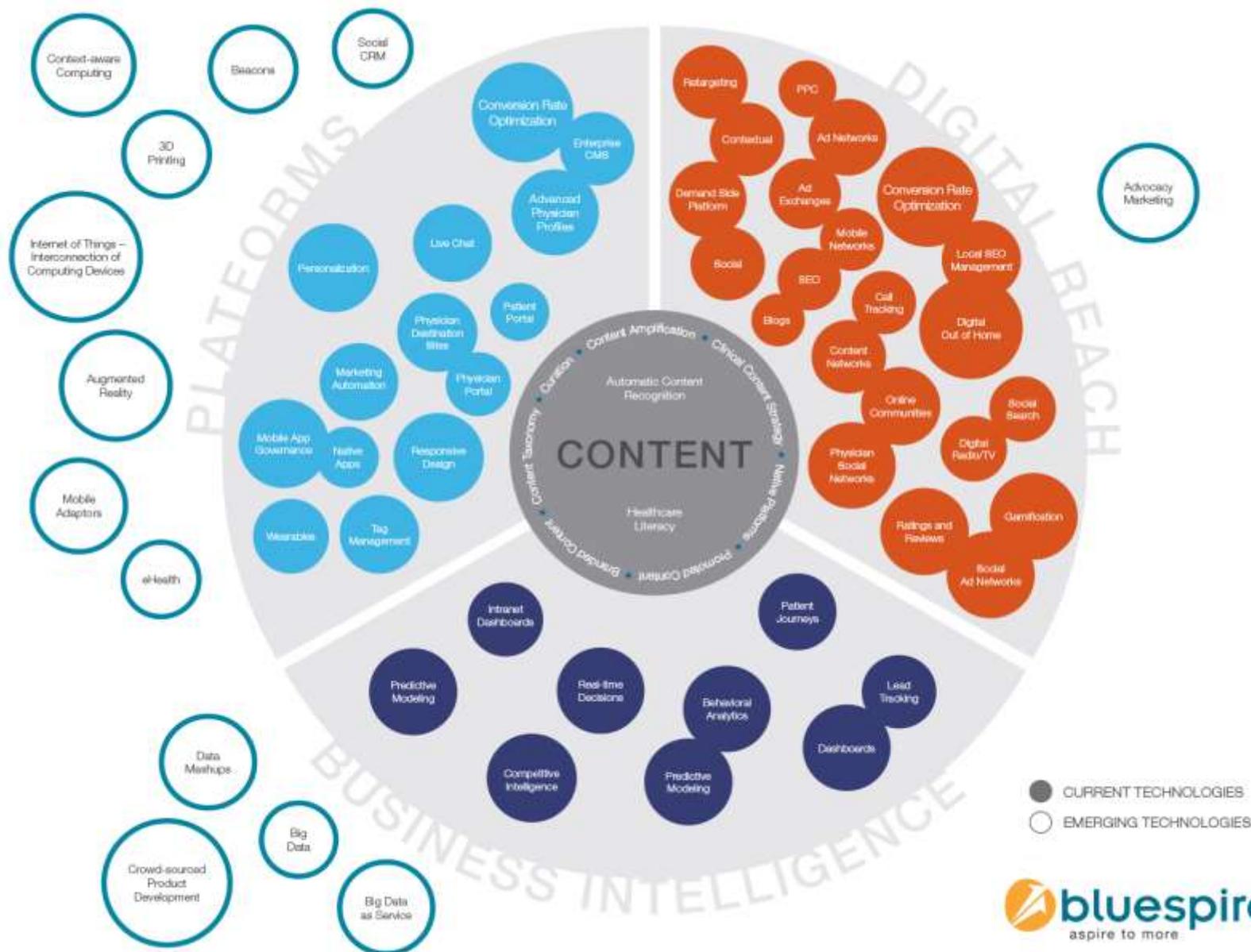
Digital Reach Ecosystem



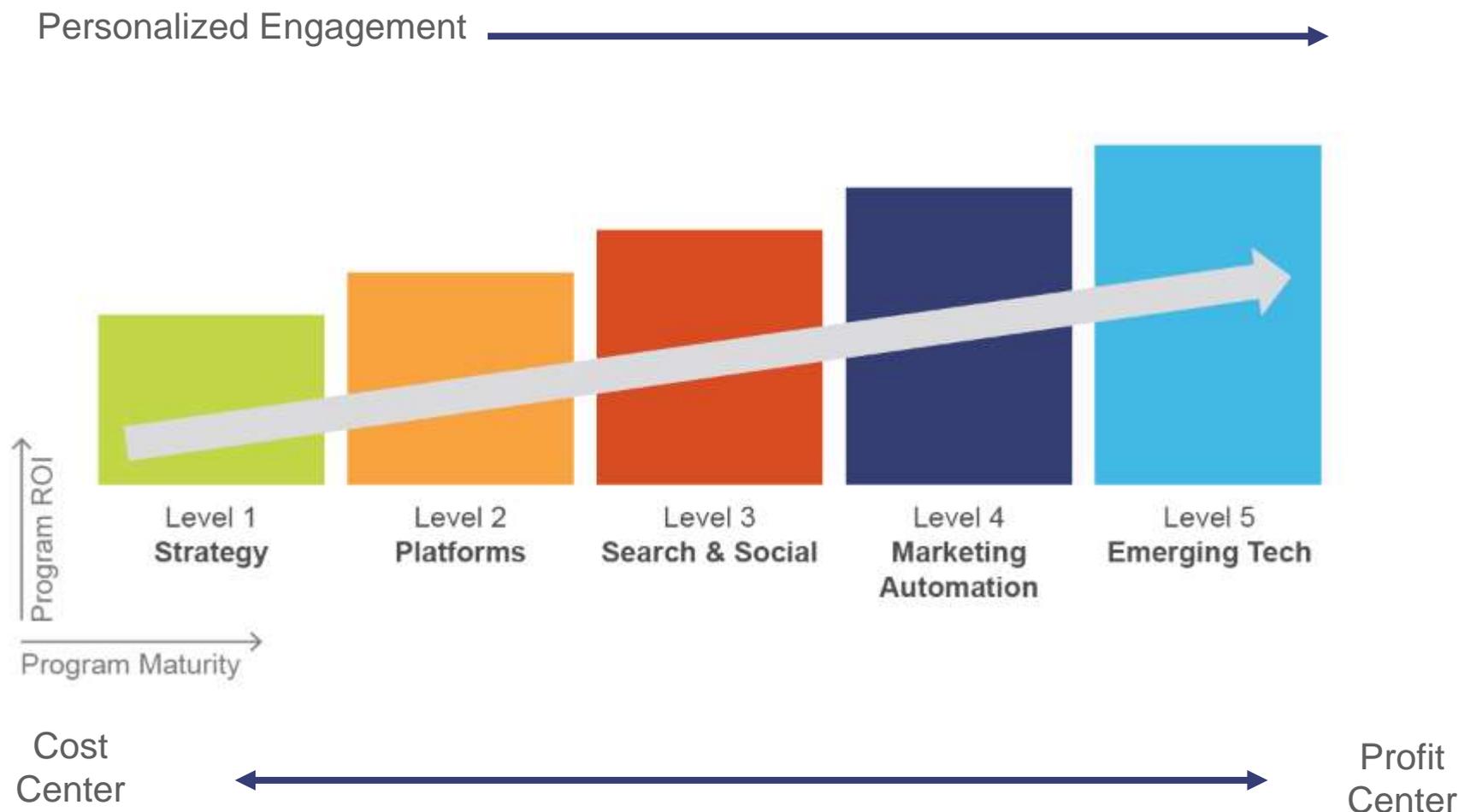
ASSESSING YOUR ORGANIZATION



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Enabling Business Transformation

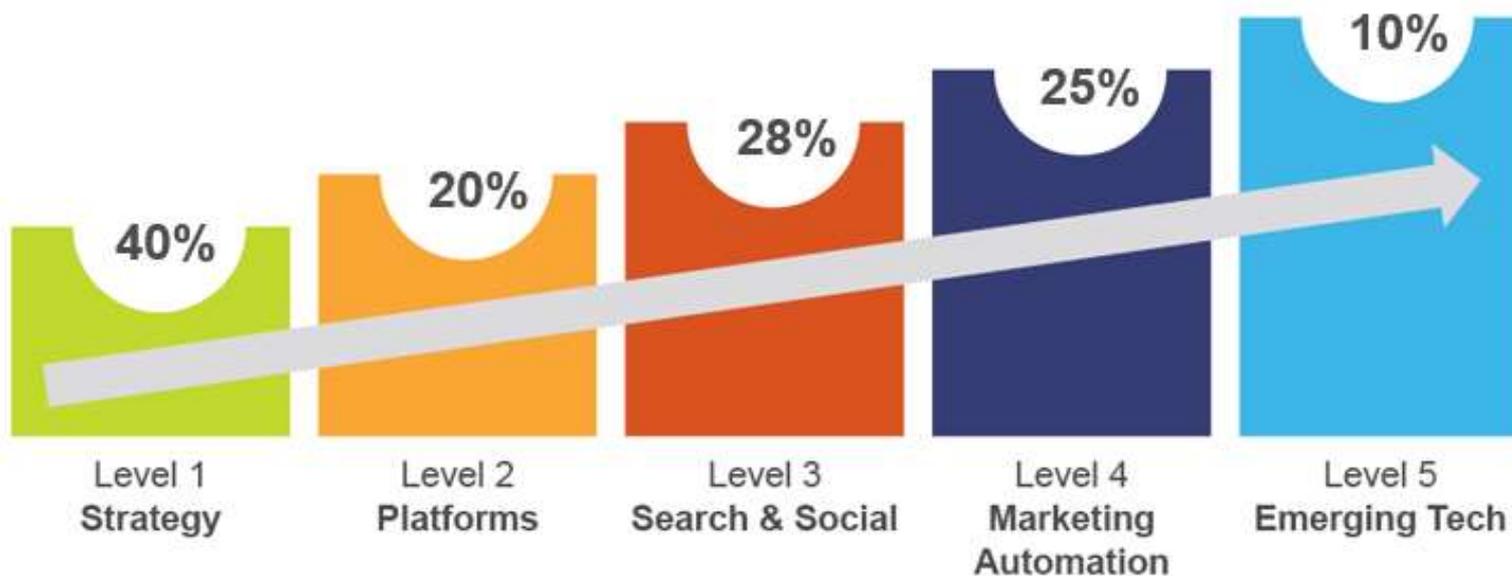


5 Pillars of Digital Maturity

- * Organizational alignment of strategy, tactics and objectives
- * Content is the fuel
- * Technology is the enabler, not the solution
- * A single view of customer
- * Employee enablement

How Do You Know Where You Fall?

- * Ask yourself and others in your organization some important questions
- * Quick: <http://www.startspringboard.com/>
- * In-depth: Facilitated discussion, road-mapping session



REACHING THE NEXT LEVEL

An abstract graphic in the bottom-left corner consisting of several overlapping, semi-transparent blue shapes. These shapes form a large, stylized arrow pointing towards the top-right, with a circular element at its base.

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Steps to Reach the Next Level

Technology

Content

Strategy

Talent

Strong Digital Talent

* Envision the Future

- * Work with some ambiguity
- * Driven by constant change
- * Work cross-functionally

* Analytic-minded

- * Absorb data
- * Surface trends
- * Share simply with others

* Technical Aptitude

- * Experience working with digital channels



Strategy

- * Architecture
 - * Branding
 - * Research
 - * Planning
- * Patient Experience
- * Patient Intelligence
- * Content
- * Technology platforms
- * Resources



Strategy = Service Design

DISCOVER

The Discover phase is divergent, where the problem is explored through secondary research, user research and creative thinking that leads to ideas.

DEFINE

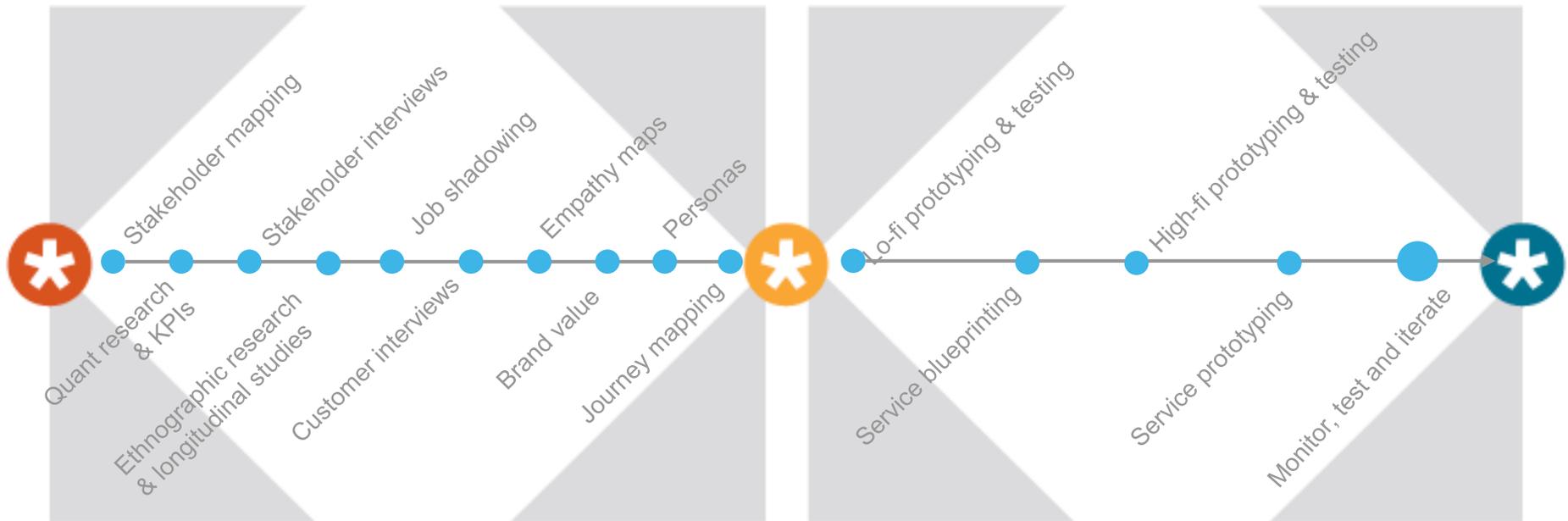
The Define phase is convergent, it's about analyzing the research and synthesizing ideas to create a clear definition of the problem.

DEVELOP

The Develop phase is divergent, a phase that concentrated on generating multiple concepts through creative thinking and iteration.

DELIVER

The Deliver phase is convergent, where the final concept is selected and iterated.



* PROBLEM

The design process begins with a problem, question or hypothesis.

* PROBLEM DEFINITION

A clear statement of the problem to be solved.

* SOLUTION

This is an output that meets the requirements of the problem definition.

Experience Mapping Sample

Thinking/Feeling	Can I afford this? Will I be penalized? I don't understand!	Ok, I need HI – now what?!	Ok, I guess I'm doing this!		
Stages	Discover BeWellNM.org	The basics	Prepare to apply	Go to HC.GOV	
Activity		<p>Provide content to address all levels of knowledge and experience coming in through different types of content delivery on this page: video, illustrations, infographics, articles, etc.</p>	<p>Provide content and more detailed information about what is needed to apply, what to expect from HC.GOV, address more insurance-usage related topics.</p>	<p>For people who have given us an email address, we can send an email as soon as they click "go" on exit page inviting them back with questions.</p> <p>For people who have given us an email address, we can send an email as soon as they click "go" on exit page inviting them back with questions.</p>	<p>Once open enrollment ends, we can invite everyone who has provided email back for content specifically about USING their sparkly new health insurance.</p>
Touchpoints & Content Streams*	<ul style="list-style-type: none"> Social Media Media TV Billboards Email Search & PPC Direct mail Friends & Family 	<p>Content will be developed as:</p> <ul style="list-style-type: none"> Video Calculators Infographics Articles Illustrations Listicles <p>There are a number of different touchpoints where it would be appropriate to capture email – subsidy calc results, new in 2015, reminder to enroll – and more.</p> <p>Add "was this helpful?" and sharing links to content.</p>	<p>The core of this area are the plan finder and HC.GOV application checklist.</p> <p>HC.GOV has a checklist we could leverage. Should include screenshots in checklist so people will be somewhat familiar with HC.GOV look and feel even before visiting.</p>	<p>Can we coordinate with counselors, brokers, reps, etc., so that when they're capturing customer info (email), they have a simply way to get those people into content/email streams.</p>	<p>Getting insurance is complex and so is using insurance. We'll provide guidance for what to do once you're enrolled and what to expect, including a range of content including:</p> <ul style="list-style-type: none"> Video Articles Calculators Illustrations Infographics Listicles
Insights & Recommendations	<p>Establishing BeWellNM as a friendly resource where, w/ the level of assistance you're looking for, you can get prepared to apply for HI at HC.GOV</p>	<p>Subsidy calculator should be presented right away. If eligible, this could encourage people to continue down path. We can also collect email addresses to send results.</p>	<p>Truly preparing people to apply for HI at HC.GOV is an invaluable service provided at a vulnerable time. Success here is critical to word of mouth, repeat visits.</p>	<p>Could look into consolidating information from subsidy calc, plan finder and checklist into a personalized prep pack sent as PDF and as personalized site pages in the future.</p>	<p>Once enrollment ends, content shifts to using health insurance and staying healthy! Could intro fun stuff now: recipes, tips for getting more exercise, games and integration with wearables and health sites like My Fitness Pal</p>

Content

* Most Underestimated Challenge

* Ask Yourself:

- * Have you defined a content strategy and developed data-driven personas?
- * Do you have a content taxonomy and a defined content calendar?
- * Do you have content for each stage of the decision process, by persona?
- * Is your existing content usable and in formats ready for marketing?



Technology



- 1) Assess Currently Capabilities
- 2) Identify Gaps
- 3) Procure Needed Solutions

Critical Considerations

- * Flexibility
- * Security
- * Integration
- * Supports Regulatory Compliance
- * High Performance
- * Total Cost of Ownership

**Average of 19%
uplift in sales.**



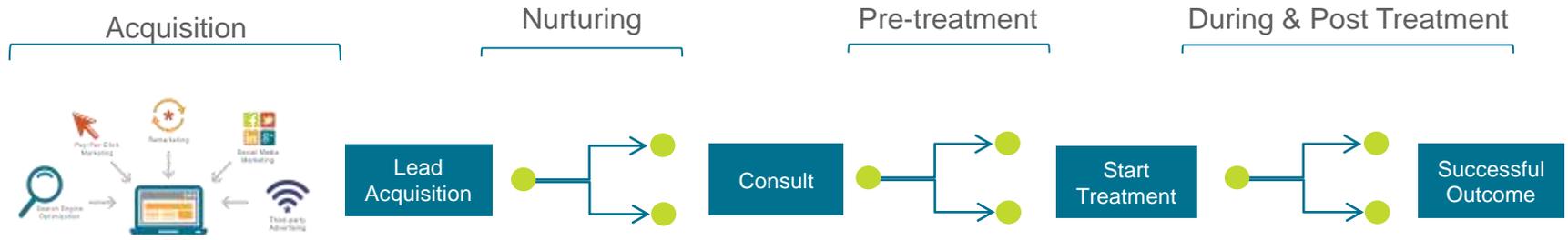
Acquisition



Vision of Patient Journeys

Phase 1 – Demand Generation and Lead Nurturing

Phase 2 – Improved Clinical Outcomes and Reimbursements



Home Page



Sports Medicine	Treatment	Diagnosis Tracks	Diagnosis Guide	Successful Outcome
		@ @ @ @ @ @		@

Joint Replacement	Treatment	Diagnosis Tracks	Diagnosis Guide	Successful Outcome
		@ @ @ @ @ @		@

Health Hub		Blogs Community Health Assessments Learning Modules	Videos Articles Learning Interactivity



WRAP-UP

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Next Steps to Digital Maturity

1) Discovery

- * Goals
- * Infrastructure
- * Assessing current patient experience
 - * Strategy, technology, content

2) Define

- * UX
- * Content strategy
- * Platform identification
- * Phased approach
- * KPIs

3) Develop

- * Design
- * Deploy
- * Test
- * Measure

4) Deliver

- * Refine
- * Re-deploy



Dream BIG.

Start small.

Get fast wins.

Build from there.

Refine, adjust.

Parting Thoughts: Connect with Us Soon!

* SHSMD Connections 2015

- * Business Solution Spotlight session

- * Tuesday, Oct. 13, 8-8:45 a.m.

- * “Creating Exceptional Patient Journeys in a Digital World”

* Free content: “3 Tips for Building a Successful Patient Journey”

- * Tip sheet will be available within the next week

* Nov./Dec. SHSMD Spectrum Article

- * Focusing on evolving your marketing technology landscape

Questions?

