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

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

We champion children by making them better today and healthier tomorrow.
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
Checking the boxes, but....

- Cohesive brand identity
- Responsive website
- Mobile app
- CRM
- Video team
- Social
- Digital wayfinding

- Proprietary CMS; lacked functionality
- Mobile app
- Never implemented
- Being used for AV & printer support
- Great following, but little engagement
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

President / Chief Development Officer

- VP Strategic Marketing
  - Administrative Assistant

- Director Marketing & Brand Engagement
  - Marketing Manager
  - Marketing Specialist (ACH)
  - Marketing Specialist (ACNW)
  - Event Coordinator

- Director Content Marketing
  - Digital Content & Social Media Specialist
  - Marketing Specialist / Designer
  - Videographer
  - Videographer

- Director Marketing Technology
  - Digital Services Manager
  - Digital Services Coordinator
  - Pt Experience Marketing Specialist

- Media Relations Manager
  - New reporting relationship
  - New Position
Crafted a realistic roadmap...

3-Year Transformation Roadmap

**Year 1**
- Build the Foundation
- Recruit & Hire Strategic Positions
- Realign Priorities

**Year 2**
- Strategy Into Action
  - Build the Team
  - Articulate Strategy
  - Develop Action Plans
  - Define Metrics
  - Execute

**Year 3**
- Strategic Marketing Culture
  - Planning Discipline
  - Measurable Impact
  - Challenge the Status Quo
  - Advanced Customer Insight
2 Phases of Implementation

1. Transform the role & function of marketing
2. Drive measurable impact
1 Transforming the role & function
Identified and focused on 4 key fundamentals to fuel the transformation...

1. ‘Digital Bias’
2. Storytelling
3. Reputation
4. Metrics Mentality
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
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)
Developed detailed action plans to translate strategies to Strategic Marketing Teams...

### 3-YEAR STRATEGIC MARKETING ACTION PLAN % MIX

- **Search**: 13%
- **Precision Marketing**: 30%
- **Storytelling**: 28%
- **Reputation**: 29%
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
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
11 of the 26 external vendor partners were selected over the past 12 months...
Optimized and balanced our marketing technology stack to reflect our ‘digital bias’….
Driving measurable impact
Infused a ‘marketing funnel’ framework…
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
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
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
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
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
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
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
Measurement and metrics...

Marketing Technology Team Monthly Dashboard

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Digital - Paid

- Impressions
  - Paid Search
  - Display
  - Social (Paid)
- MktCHDownloads - Eqd
- Visitors
  - Search
  - Display
  - Social (Paid)
  - Marketers LPs
  - Visitors %
- Calls/Leads
  - Search
  - Display
  - Social (Paid)
  - CRM Leads (Markets)
  - CRM Leads (Other Lead Forms)
  - Converted %
  - CPL
  - % of Overall Calls (Nonpaid)

Digital - NonPaid

- Visitors
  - Social (Eqd)
  - Organic
  - Equally Direct
  - Other Referring Traffic
- Calls/Leads
  - Social (Eqd)
  - Organic
  - Equally Direct
  - CRM Leads (Markets or list upload)
  - Converted %
  - % of Overall Calls (Offered)
Impact…

- 43,000+ Leads
- CPL $59.66 (Ind avg $68.94)
- Conversion Rate 13.1% (Ind Avg 4.63%)
- 1700+ Social Posts
- Social Engagement 4-5% (Ind Avg 1-2%)
- 3 month rolling content calendar
- 275+ media inquiries or pitches
- 95% of news reach outside AR
- Media Training for 25 Leaders
- 34 Readiness Assessments
- 3 Ethnographic studies
- Baseline Brand study

Successful Opening of Arkansas Children’s Northwest
Firsts…
Case Studies
CASE STUDY
Arkansas Children’s Northwest Recruitment

Challenge:
Hire 198 FTEs in 60 days for new facility
Challenge:
Increase impressions and frequency in top placement for Google search.

- **972** CALLS DRIVEN ACROSS SIX SERVICE LINES
  - No previous data available
- **$82.70** AVERAGE COST PER LEAD
  - Compared to the industry standard $80
- **11.1%** AVERAGE CLICK TO CALL CONVERSION RATE
  - Compared to the industry standard 4.24%
- **170** CALLS FROM MEMPHIS & DALLAS AREAS
  - No previous data available
Challenge:

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

CASE STUDY
ACRI Study Participant Recruitment

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

- **67K PEOPLE REACHED**
- **108 TOTAL LEADS GENERATED**
- **67 PHONE SCREENINGS OBTAINED**
- **$9.29 COST PER LEAD**
- **16.6% AVERAGE CLICK TO LEAD CONVERSION RATE**
CASE STUDY
ACF Giving Tuesday

Challenge:
Optimize the digital experience & increase donations on Giving Tuesday

- $89,704 TOTAL REVENUE ON GIVING TUESDAY 2018
- 69% YoY INCREASE IN TRAFFIC FROM ARCHILDRENS.ORG
- 3x YoY increase in revenue
- Helped generate overall traffic increase of 64% for giving.archildrens.org
- 5% TRAFFIC DRIVEN FROM LIGHTBOX AND TIMER
- 34% YoY INCREASE IN CONVERSION RATE
- Most successful test tactics on Giving Tuesday
Challenge:
Increase social media engagement with video, increasing number and efficacy of videos distributed through social channels

CASE STUDY
Arkansas Children’s Social Media Video

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.
Challenge:
Publicize groundbreaking clinical research trial featured in *New England Journal of Medicine*
Summary
Firsts...
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 it’s 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
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