Defining the New

Digital Front Door
Building Our “Digital Front Door”

Step 1: Diagnosing the user’s journey

• “Path to Purchase”
• Critical thresholds
• Understanding influencers
Path to Purchase Priorities

<table>
<thead>
<tr>
<th></th>
<th>Awareness</th>
<th>Research</th>
<th>Consideration</th>
<th>Selection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary Care Physician Recommendation</td>
<td>53%</td>
<td>56%</td>
<td>61%</td>
<td>56%</td>
</tr>
<tr>
<td>Friends &amp; Family Recommendation (WoM)</td>
<td>36%</td>
<td>38%</td>
<td>41%</td>
<td>40%</td>
</tr>
<tr>
<td>System/Brand Website</td>
<td>25%</td>
<td>30%</td>
<td>28%</td>
<td>33%</td>
</tr>
<tr>
<td>System/Brand Location (Clinic/Hospital)</td>
<td>34%</td>
<td>29%</td>
<td>33%</td>
<td>35%</td>
</tr>
<tr>
<td>Insurance Provider (Website/Service Rep)</td>
<td>53%</td>
<td>53%</td>
<td>53%</td>
<td>53%</td>
</tr>
<tr>
<td>Internet Search, Online Articles, Reviews &amp; Social Media</td>
<td>36%</td>
<td>18%</td>
<td>21%</td>
<td>16%</td>
</tr>
</tbody>
</table>

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Assessing Our User’s Needs

Step 2: Auditing & improving “digital front door” touchpoints
• Provider profiles
• Location directories
• Patient portals
• Social media
• Third-party listings
• Online appointment scheduling (OAS)
Building Our “Digital Front Door”

Reputation Management Pilot Program Findings

<table>
<thead>
<tr>
<th>GOAL</th>
<th>PERFORMANCE</th>
<th>KEY TAKEAWAY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grow positive reviews and engagement</td>
<td>★★★</td>
<td>Active oversight and monitoring allowed us to increase review volume, but star ratings remained roughly the same.</td>
</tr>
<tr>
<td>Test our ability to improve online reputation through review solicitation</td>
<td>★★</td>
<td>Experienced marginal improvements to online reputation, but large-scale review solicitation needed for measurable impact.</td>
</tr>
<tr>
<td>Monitor online presence &amp; direct feedback from customers</td>
<td>★★★★★</td>
<td>Successfully operationalized review responses and achieved an 89% response rate on reviews in final 6 months of pilot.</td>
</tr>
<tr>
<td>Understand impact on appointments</td>
<td>★</td>
<td>Did not collect data from clinics/providers in the pilot to measure impact. Large scale test needed to measure effect.</td>
</tr>
<tr>
<td>Determine human and financial resources required to reach the desired return(s) on investment</td>
<td>★★</td>
<td>Anecdotally, a large-scale rollout of reputation management, including review solicitation, would require an additional investment in manpower for education, coordination and operational alignment.</td>
</tr>
</tbody>
</table>

REVIEW VOLUME: 173% YEAR-OVER-YEAR INCREASE

- **2015-2016**
  - Total Reviews: 141
  - Overall Rating: 4.2
  - Monthly Average: 12

- **2016-2017**
  - Total Reviews: 383
  - Overall Rating: 4.3
  - Monthly Average: 32
Digital Touchpoints Serve Different Needs

Website
- Top-task: “Finding a doctor that’s right for me”
- Making the right selection
- Making an appointment
- Secondary tasks: location, service (condition or treatment)
Digital Touchpoints Serve Different Needs

Social media
• Location vs. provider-based strategies
• Using content to support decision making

Third-party
• Get the network coverage right
• Developing your “digital referral” strategies
Building Our “Digital Front Door”

Step 3: Future-state mapping
How can we integrate and use consistent data to develop insights?
What is the best way to align with other internal initiatives?
• Patient Access
• EMR/Patient Portal
• Patient Experience
• Etc.
Where should we be testing and optimizing to best impact the online customer experience?
Approaching the Digital Front Door

One Bite at a time
2018 Focus: Connecting consumers with the right providers

Three key areas
• Local SEO
• Ratings and reviews
• Paid search
Local SEO

• Getting alignment on physician data
• What sources of provider data exist?
• How will we manage them?
• Identifying partners to help with local SEO and listings management
Rating and Reviews

• Market differentiator
• Star ratings help inform provider promotion
• SEO helps make our own ratings and reviews rise about third parties
Using Paid Search to Connect Consumers with Accessible Providers

- UnityPoint Health spans three states
- Access to providers is spotty and varies greatly by market
- Find a doctor tool on unitypoint.org does not take in data on provider access
Using Paid Search to Connect Consumers with Accessible Providers

• 77% of people search online before making an appointment

• UnityPoint Health uses PPC campaigns to serve up doctors with access near to the consumer who is searching

• Promoted providers must have 5 day new patient access and a star rating of 4 or higher
Using Paid Search to Connect Consumers with Accessible Providers

- Partnering with operations gives us the access data we need
- Partnering on publishing patient experience surveys gives us the ratings data we need

<table>
<thead>
<tr>
<th>Provider</th>
<th>NPI</th>
<th>Rating</th>
<th>Sun</th>
</tr>
</thead>
<tbody>
<tr>
<td>Akerele, David</td>
<td>1073887527</td>
<td>Overall Satisfaction: 4.8</td>
<td>5 stars</td>
</tr>
<tr>
<td>Abbadusky, Theresa</td>
<td>1265892046</td>
<td>Overall Satisfaction: 4.8</td>
<td>5 stars</td>
</tr>
<tr>
<td>Adams, Robert</td>
<td>1184645317</td>
<td>Overall Satisfaction: 4.8</td>
<td>5 stars</td>
</tr>
<tr>
<td>Adcock, Kelly</td>
<td>1386707354</td>
<td>Overall Satisfaction: 4.8</td>
<td>5 stars</td>
</tr>
<tr>
<td>Adler, Alexander</td>
<td>1912929118</td>
<td>Overall Satisfaction: 4.8</td>
<td>5 stars</td>
</tr>
<tr>
<td>Ali, Ishant S</td>
<td>1568485769</td>
<td>Overall Satisfaction: 4.8</td>
<td>5 stars</td>
</tr>
</tbody>
</table>

Provider Initiatives 2018

<table>
<thead>
<tr>
<th>AWV Count</th>
<th>January</th>
<th>February</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1.000</td>
<td>2.000</td>
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<table>
<thead>
<tr>
<th>WellChild Capture Rate</th>
<th>Time to Appointment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>58.46%</td>
</tr>
</tbody>
</table>
Using Paid Search to Connect Consumers with Accessible Providers

We are ultimately driving consumers to:
Dayton Children’s Hospital

Grace Jones | Consumer Brand Manager
Dayton Children’s Hospital

- 178 bed freestanding children’s hospital in Dayton, Ohio
- Located in a highly competitive market with 6 other children’s hospitals in Ohio
- Began reputation management and publishing star ratings and comments on doctor bios in October 2016
- Over 150 physicians on website with star ratings and comments
- 22 person marketing team with 2 FTEs and 1 intern working on reputation management (partnered with 3 patient experience FTEs).
Digital Front Door Strategy

Our Digital Front Door

- New website
- Star ratings
- Local listings
- Doctors digital footprint
- ED/Urgent care check in options
- Nurse chat
- Texting
- Patient portal
- Social media

New website
Star ratings
Local listings
Doctors digital footprint
ED/Urgent care check in options
Nurse chat
Texting
Patient portal
Social media

Above and beyond

Dayton Children's

—

featured services

- Orthopedics
- Pediatrics:ENT
- Pediatrics: Surgery
- Gastroenterology

Find a doctor
Request appointment
Make a referral
Pay my bill
Wait times

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Find a Doctor

Albin Michael C, MD
Orthopedic Surgeon
Dayton, OH: (937) 641-3810
Open: 8:00AM - 5:00PM

Michael C. Albert, MD, Medical Director | Children’s Dayton
https://www.childrensdayton.org/doctors/michael-albert

Then, go where the pediatrician refers them. I was referred by my child’s pediatrician to Children’s Urgent Care in Springboro. I was referred from Urgent Care to the Orthopedic clinic. star. Dayton Survey.

Orthopaedics | Children’s Dayton
https://www.childrensdayton.org/patients-visitors/services/orthopaedics

Dr. Michael Albert, Orthopedic Surgeon in Dayton, OH | US News ...
https://healthgrades.com/doctors/michael-albert-391000

Dr. Michael Albert is an orthopedic surgeon in Dayton, Ohio and is affiliated with multiple hospitals in the area, including Children’s Medical Center and Miami Valley Hospital. He received his medical degree from Wright State University Boonshoft School of Medicine and has been in practice for more than 20 years.

Dr. Michael Albert, MD - Dayton, OH - Orthopedic Surgery ...
https://www.healthgrades.com/physician/dr-michael-albert-24785

Insurance Accepted: Aetna; Amerigroup (WellPoint); Anthem Blue Cross; Blue Cross Blue Shield

Ratings and Reviews

★★★★★ Dayton Survey 02/19/18
Dr and staff are awesome and caring.

★★★★★ Dayton Survey 02/19/18
This is a very compassionate doctor that is easy to talk to and relate to. He was great with my son and understood what we needed.

★★★★★ Dayton Survey 02/08/18
The nurses and doctor took their time in talking to me, asking questions, and examining my newborn. They walked me through each procedure that we needed to do. I felt like they genuinely cared about my child and made sure that I fully understood what was happening. I highly recommend this practical

★★★★★ Dayton Survey 09/24/18
Absolutely amazing!

Load more testimonials...
Implementation Timeline

- Partnered with patient experience
- Presented at the medical directors retreat
- Brought to medical directors meeting for a vote
- Set up appeal process
- Trained interns on publishing reviews
- Began publishing star ratings and reviews
- Scheduled monthly reports for doctors and medical directors
Chris Boyer
chris@chrisboyerllc.com

Blake Long
blake.long@unitypoint.org

Grace Jones
JonesG@childrensdayton.org

Aaron Clifford
aclifford@binaryfountain.com