

Spectrum

Society for Healthcare Strategy & Market Development®

November/December 2018

MARKETING



The Agile Approach to Patient Journey Marketing

Learn how UC Health ramped up a digital patient-journey strategy within four months and realized a substantial increase in consumer engagement.

Patient journeys are one of the hottest topics in health care marketing and with good reason. They can achieve excellent results by directing engagement tactics to where an individual consumer is on the decision-making continuum for elective health care services. By segmenting consumers along the journey, health systems

can attain increased utilization, enhanced patient satisfaction and heightened loyalty.

UC Health in Ohio, an academic health system that combines clinical care with education and research, launched a major patient journey initiative earlier this year. With main campuses including the University of Cincinnati Medical Center and West Chester Hospital, the organization serves the greater Cincinnati community and beyond. Marketing leadership at UC Health was interested in exploring a more innovative digital patient growth strategy beyond Facebook advertising and search

engine marketing. The latter tactic was being used to drive registrations for seminars promoting bariatric surgery at UC Health, but offered no interactive journey tools.

“We felt bariatrics was the ideal service line to use in piloting patient journey marketing because these consumers have a choice about whether and where to have the surgery as well as time to make their decision,” said Sydney Hudson, digital experience manager, marketing and communications. “For these patients, their journey begins prior to their first consideration of bariatric surgery, before

..... (Continued on next page)



**Society for Healthcare
Strategy & Market
Development®**

President

Ben Dillon
Chief Strategy Officer
Geometric
Cedar Rapids, Iowa

President-Elect

Rose Glenn
Senior Vice President
Chief Communications Officer
Chief Experience Officer
Henry Ford Health System
Detroit, Mich.

Immediate Past-President

Ruth Portacci
Vice President, Strategy
Saint Thomas Health | Ascension
Nashville, Tenn.

Executive Director

Diane Weber, RN
Society for Healthcare Strategy &
Market Development
Chicago, Ill.

Editor

Brian Griffin
Society for Healthcare Strategy &
Market Development
Chicago, Ill.

Design and Layout



The *Spectrum* bimonthly newsletter is a membership benefit of the Society for Healthcare Strategy & Market Development®. If you have ideas for articles, please contact Brian Griffin at:

Email: briangriffin@aha.org
Phone: 312-422-3736

The editorial office is located at:
155 North Wacker, Suite 400
Chicago, IL 60606

Opinions expressed in these articles are those of the authors and do not necessarily reflect the opinions of SHSMD or the American Hospital Association.

©2018, Society for Healthcare Strategy & Market Development. Reprinting or copying is prohibited without express consent from SHSMD.

Mobile and Microsite Promotion



The Agile Approach to Patient Journey Marketing

(continued from page 1)

they are even aware of us.” The pilot was aimed at developing alternative pathways to medically assisted weight loss through personalized, consistent digital engagement with consumers, using marketing automation.

Building a Patient-Journey Marketing Infrastructure

“While the idea of marketing automation is not groundbreaking, the complexity of healthcare can cause many organizations to struggle with implementation,” Hudson said. “We wanted a scalable way to attain marketing automation and personalized marketing in a rapid-response time frame, without disrupting our existing clinical process.” Along with the director of marketing and communications, Grant Wenzel, Hudson partnered with outside vendors to develop content targeted to candidates for UC Health’s bariatric surgery program at various stages of their decision-making process and to create the marketing automation infrastructure to deploy it. A microsite was created through which candidates could obtain information about the program.

Wainscot Health was chosen to craft the digital messaging for UC Health’s pilot. “We created specific content strategies designed to build trust with these prospective patients as well as educate them about their condition and treatment options,” said Maria Regan,

director, content strategy. “They work hand-in-hand with the technology we used to place microsite users into tracks so they receive ongoing, targeted messages based on their place in the journey toward care. Our content and technology work together to capture and nurture leads over a period of eight weeks until candidates are ready to call for an appointment.” The approach is different than typical marketing campaigns, which are designed to generate an immediate conversion.

Together, UC Health and Wainscot Health created ongoing email messaging for four different patient tracks:

- Likely surgery candidates.
- Possible surgery candidates.
- Information seekers.
- Non-surgical weight loss candidates.

Defined by the type of pages visited and the results of information provided upon interaction with the microsite, the goal is to capture people who are missed by traditional campaigns—those who are still gathering information and deciding whether to have the surgery and/or where to have it performed. Wainscot Media created a wealth of content, including a quiz, a body mass index calculator and downloadable articles designed to reach candidates at various stages in the decision-making process.

In terms of the marketing automation infrastructure to manage its web content,

UC Health wanted an easy and cost-efficient investment that could be deployed quickly. They chose Wainscot Health's technology partner, Korcomptenz, to meet those needs. With guidance from Korcomptenz, the health system selected an open-source cloud-based platform with personalization capabilities, activity tracking and multiple messaging tracks to support marketing automation. Wainscot Health and the technical team worked with strategists from UC Health and its bariatrics team to create the touchpoints and associated content. Because the pilot was relatively small—just one service line—the timeline from inception to launch was only four months. Over the next 60 days the team engaged in review, testing, clarification, getting approvals from doctors and buy-in from key stakeholders. UC Health launched its campaign using only Facebook ads to attract prospects.

“Small-cycle testing and change allowed us to have a very quick turnaround and improve the productivity of the microsite,” Hudson

said. “For instance, people were really drawn to the quiz. If they didn't take the quiz, they went into the information seeker track to continue the conversation. Those who completed the quiz were moved to the ‘highly likely’ or ‘likely’ surgery candidate track, or to the non-surgical weight loss candidate track depending on their results—all with follow-up communication targeted to their track. The quiz proved so popular that we decided to put it in multiple places on the microsite.”

Outcomes and Lessons Learned

Within the first three months, 479 visitors responded to the one ad UC Health ran on Facebook. Twenty-five percent of visitors signed up for a seminar, took the quiz or downloaded documents from the microsite; and those 120 prospects provided a name, email address and other information that could be used in future consumer engagement initiatives. Seminar registrations increased 4 percent, and the conversion rate for surgery nearly doubled by month three.

Hudson feels the approach they used was especially agile because they started small and focused on one service line to map the patient journey. “The marketing automation component allowed us to integrate with these patients' complete digital lifecycle,” she said. “Once we saw how they were responding, we could tweak the messaging and add new functionality based on the actual results. The success of this campaign has helped reinforce the need for a patient journey approach going forward.”

This article features interviews with: Sydney Hudson

Digital Experience Manager, Marketing and Communications
UC Health
Cincinnati, Ohio
513-585-5786

Maria K. Regan

Director, Content Strategy
Wainscot Health
Montvale, N.J.
707-827-3572

Key Takeaways

How can other health care organizations apply this agile approach to patient journey marketing?

Hudson advises:

- 1. Refine your objectives**—Don't try to define every patient journey imaginable. That only results in “mapping madness.” Instead, look at best practices and then modify those journey pathways over time.
- 2. Iterate to innovate**—Build your campaign in stages and add new functionality and messaging based on the actual results.
- 3. Start small**—Begin with one service line and constantly evaluate and edit in real time. Those learnings can then be applied to other service lines.



“Our approach encourages hospitals to reevaluate what a conversion is,” Hudson notes. “Over 5 percent of our visitors were actually suitable for other programs within our hospital, and 4 percent are people we don't know much about but who can potentially be redirected to other hospital services. This strategy allows us to capture a much broader section of interested consumers to whom we can now cross-market our services.”