Acing the Test: Taking Digital Strategy to the Next Level
Today’s Presenters

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- 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
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…

- Social Media: 94.83%
- Mobile Website: 72.41%
- Display Ads: 70.69%
- Email: 67.24%
- SEO: 65.52%
- PPC: 48.28%
- Mobile Apps: 24.14%
- Contextual Marketing: 17.24%
- Remarketing: 13.79%
- Webinars: 13.79%
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?

- Basic Analytics: 75.86%
- Share of Content: 46.55%
- Brand Awareness: 62.07%
- Patient Engagement: 39.66%
- Patient Acquisition: 22.41%
- ROI: 32.76%
- A Combo of All: 32.76%
“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.”

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

“Recommended percent of total marketing budget supporting digital?”
WHAT IS DIGITAL MATURITY
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
Digital Landscape

- Internet of Me
- Outcome Economy
- Platform Revolution
- Intelligence Enterprise
- Workforce Re-imagined
Patient Engagement Cycle

- Worried Well
- Info Seekers
- Treatment Seekers
- Provider Seekers
- “Hot Prospects”
- Patients
- Advocates

Moving toward patient-centered engagement aligned with key service lines
### Prospective Patients Tell Us Digital Matters

**Patient Journey**
- Symptoms → Diagnosis → Treatment → Recovery

**What users look for in a hospital**
- 94% Reputation of facility
- 90% Accepts healthcare plan
- 86% Recommended by physician
- 85% Uses latest technology
- 51% Recommended by friends and family

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

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...
- 61% at doctor’s office
- 20% out of town
- 23% visiting friends/family
- 27% at work
- 32% at home

Patients who used a mobile device to research are more likely to make an appointment
- 44% booked an appointment
- 34% booked an appointment

### Search Is Indispensable in the Patient Journey

77% of patients used search prior to scheduling an appointment

- Search empowers patients, who leverage it for:
  - General information: 57%
  - Evaluation of specific features: 23%
  - Comparison across facilities: 28%
  - Discovery of new hospitals: 21%
  - Consideration of hospitals they know: 18%

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.

**For converters, most paths begin with a non-branded term.**

Share of patients that started on:
- Conditions: 49%
- Symptoms/Departments: 35%
- Branded: 10%
- Treatments: 56%

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

38% Symptoms or Departments (e.g., sore throat, pediatrics)

37% Conditions (e.g., arthritis, cancer)

19% Branded (e.g., hospital/brand term)

6% Treatment (e.g., chemotherapy, dialysis)

### Online Video Informs and Connects

1 in 8 watched a hospital video, of those who didn’t watch 53% were unaware they existed

What they watched:
- 43% Patient testimonials
- 32% Patient-generated content

Why they watched:
- 64% To obtain general information
- 56% To understand treatments or procedures

After watching online videos about a hospital, patients...
- 39% talked to friends, family, members, or colleagues about the hospital
- 36% scheduled an appointment
- 30% shared an online video
- 26% contacted a hospital
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.

Source(s): “Why Digital Marketing Has Become the Health-Care Industry’s Rx for Revenue”
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
Enabling Business Transformation

Personalized Engagement

Level 1: Strategy
Level 2: Platforms
Level 3: Search & Social
Level 4: Marketing Automation
Level 5: Emerging Tech

Program Maturity
Program ROI

Cost Center

Profit Center
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
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

Stages

Activity

Touchpoints & Content Streams

Insights & Recommendations

- Social Media
- Media
- TV
- Billboards
- Email
- Search & PPC
- Direct mail
- Friends & Family

Content will be developed as:
- Video
- Calculators
- Infographics
- Articles
- Illustrations
- Listicles

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.

Add “was this helpful?” and sharing links to content.

The core of this area are the plan finder and HC.GOV application checklist.

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.

Can we coordinate with counsellors, 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.

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:

- Video
- Calculators
- Infographics
- Articles
- Illustrations
- Listicles

Establishing BeWellNM as a friendly resource where, with the level of assistance you’re looking for, you can get prepared to apply for HI at HC.GOV.

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.

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.

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 i the future.

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.
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.

Source: Forrester
Acquisition

- Pay-Per-Click Marketing
- Remarketing
- Social Media Marketing
- Search Engine Optimization
- Third-party Advertising

Your Website

Acquisition
Vision of Patient Journeys

Phase 1 – Demand Generation and Lead Nurturing

- Acquisition
  - Lead Acquisition

- Nurturing
  - Consult

- Pre-treatment
  - Start Treatment

- During & Post Treatment
  - Successful Outcome

Phase 2 – Improved Clinical Outcomes and Reimbursements
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<thead>
<tr>
<th>Sports Medicine</th>
<th>Treatment</th>
<th>Diagnosis Tracks</th>
<th>Diagnosis Guide</th>
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**Health Hub**
- Blogs
- Community
- Health Assessments
- Learning Modules
- Videos
- Articles
- Learning Interactivity
Patient Information Session:

https://healthyweight.nationwidechildrens.org/Videos.aspx
WRAP-UP
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?