

Total Transformation: How Arkansas Children's Rebuilt Marketing for Growth

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**Change cannot be
put on people. The
best way to instill
change is to do it
with them. Create it
with them.** L. Bodell

Learning Objectives

- Understand how to build a transformational roadmap and gain leadership buy-in
- Learn the steps to building a more integrated, nimble marketing organization
- Learn tips and techniques to accelerate transformation

We champion children by making them better today and healthier tomorrow.



Arkansas Children's Hospital, Little Rock

- 336-bed, Magnet-recognized hospital
- Nationally ranked by *U.S. News & World Report* in 5 pediatric specialties
- Level I pediatric trauma center
- Level IV neonatal intensive care unit



Arkansas Children's Hospital Northwest, Springdale

- 24-bed inpatient unit
- 5 operating rooms
- 20+ specialty clinics
- Only pediatric ER in the region



HOSPITALS • RESEARCH • FOUNDATION

Only healthcare system in Arkansas dedicated to children

- 2 hospitals
- Pediatric Research Institute
- USDA nutrition center
- Nursery Alliance with 5 participating hospitals
- Angel One transport
- Foundation
- Children's Miracle Network Affiliate 



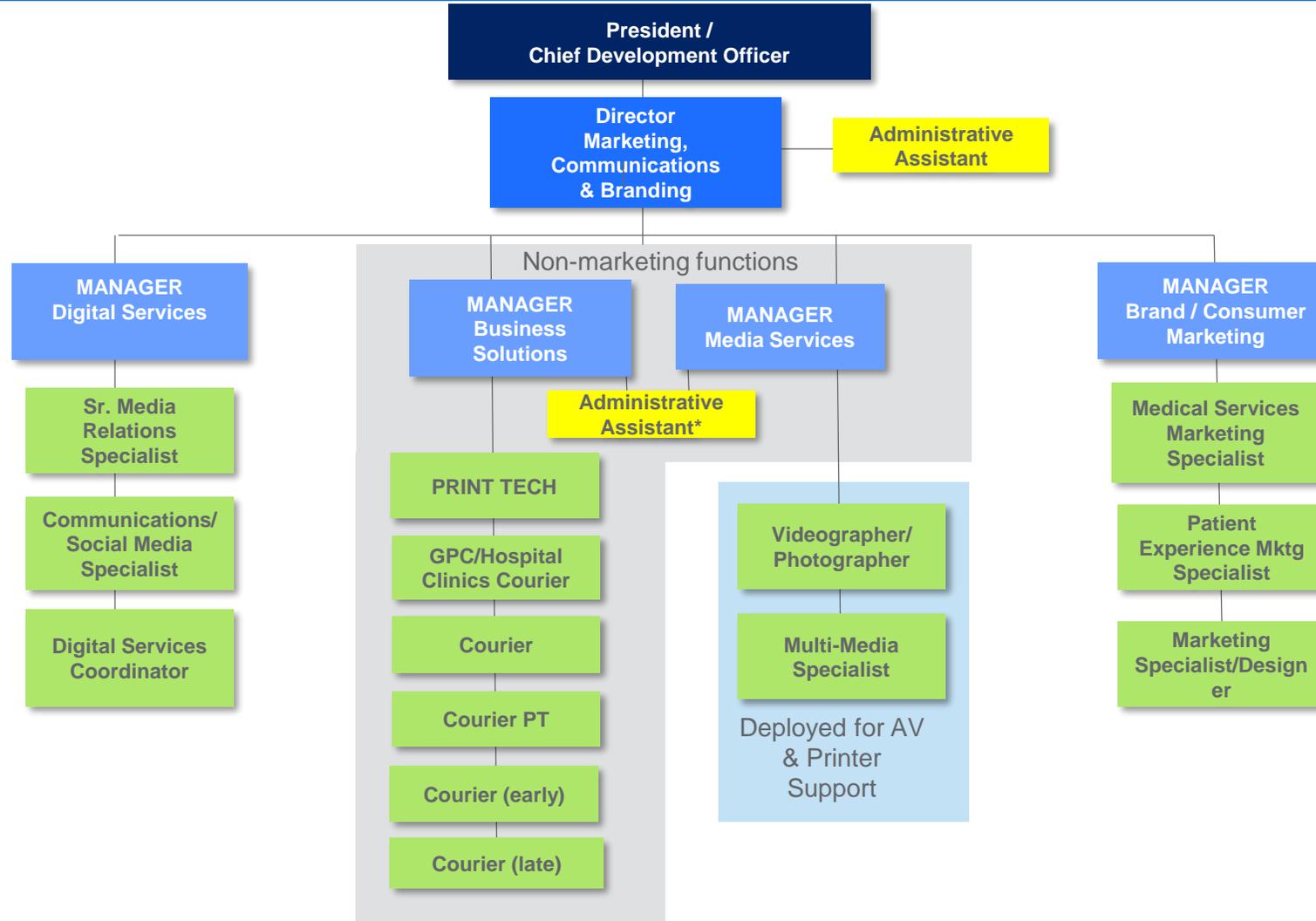
The Challenge

- Historically marketing seen as a luxury not a necessity
- New CEO focused on growth & performance
 - Evolving from a hospital to a health system
 - Expanding outreach
 - Building a new hospital
 - Shifted executive responsibility of marketing to Foundation President

Marketing & Communications

- MarCom focused
- Service bureau mindset
- Little to no strategy or marketing planning
- Heavily invested in internal communications
- Little research, not actionable
- Non-marketing functions consumed significant resources
 - Print Shop
 - AV & printer support/maintenance

FY17 Structure



Checking the boxes, but....

- ☑ Cohesive brand identity
- ☑ Responsive website → Proprietary CMS; lacked functionality
- ☑ Mobile app → Mobile app
- ☑ CRM → Never implemented
- ☑ Video team → Being used for AV & printer support
- ☑ Social → Great following, but little engagement
- ☑ Digital wayfinding

The Team

- Young team with lots of talent and potential -- frustrated
- Structure not optimized for success
- Focused on one-off tactical projects
- Known for completing requests and not as a strategic partner
- General lack of trust in the team

Redesigning Marketing

- Education – changing role of marketing
- Redefine the role and function of marketing
- Realigned structure
 - Moved out non-marketing functions
 - Recruited new VP of Marketing
- Start – Stop – Redesign 90 day action plans
- Overarching strategic marketing plan

Changing the role & function

TRADITIONAL MINDSET

Promotions tactics

Controlling the message

Incremental improvement

Managing budgets

Production focus

Customer satisfaction

NEW FOCUS

Business outcomes

Galvanizing networks

Pervasive innovation

Strategic investments

Customer focus

Brand loyalty

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Marketing Focus

Storytelling

- Content strategy and messaging for key target audiences

Strategic Marketing

- Brand & marketing programs to acquire and retain customers.

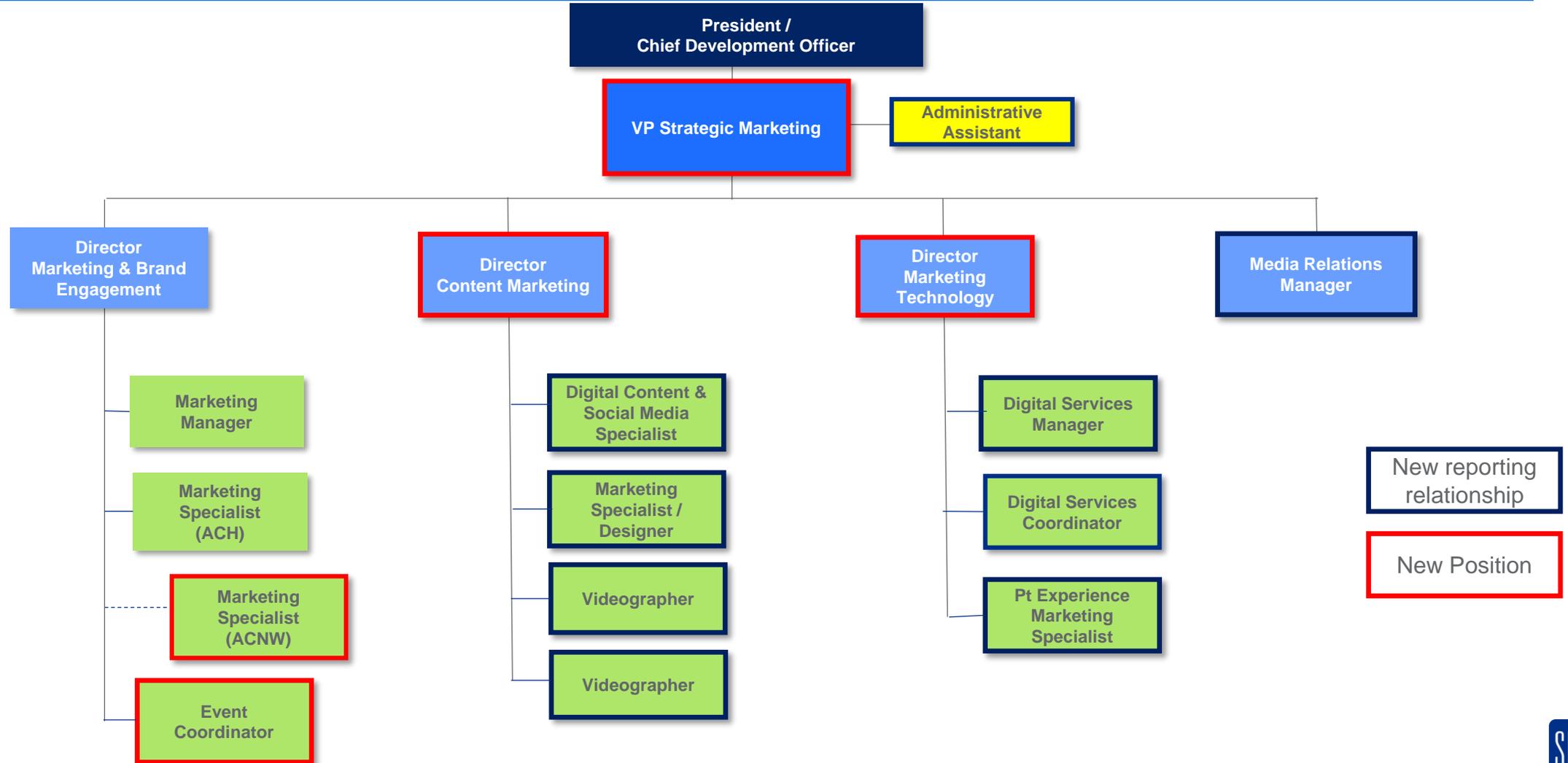
Marketing Technology

- Marketing technology and automation systems to drive effectiveness & efficiency

Brand Management

- Brand management & monitoring; Effective execution of strategic marketing and brand initiatives

New Team Org Structure



Crafted a realistic roadmap...

3-Year Transformation Roadmap



2 Phases of Implementation

1 Transform the
role & function
of marketing

2 Drive measurable impact

1 Transforming the role & function

1

Simplified our marketing goals around 3 pillars...

1

Build the Discipline and the Team

- Strategic discipline focusing on data-driven marketing functions and operations to enhance decision-making and drive actionable results

2

Build the Brand

- Increase demonstrable brand awareness, preference and advocacy across all markets
- Facilitate the transition from a charitable brand to a performance brand
- Improve national reputation of Arkansas Children's
- Leverage relationships with key stakeholders and influencers to improve the health and well-being of Arkansas' children
- Advance awareness and support of the research mission

3

Build the Business

- Increase volume for key programs and services in priority markets

1

Articulated real strategies that reflect modern marketing concepts and language...

PRECISION MARKETING

Data-driven marketing (Customer Relationship Management, marketing automation and other tools) to reach, engage and influence customers

SEARCH MARKETING

Increase visibility and conversions through targeted search engine optimization (SEO) and search engine marketing (SEM)

STORYTELLING

Build the brand through content marketing and effective storytelling techniques that reach, engage and connect with consumers

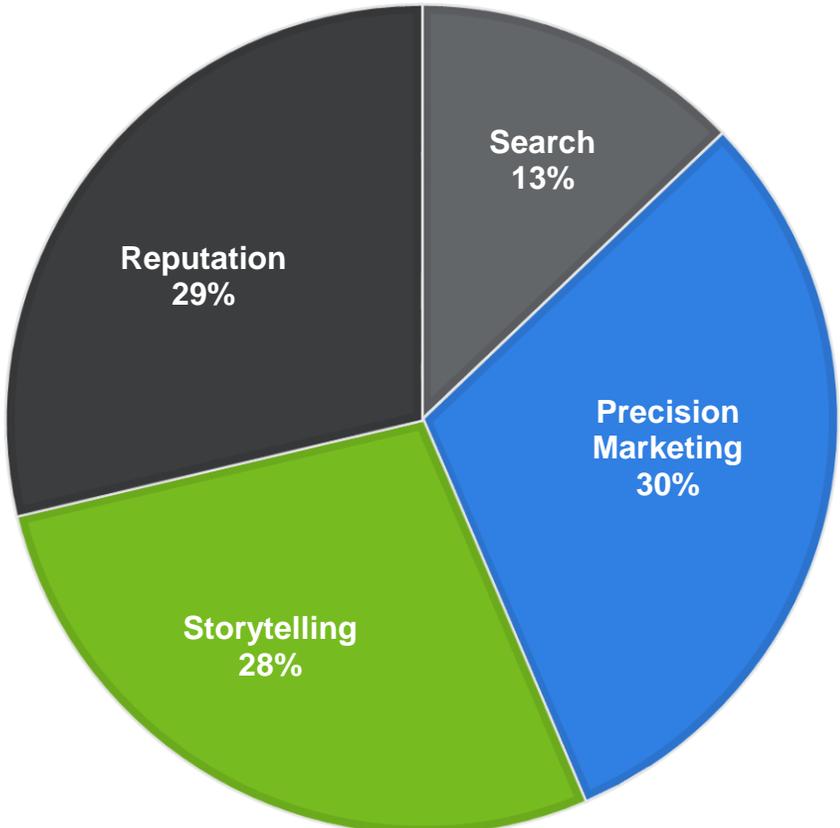
REPUTATION

Advance the Arkansas Children's reputation through increased engagement with key constituents to build the pipeline and increase revenue (patient and philanthropy)

1 Developed detailed action plans to translate strategies to Strategic Marketing Teams...

3-YEAR STRATEGIC MARKETING ACTION PLAN % MIX

■ Search ■ Precision Marketing ■ Storytelling ■ Reputation

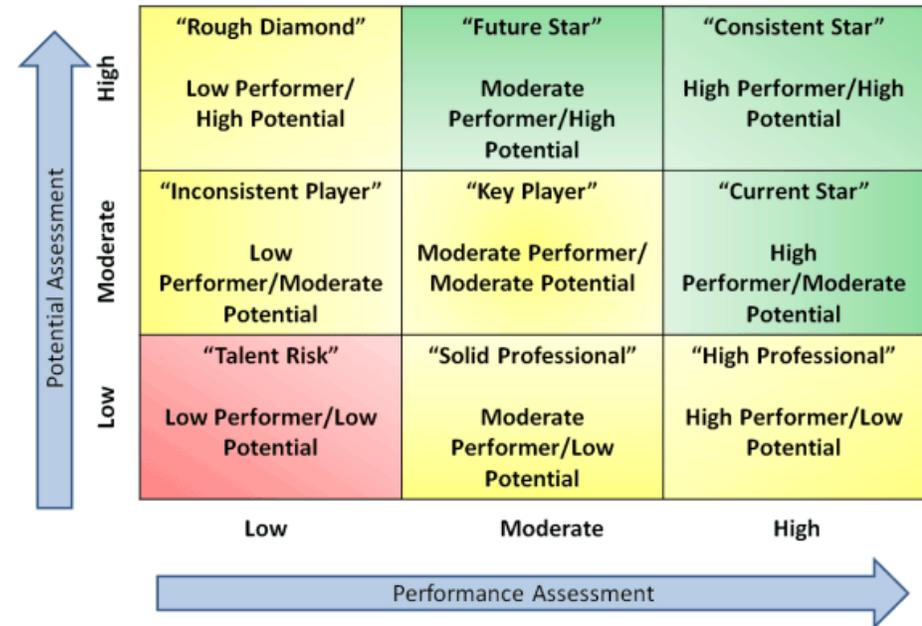


1

Critically evaluated our 'people' resources...

■ Individual Team Member Assessment

- 9-Box
 - ▶ Performance and Potential
- Internal relationship mapping
- Aligned new roles and responsibilities to optimize each Team member's personal success



■ Key team members helped to accelerate transformation:

- Videographer (2)
- Storyteller/Creative Writer
- Technical Web Developer

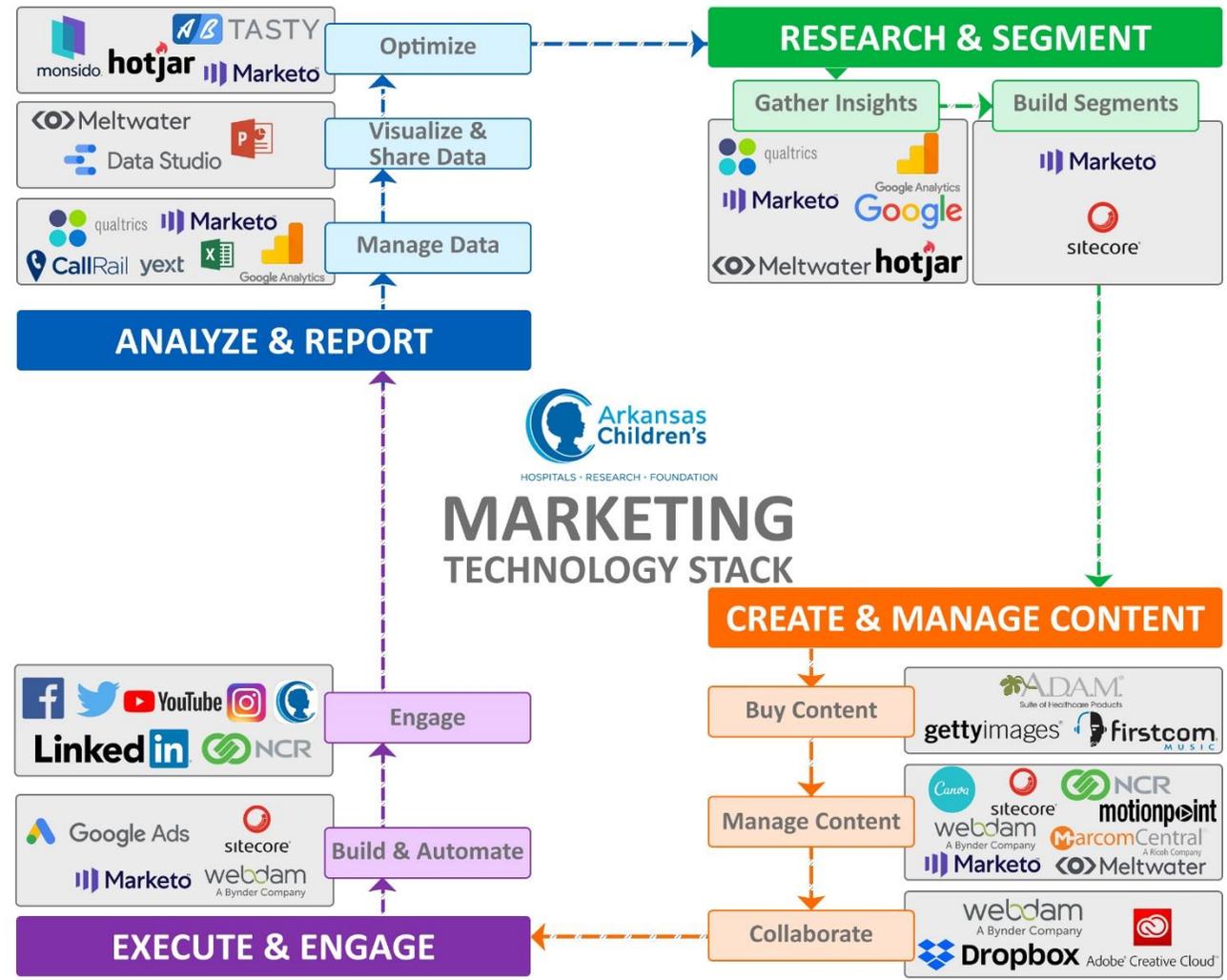
1 Critically evaluated our 'partner' resources...

- External Vendor Partner Assessment
 - Gap analysis – What gaps/needs do we have on our roadmap?
 - Performance analysis – If filling a need, are 'they' the optimal partner?
- Focus helped accelerate the process:
 - Identified several roles/needs that we could move in-house
 - Delegated all management of external vendor partners to Director-level leaders
 - Expedited RFP processes to 10 weeks
 - Marketing automation
 - Content Management System
 - Web Re-platform Partner
 - Brand Agency
- Decreased from 47 external vendor partners to 26 within 12 months

1 11 of the 26 external vendor partners were selected over the past 12 months...



1 Optimized and balanced our marketing technology stack to reflect our 'digital bias'



2 Driving measurable impact

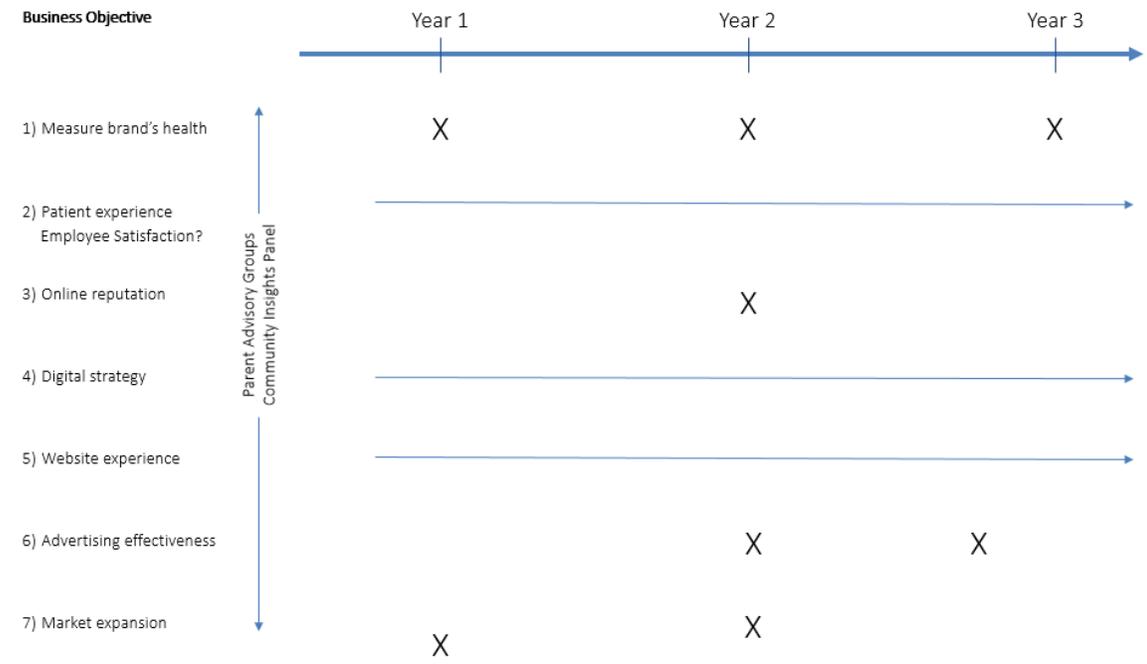
2 Infused a 'marketing funnel' framework...

Marketing Communications focus



2 Enhanced scale and scope of customer insights...

- Crafted a 3-year market research program roadmap
- Expanded current research scope to include ethnographic studies
- Significantly increased our market research \$\$ spend



2

Enhanced scale and scope of customer insights...

- Shared results within the organization
 - Taught leaders in the C-suite
 - Bridged the gap with organizational leadership, especially Strategic Planning, Business Development and Operations
 - Demonstrated more 'science' in our approach
- Held quarterly education events for the organization
 - Social Media Bootcamp
 - Strategic Marketing Insights Forum

2 Quickly expanded support to new internal stakeholders...

- Identified 23 potential audience channels – compared to the previous 7
- Executed pilot projects for several internal stakeholders, resulting in some key ‘quick wins’ (*outcomes and reputation*)
 - Arkansas Children’s Research Institute
 - Arkansas Children’s Foundation
 - Arkansas Children’s Human Resources
 - Chief Medical Officer



2 Introduced 'Impact Teams' to execute lingering projects...

■ Impact Teams:

- 3 Team members
 - ▶ Each from a different Team discipline
 - ▶ Director-level sponsor
 - ▶ 30 days to execute on the project
 - ▶ Empowered to 'seek and interact' with any SME
 - ▶ Day 30 – presentation to VP and Strategic Marketing Leadership Team



■ Examples:

- ▶ Generating online reviews (MDs, Google, etc.)
- ▶ Onboarding New Physicians (Process Flow Map included)
- ▶ Job Category-Specific Landing Pages for Social Media HR Recruitment Programs

2 Optimized planning documents to include only the essentials...

- Introduced **ONE** page marketing plans for projects
 - 7 questions, limited to 3 bullets max on each
 - Context, Audience, Goals, Barriers, Message, Budget, Measurement/Metrics
 - Tactics Summary List
 - Timeline Summary
- Easy to understand and process
- Built quick team and stakeholder congruence
- Educated with common, consistent marketing language
 - Frequency and volume of views

2

Introduced workday changes to increase our Team's execution and productivity...

- Set all of our internal meetings to 45/75/105 minute time-limits
- Introduced office hours EVERY Wednesday from 8AM-12PM
 - No Office-internal meetings can be scheduled
 - No VP/Director can ask a Team member for anything until 12:01PM
- Designed a common 1:1 document format for weekly leader meetings that can be cascaded to/from their Teams
 - Decision
 - Recommendation and Consult
 - Inform/Brief Discussion
 - Follow-Up from Previous Meeting

2 Measurement and metrics...

- Team Leader buy-in and accountability
 - ▶ New language, common language
 - ▶ Align with Marketing Funnel framework
- Crafted and reviewed a monthly metrics scorecard
 - ▶ Don't try and start 'perfect' – shape it over time
 - ▶ Align with Marketing Funnel Framework
- Established a benchmark peer group of other pediatric health systems (website, social, news media)
- Quick Tip: Start a weekly 'Metric Moment' in Team Huddle

2

Measurement and metrics...

Marketing Technology Team Monthly Dashboard

Strategic Marketing Dashboard															
Month	YTD	%_Var MoM	June-18	July-18	August-18	September-18	October-18	November-18	December-18	January-19	February-19	March-19	April-19	May-19	June-19
Digital - Paid															
CONSIDERATION AWARENESS	Impressions														
	Paid Search														
	Display														
	Social (Paid)														
	MyACH Downloads - Ext														
	CONSIDERATION VISITS	Visits													
		Search													
		Display													
		Social (Paid)													
		Marketo LPs													
Visitor %															
CONVERSION	Calls/Leads														
	Search														
	Display														
	Social (Paid)														
	CRM Leads: (Marketo)														
	CRM Leads: (Other Lead Forms)														
	Converted %														
	CPL														
	% of Overall Calls (Offered)														
	Digital - NonPaid														
CONSIDERATION VISITS	Visits														
	Social (Org)														
	Organic														
	Equity/Direct														
	Other Referring Traffic														
CONVERSION	Calls/Leads														
	Social (Org)														
	Organic														
	Equity/Direct														
	CRM Leads: (Qualtrics or list upload)														
	Converted %														
% of Overall Calls (Offered)															

Impact...

43,000+
Leads

1700+
Social
Posts

275+ media
inquiries or
pitches

34 Readiness
Assessments

CPL \$59.66
Ind avg \$68.94

**Social
Engagement**
4-5%
Ind Avg 1-2%

95% of
news reach
outside AR

3
Ethnographic
studies

**Conversion
Rate 13.1%**
Ind Avg 4.63%

**3 month
rolling
content
calendar**

**Media
Training for
25 Leaders**

**Baseline
Brand
study**

Successful Opening of Arkansas Children's Northwest

Firsts....



A word cloud centered around the word "Leadership". The word "Leadership" is the largest and most prominent. Other words of varying sizes are arranged around it, including "Asset Management", "Marketing Automation", "Social Advertising", "Journey Maps", "Metrics", "Appointment Request", "Geo-Targeting", "Insights Forum", "Influencers", "Call Center Integration", "Digital Boot Camp", "A/B Testing", and "SEM Campaign".

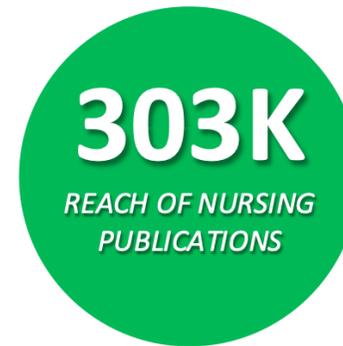
SEM Campaign
Appointment Request
Geo-Targeting Metrics
Asset Management
Marketing Automation
Insights Forum Influencers
Leadership
Social Advertising
Journey Maps
Call Center Integration
Digital Boot Camp
A/B Testing

Case Studies

CASE STUDY

Arkansas Children's Northwest Recruitment

Challenge:
Hire 198 FTEs in 60 days for new facility



Publications in AR, MO,
TX, TN, MS



82% of total goal



Arkansas Children's
Published by Arkansas Children's Hospital (1) · August 26 at 9:00pm · 🌐

We are reaching more kids in more ways where they live, learn and play. You can support the mission by joining our team at Arkansas Children's Northwest. The new hospital opens Jan. 2018. Your skills, talents and heart can help change the lives of children in Northwest Arkansas. Visit www.archildrens.org/NWAcareers

Now Hiring All Positions

Arkansas Children's Northwest
archildrens.org/NWAcareers

Get More Likes, Comments and Shares
Boost this post for \$250 to reach up to 44,000 people.

13,712 people reached

Boost Post

Terra Helf Ogbe, KC Tucker and 78 others · 5 Comments · 69 Shares

Including yours.

Join the team that is opening the first and only children's hospital in Northwest Arkansas. As a nurse in this highly innovative and much needed pediatric hospital, you can help transform children's lives — and do it within a community that's ranked as one of the best places to live in America.*

Now hiring!
Surgical RNs
Emergency Department RNs & All Positions
Apply online today at archildrens.org/NWArkansas or call (479) 725-6800.

CASE STUDY

SEM Pilot Test



Challenge:
Increase impressions
and frequency in top
placement for Google
search



*No previous data
available*



*Compared to the industry
standard \$80*



*Compared to the
industry standard 4.24%*



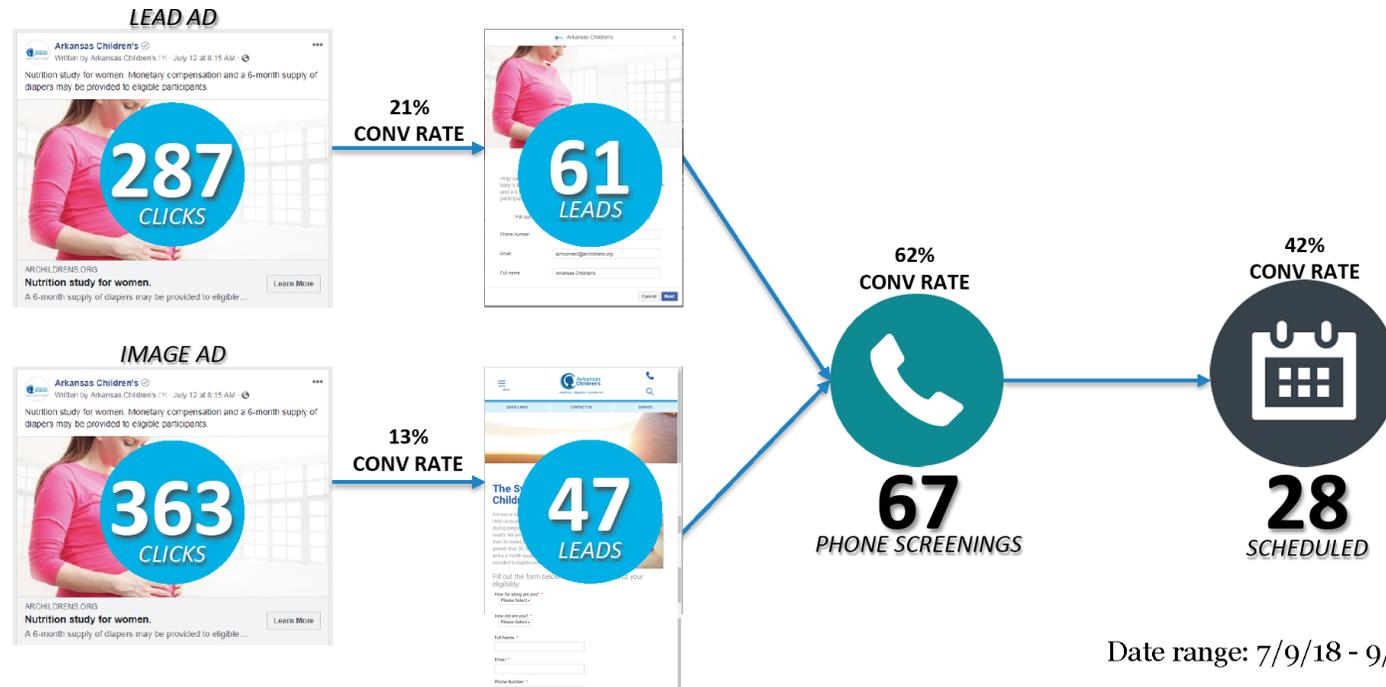
*No previous data
available*

CASE STUDY

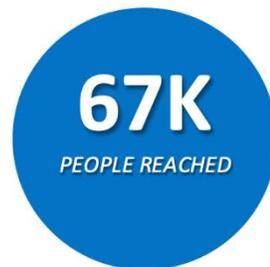
ACRI Study Participant Recruitment

Challenge:

Increase study participants from 5 candidates to 60 for Sweet Pea Study



Date range: 7/9/18 - 9/19/18



80% higher than the original goal of 60

CASE STUDY

ACF Giving Tuesday

Challenge:

Optimize the digital experience & increase donations on Giving Tuesday



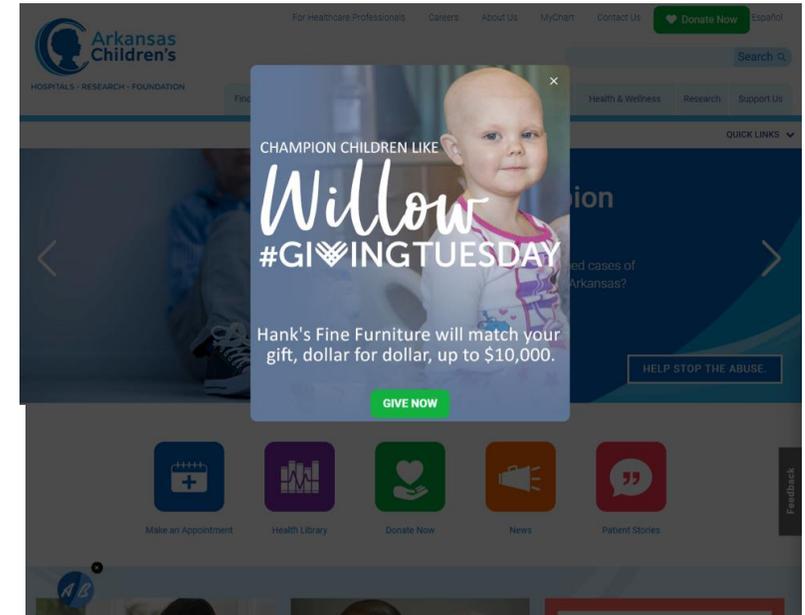
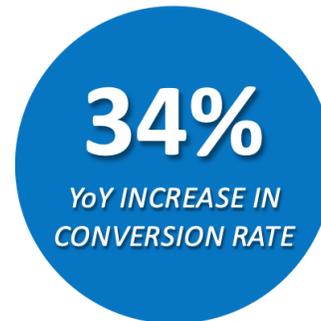
3x YOY increase in revenue



Helped generate overall traffic increase of 64% for giving.archildrens.org



Most successful test tactics on Giving Tuesday



CASE STUDY

Arkansas Children's Social Media Video

Challenge:

Increase social media engagement with video, increasing number and efficacy of videos distributed through social channels

Kaelynn's Heart Beat to "Amazing Grace"



45 comments
416 shares



Healing Reed, Part One



19 comments
313 shares



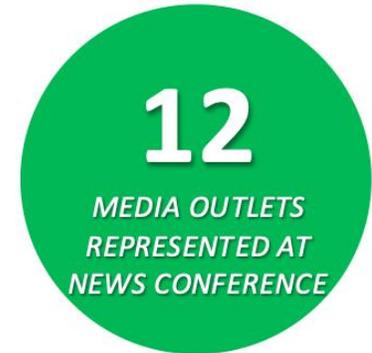
**engagement is defined as the number of unique interactions*

CASE STUDY

Crisis Management/National Media



Challenge:
Manage crisis communications surrounding bus crash with 26 pediatric patients received by ACH, include press conference for local and national media outlets



Memphis represented the highest percent of influencer shares

The most of any outlet covering the crash

THE WALL STREET JOURNAL.

 **NBC NEWS**

 **CBS EVENING NEWS**

 **USA TODAY**

CASE STUDY

ACRI Landmark Peanut Allergy Study

Challenge:

Publicize groundbreaking clinical research trial featured in *New England Journal of Medicine*



14.1M

PEOPLE REACHED

29

SHARES BY OTHER NEWS OUTLETS

14,368

ASSOCIATED SOCIAL MEDIA INTERACTIONS

12.7M

PEOPLE REACHED

126K

PRINT SUBSCRIBERS REACHED

128K

ONLINE AUDIENCE REACHED



Arkansas Democrat Gazette



Summary

Firsts...



A word cloud of marketing and technology terms. The word 'Leadership' is the largest and most prominent. Other terms include 'Marketing Automation', 'Asset Management', 'Metrics', 'Social Advertising', 'Journey Maps', 'Call Center Integration', 'Digital Boot Camp', 'A/B Testing', 'Insights Forum', 'Influencers', 'Geo-Targeting', 'Appointment Request', and 'SEM Campaign'.

SEM Campaign
Appointment Request
Geo-Targeting
Metrics
Asset Management
Marketing Automation
Insights Forum
Influencers
Leadership
Social Advertising
Journey Maps
Call Center Integration
Digital Boot Camp
A/B Testing

What's Next...

- Year of optimization
- Refining the planning process – making it digestible
- Realizing the impact of the relationships -- see marketing as a strategic partner
- Brand
- Fine tune metrics
- Resource protection & optimization

Accelerating Change

- Quick wins
- Detailed marketing action plans for each area
- Recruited and empowered team leaders
- Market research
- Metrics
- Relationship building
 - Within the Strategic Marketing Team
 - Within Arkansas Children's
 - Committees
 - Education Days

Tips

- Educate, educate, educate
- Find good partners
- Increase research spend to gain actionable customer insight
- Hire for attitude, ability, agility
- Create impact teams to drive quick wins
- Don't wait for perfection – create opportunities for small wins along the way; builds confidence, team cohesion, pride
- Create an environment where its safe to test & learn
- Focus on outcomes not activity
- Add a weekly *metrics moment* to your team meetings

Key Takeaways

1

- **Unleash your team's potential**

- Find individuals "hidden" talent
- Give them the tools and support to succeed

2

- **Have a bias to action**

- Quick wins build trust & confidence

3

- **Be persistent!**

- Don't let the bumps along the way stop you from moving forward

Questions?

Please be sure to complete the session evaluation on the mobile app!

Jeff House



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Jeff House Vice President Strategic Marketing Arkansas Children's

A next generation marketer, weaves together advanced knowledge of the latest strategic marketing techniques with a deep passion for consumers to drive initiatives that grow volume and cultivate brand loyalty.

Jeff has held marketing leadership roles in academic medicine and children's healthcare.

Jeff has a BS in Business Management and a Master of Accounting from UNC - Chapel Hill, and an MBA from Wake Forest University School of Business.

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Improving competitive performance to drive growth through:

- Competitive differentiation
- Strategic marketing
- Brand strategy & alignment
- Marketing technology

Improving marketing performance through:

- Organizational design
- Technology-enabled, data-driven marketing strategy and planning

Appendix

A Year of 'Firsts'



Structure

- Established **leadership** team, adding:
 - Vice President
 - Director of Marketing Technology
 - Director of Content Marketing
- Began collecting baseline metrics to
 1. Monitor efficiency and effectiveness of programs and resources and
 2. Measure impacts



Search Engine Marketing

- Launched regional **SEM campaign** for ACH & ACNW signature service lines
- Launched **out-of-state SEM** campaigns for signature service lines
- Launched national branded SEM campaign
- Launched primary care campaign for ACNW
- Collaborated with **call center integration** on call listening and tracking with SEM campaigns



Digital Marketing and Digital Display Advertising

- Tested geo-fencing for digital display advertising
- Introduced use of programmatic digital display advertising
- Introduced use of **Social Media for HR recruiting**
- Executed paid Facebook advertising campaign for ACRI study recruitment



Digital User Engagement

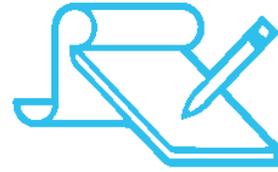
- Tested use of **online appointment request** forms (ACNW primary care)
- Developed landing page engagement strategy for digital marketing campaigns
- Completed **A/B and multivariate testing** on website for user experience insights
- Implemented website governance tool to ensure high-quality assurance and accessibility
- Analysis of **user behavior on website** (heatmapping, user path analysis, etc.)
- Translated key content on website into Spanish
- Introduced NRC reviews and ratings on website
- Created system for comprehensive management of online listings
- Selected and developed a **marketing automation** technology platform

A Year of 'Firsts'



Social Media

- Increased and improved use of Facebook Live
- Increased use of **geo-targeted Facebook posts**
- Developed monthly and quarterly content calendar
- Implemented social media monitoring technology
- Piloted test use of social media **influencers** for social media campaign
- Implemented **WebDam** platform to inventory and manage content assets



News Media

- Implemented automation technology for **relationship management** with external media
- Executed live news conference and real-time external messaging during a crisis scenario
- Developed media training program to be deployed with leadership
- Implemented news media monitoring technology



Shared Learnings

- Developed **patient journey maps** for key service lines
- Developed and executed **Digital Boot Camp and Strategic Marketing Insights** Forum for Arkansas Children's internal partners