TARGET, MEASURE & PROVE SUCCESS:
USING ANALYTICS TO TRANSFORM YOUR MARKETING
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SPEAKERS

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SENIOR VICE PRESIDENT

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VICE PRESIDENT
AGENDA

- State Of Healthcare Marketing
- Role Of Analytics In Healthcare Marketing
- Case Study: Applications Of Analytics
  - Targeting
  - Execution
  - Measurement
SO HOW DO YOU GROW MARKET SHARE IN AN EVER-CHANGING ENVIRONMENT?
KNOW YOUR CONSUMER.
TRADITIONAL THINKING
The way we’ve been taught to understand marketing decisions is perfectly suited for a healthcare world that no longer exists.
Dayton Daily News
Empty beds, high costs led to Good Sam closing

Sorry We're CLOSED
Dayton Daily News
Empty beds, high costs led to Good Sam closing

Rural hospitals in critical condition
Dayton Daily News
Empty beds, high costs led to Good Sam closing

Modern Healthcare
Changes to Medicaid could accelerate hospital closures
Why do Hospitals Close?

Changes to Medicaid could accelerate hospital closures.
Why do Hospitals Close?

The New York Times
Closing a Hospital, and Fearing for the Future

Changes to Medicaid could accelerate hospital closures
Why do Hospitals Close?

Hospital CFO Report
State-by-state breakdown of 83 rural hospital closures

The New York Times
Closing a Hospital, and Fearing for the Future

Modern Healthcare
Changes to Medicaid could accelerate hospital closures
Why do Hospitals Close?

Hospital Closings Likely to Increase

Closing a Hospital, and Fearing for the Future

Changes to Medicaid could accelerate hospital closures

HRSA
Health Resources & Services Administration
What’s the best strategy to out-position yourself with specific competitors in your market all while transitioning from a cost center to a profit center?
TRADITIONAL THINKING
“You never change things by fighting the existing reality. To change something, build a new model that makes the existing model obsolete.”

BUCKMINSTER FULLER
BEYOND TRADITIONAL TARGETING

WHICH APPROACH ARE YOU USING?

DEMOGRAPHICS
BEYOND TRADITIONAL TARGETING

WHICH APPROACH ARE YOU USING?

- Demographics
- National Model
BEYOND TRADITIONAL TARGETING

WHICH APPROACH ARE YOU USING?

- CUSTOMIZED
- NATIONAL MODEL
- DEMOGRAPHICS
BEYOND TRADITIONAL TARGETING

WHICH APPROACH ARE YOU USING?

- CUSTOMIZED
- NATIONAL MODEL
- DEMOGRAPHICS
- ANALYTICS
THE RIGHT CONSUMER

THE RIGHT STRATEGY

TOTAL UNIVERSE OF HOUSEHOLDS

OUTSIDE DATA
Psychographic Data, Credit Card, Attitudinal, Mobile GPS, Lifestyle, Demand Data, Supply Data, Provider Data, Insurance Data, Retail Data, Etc.

YOUR DATA
Patient Data by Service Line, Performance Data by Location, Facility Data
THE RIGHT CONSUMER

TOTAL UNIVERSE OF HOUSEHOLDS

OUTSIDE DATA
Psychographic Data, Credit Card, Attitudinal, Mobile GPS, Lifestyle, Demand Data, Supply Data, Provider Data, Insurance Data, Retail Data, Etc.

YOUR DATA
Patient Data by Service Line, Performance Data by Location, Facility Data

THOSE WHO WOULD LIKELY PREFER & CHOOSE YOU
THE RIGHT CONSUMER

THE RIGHT STRATEGY

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SERVICE LINE
PRIMARY CARE
THE RIGHT CONSUMER

THE RIGHT STRATEGY

TOTAL UNIVERSE OF HOUSEHOLDS

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Psychographic Data, Credit Card, Attitudinal, Mobile GPS, Lifestyle, Demand Data, Supply Data, Provider Data, Insurance Data, Retail Data, Etc.

YOUR DATA
Patient Data by Service Line, Performance Data by Location, Facility Data

SERVICE LINE
URGENT CARE

Buxton
**THE RIGHT CONSUMER**

**THE RIGHT STRATEGY**

**TOTAL UNIVERSE OF HOUSEHOLDS**

**OUTSIDE DATA**
- Psychographic Data,
- Credit Card, Attitudinal, Mobile GPS,
- Lifestyle, Demand Data, Supply Data,
- Provider Data, Insurance Data,
- Retail Data, Etc.

**YOUR DATA**
- Patient Data by Service Line,
- Performance Data by Location,
- Facility Data

**PAYOR STATUS**
- PREFERED
THE RIGHT CONSUMER

TOTAL UNIVERSE OF HOUSEHOLDS

OUTSIDE DATA
Psychographic Data, Credit Card, Attitudinal, Mobile GPS, Lifestyle, Demand Data, Supply Data, Provider Data, Insurance Data, Retail Data, Etc.

YOUR DATA
Patient Data by Service Line, Performance Data by Location, Facility Data

PAYOR STATUS
BAD DEBT
CASE STUDY

XYZ HEALTHCARE SYSTEM

PROFILE:
• Relationship started in 2009
• Midwest Health System
• 40+ hospitals; 800+ physician practices
• Locations in city centers and rural areas
CASE STUDY
XYZ HEALTHCARE SYSTEM

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MAJOR PAIN POINTS:
• Actively marketing, but without clear goals
• Marketing was a fulfillment center answering the requests of individual hospital leadership and physicians
• “Measurement” was based on feel
• Needed to maximize existing assets as real estate growth slowed
• Had to prove marketing’s ROI in the face of budget cuts
CASE STUDY

KEY LESSONS LEARNED

• Get your data organized

• Better tomorrow than you are today - move forward with incremental sprints as you continue to improve

• Plan to measure outcome of every activity - partner with Finance on CONSERVATIVE measurement business rules to start

• Plan to increase % of planned marketing activities as % of overall budget YOY
DIRECT MARKETING SOLUTION

THE MARKETING CYCLE

TARGET

DIRECT MARKETING SOLUTION

EXECUTE

MEASURE
TARGET
Understand the attributes of your customers and where to find more who look just like them
DIRECT MARKETING SOLUTION

THE MARKETING CYCLE

TARGET
Understand the attributes of your customers and where to find more who look just like them

DIRECT MARKETING SOLUTION

EXECUTE
Understand where and how your customers consume your messages

MEASURE
DIRECT MARKETING SOLUTION

THE MARKETING CYCLE

TARGET
Understand the attributes of your customers and where to find more who look just like them

DIRECT MARKETING SOLUTION

EXECUTE
Understand where and how your customers consume your messages

MEASURE
Understand the performance of your marketing tactics and optimize your budget
WHERE THEY ARE TODAY

TARGET, EXECUTE, & MEASURE

TARGET
- 70 Propensity Models
- Across 23 Service Lines
- 6 Payor Types
WHERE THEY ARE TODAY
TARGET, EXECUTE, & MEASURE

TARGET
- 70 Propensity Models
- Across 23 Service Lines
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EXECUTE
- Account for Message Fatigue
- Campaign Prioritization
- Measurement Planning
- Process Map for Post-campaign Evaluation
- Conversion Criteria BEFORE Campaign Deployment
WHERE THEY ARE TODAY
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- 70 Propensity Models
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EXECUTE
- Account for Message Fatigue
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- Conversion Criteria BEFORE Campaign Deployment

MEASURE
- Attribution Windows by Campaign
- Tracking of “Halo” Mass Media Marketing
- Frequency of Reporting
- Priority Service Line Guidelines
- Utilize Data to “Decline” Some Requests for Campaign Support
WHERE WE STARTED
TARGET, EXECUTE, & MEASURE

TARGET
EXECUTE
DIRECT MARKETING SOLUTION
MEASURE
WHERE WE STARTED
TARGET, EXECUTE, & MEASURE

TARGET
• 4 Propensity Models
• Across 4 Service Lines

DIRECT MARKETING SOLUTION

EXECUTE

MEASURE
WHERE WE STARTED
TARGET, EXECUTE, & MEASURE

TARGET
- 4 Propensity Models
- Across 4 Service Lines

DIRECT MARKETING SOLUTION

EXECUTE
- Running Campaigns/Lists in a Vacuum

MEASURE
WHERE WE STARTED
TARGET, EXECUTE, & MEASURE

TARGET
• 4 Propensity Models
• Across 4 Service Lines

EXECUTE
• Running Campaigns/Lists in a Vacuum

MEASURE
• Measurement Planning
• Conversion Criteria AFTER Campaign Deployment
• Net Revenue; Net Conversions
• Reporting 3 Months Post-execution
KEY TAKEAWAY
FROM COST CENTER TO PROFIT CENTER

BEFORE:
• Unable to quantify department worth
• Zero ownership of marketing efforts
KEY TAKEAWAY
FROM COST CENTER TO PROFIT CENTER

BEFORE:
• Unable to quantify department worth
• Zero ownership of marketing efforts

AFTER:
• Generating 3x the cost of the department
• Growing the marketing team when every other department faced cuts in a down economy