Evidence-Based Marketing

Rethinking how we approach measurement in marketing
About Us

- Chief Marketing Officer, North Shore–LIJ Health System, NY
- Began career as a bank auditor
- Credo: Question Everything!
- Advice: "You've got to be very careful if you don't know where you're going because you might not get there." (Yogi Berra)

- AVP, Digital Marketing Strategy North Shore–LIJ Health System, NY
- Degree in mathematics (used to be a math teacher)
- Advice: “If you don’t want to measure, don’t worry: your successor will.” (me)
North Shore-LIJ is the region’s largest integrated health system, providing a full continuum of care, insuring the community’s health and advancing the fields of medical research and education.

North Shore-LIJ has over 2,600 employed physicians, placing us among the largest medical groups in the country.

Each year, North Shore-LIJ has more than 4 million patient contacts, which would fill Citi Field Stadium more than 95 times.

North Shore-LIJ’s operating revenue is $7.0 billion. If we were a public corporation, this would place us #364 in the Fortune 500 rankings.
People don’t get hospital marketing
Our colleagues...

“Those TV commercials saying ‘I got my cancer care at X hospital’ are a shame, definitely wasteful.”

- Chief Academic Officer, $3B Health System
“Nearly every hospital has a banner out front saying they’re a ‘top hospital’ for something in some rating system...those ratings have become more important for hospital marketing than for actually helping patients find the best care.”

– The NY Times, Jul 27, 2013
The media...

“Judging by the number and scope of advertising campaigns, hospitals must be in fierce competition for patients, which is interesting when you remember they are charities.”

– Michigan Live, Feb 10, 2013
Our associations are trying to help...
...as is our government.

• ACA/Healthcare reform
• Implementing ACOs
• Public reporting of data
• Tightening reimbursements
Patients are expecting more from us...

- 50% of patients believe that texts, emails or health-related apps could help them avoid a health problem

- 25% do not feel that their healthcare provider is accessible when they have questions or concerns

- 68% say their doctor has never sent them a text or email for appointment reminders, discharge information, electronic health info, etc.

"Better Health through Better Communications" survey, Wakefield Research, Aug 2012
...in ways we’re not ready.

<table>
<thead>
<tr>
<th>Patients willing to engage</th>
<th>Provider systems lag</th>
</tr>
</thead>
<tbody>
<tr>
<td>75% of patients are willing to go online to view their medical records</td>
<td>41% of physicians have EMR systems capable of giving patients timely access to this information</td>
</tr>
<tr>
<td>76% of patients are willing to go online to view test results</td>
<td>44% of physicians have EMR systems that provide guideline-based follow-up or screening reminders</td>
</tr>
<tr>
<td>65% of patients want appointment reminders via e-mail</td>
<td>46% of physicians have EMR systems capable of communicating patient-specific information to help patients make decisions about their health</td>
</tr>
<tr>
<td>62% of patients want to correspond online with their primary physician about their health</td>
<td></td>
</tr>
</tbody>
</table>

Source: Optum Institute/Harris Interactive Multi-Stakeholder Health Care Environment Survey, June 2012.
Our bosses have higher demands…

- Being asked to do more with less
- Budgets are tightening
- There’s not enough time
- There’s not enough training
...particularly with new tools.

- Only 27% of exec’s believe social media is strategic priority
  - Jive Social Business Index Survey

- 59% of marketers use social media 6 hours or more/week this year over last
  - Social Media Marketing Industry Report
And physicians expect more...

...but can you blame them?
It’s the nature of their work
The evolution of care

Dependent heavily upon the skill & judgment of capable physicians (i.e. the “art”)

The Innovator’s Prescription – Clayton Christiansen
Intuitive medicine

“...medicine practitioner who uses their self described intuitive abilities to find the cause of a physical or emotional condition.”

– Wikipedia
The evolution of care

Pattern recognition and correlations between actions & outcomes are consistent (i.e. the “craft”)

The Innovator’s Prescription – Clayton Christiansen
Empirical medicine

“a medical treatment... derived from practical experience or observation, survey or common use.

The term is also used when treatment is started before a diagnosis is confirmed”

– Wikipedia
The evolution of care

Intuitive medicine → Empirical medicine → Precision medicine

Precisely diagnosed, and can be treated with rules-based therapies (i.e. the “science”)

The Innovator’s Prescription – Clayton Christiansen
Precision medicine

“the tailoring of medical treatment to the individual characteristics of each patient...

‘precision’ is being used to mean both ‘accurate’ and ‘precise’ in the scientific method.”

– NCBI (National Center for Biotechnology Information)
Evidence-based medicine
Is communications evolving?

Intuitive phase

Dependent heavily upon the intuitive skill & judgment of capable marketers

(and physicians?!?)
Is communications evolving?

Arguably, where most of our marketing currently resides – measurement of campaigns, response rates, etc.
Is communications evolving?

In order to move to precision marketing, we need to enhance our measurement strategies.
Evidence-Based Marketing
Where is our evidence?

Key Performance Indicators (KPIs):
- Performance measurements that define success
- Quantitative, practical, directional and actionable

Four Types:
- Consumption/Engagement
- Activity
- Leads
- Utilization
Consumption/Engagement metrics

- Impressions
- Page Views
- Followers/Fans
- Newsletter Subscribers
- Social media conversations
- PR stories
Activity metrics

- Clicks
- Calls
- Info Requests
- Downloads
- Re-tweet(s)
- Reposting(s)
- References
- Pingbacks
- Citations
Lead metrics

- Screenings
- HRA’s
- Appointments
- Attendance
  - Events
  - Conferences
  - Fairs
- Participation
  - Walks
  - Runs
- Benefactors
Utilization metrics

• Hospital Admissions
• Ambulatory Volumes
• Diagnostic Volumes
• Market Share
• Revenue
• Contribution Margin
• Acquisition Costs
• ROI
Everything has a KPI

<table>
<thead>
<tr>
<th>Type of marketing</th>
<th>Types of metrics</th>
<th>Cost</th>
<th>Keywords</th>
<th>CTR</th>
<th>Impressions</th>
<th>Conversion</th>
<th>CPC</th>
<th>Ad placement network</th>
<th>View completion</th>
<th>Geo</th>
<th>Demographic</th>
<th>A/B testing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apps</td>
<td>Downloads</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Usage</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>CTA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Devices</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Geo</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Website Traffic</td>
<td>Hits/Unique</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Source</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Time on Page</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td># pages/visit</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Bounce</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Visitor flows</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Heatmaps</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Geo</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Device</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Patient sat</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Keywords</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>On-page sea</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Form usage</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Content usage</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Conversions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>A/B testing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surveys/Focus Groups</td>
<td>What they think</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sentiment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Attitude</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Preference</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Awareness</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Trends</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td># taken/use</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost/Effort (time)</td>
<td>Hours</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td># of people</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Salary</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Vendor costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Tickets/buses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Opportunity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&quot;Traditional&quot; Media Spend</td>
<td>Cost of ads</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Vehicles (mm)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Frequency</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Type of media</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Call to action</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Email

<table>
<thead>
<tr>
<th>Cost</th>
<th>Keywords</th>
<th>CTR</th>
<th>Impressions</th>
<th>Conversion</th>
<th>CPC</th>
<th>Ad placement network</th>
<th>View completion</th>
<th>Geo</th>
<th>Demographic</th>
<th>A/B testing</th>
</tr>
</thead>
<tbody>
<tr>
<td># sent</td>
<td>Subscribe</td>
<td>Unsubscribe</td>
<td>Open</td>
<td>CTR</td>
<td>Shares</td>
<td>SPAM</td>
<td>Demographic</td>
<td>Geo</td>
<td>HTML/plain text</td>
<td>Email client</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Types of measurement

- Licks/RTs/shares
- Opens/clicks
- Geo
- Demographic
- Conversation
- Views
- Click throughs
- Friend/Fan/Follow
- Sentiment
- Comments
- Share of voice
- Patient sat
- % of views
- Embeds/shares
- Like
- Comments
- Subscribers
- Cost
- # of plays
- Device
- Click-throughs
- Calls/emails
- Call duration
- Types of inquiries
- Demographics
- Types of industries
- Referring page
- Abandonment rate
- Geography
- A/B testing
- Referral service
- Demographics
- Geography
- Referral source
- Attendance
- Previous attended
- Payment
- Certification/completion
- Surveys/feedback
- Social shares
# Matching KPIs to goals

<table>
<thead>
<tr>
<th>Marketing Objective</th>
<th>Goal</th>
<th>KPIs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Branding</strong></td>
<td>To promote a new service line institute</td>
<td>● Consumption/Engagement</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Activity</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Leads</td>
</tr>
<tr>
<td><strong>Growth</strong></td>
<td>To drive people to attend a seminar</td>
<td>● Activity</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Leads</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Utilization</td>
</tr>
<tr>
<td><strong>Engagement</strong></td>
<td>Share health info on Facebook &amp; blogs</td>
<td>● Consumption/Engagement</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Activity</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Utilization</td>
</tr>
</tbody>
</table>
Example 1: In-person seminar promotion

- Promoting orthopedic seminars
- Response rate from various tactics
- Measured registrations/conversions
Example 2: Online Imaging appointments

Here are the numbers for our Syosset Imaging PPC campaign for the first two weeks of June.

**Hits from our PPC campaign:**
- Total PPC Visitors: 86
- % of new visitors: 82.56%
- Average visit duration: 23 seconds
- Bounce rate: 90.70%

**Calls resulting from this clicks:**
- Total Calls: 31
- Calls Answered: 29
- Unanswered: 2
- Calls lasting < 1 min: 3
- Calls lasting 1-2 mins: 6
- Calls lasting 2-5 mins: 16
- Calls lasting 5 mins+: 6
- Average duration of these calls: 3.5

- Driving Imaging registrations
- PPC traffic to drive phone calls
- Reviewed calls for appointment requests
- Yielded CPA (cost–per–acquisition) information
Example 2: Real-time course correction
Still empirical

Measuring single campaigns = treating a single symptom

How can we move to evidence-based marketing?
Marketing is evolving

From place

Hospital

Cardiac
Oncology
Orthopedics
Bariatrics

...to
procedure

...to
problem

Cardiac Health
Living with Cancer
Back Pain

...to the
individual

Patient
Luckily, so are our tools

- Analytics
- Demand generation
- Marketing automation
- CRM
Analytics

• Measuring touch-point systems:
  • Web pages/social media
  • Call center
  • Emails
  • Events
  • Admissions
  • Registrations
Example: web analytics

- Visitor flow identifies individual user behavior
- Adding session-based identifiers (cookies)
- Driving to conversions to self-identify
- Personalizing web experience
Demand generation

- Creating content designed for a specific audience at a specific phase in the patient pathway:
  - Researching
  - Decision-making
  - Post-care support
Demand generation strategy

**Plan**
- Identify initial products or services
- Identify target market segments
- Create search personas by segment
- Assess competition

**Target**
- Identify best lead sources
- Create / refine unique value proposition by segment
- Identify relevant keywords
- Create incentives

**Build**
- Set up traffic builders
- Setup analytics and measuring systems
- Setup synch with CRM

**Execute**
- Create & launch campaigns
- Setup nurturing workflows & triggers
- Create landing pages
- Create incentive
- Reduce anxiety
- Reduce friction

**Tune**
- Evaluate success
  - Conversion rate
  - Lead quality
  - Cost/conversion
- Tune and re-evaluate
  - Ad copy
  - Landing pages
  - Incentives
Marketing automation

- Capturing what we know about individuals
- Capturing what behaviors they exhibit
- Personalizing communication to them (based on this knowledge)
- Software enabled
- Tasks and outcomes created via workflow
- Does NOT replace marketing
• Database containing patient data and prospects
• Propensity modeling and database targeting
• Should include physician solutions (PRM)
• Tracks encounter history and pathways that are different for different pathways and segments
CRM (it’s more than just building lists!)

Customer & Site Data
Behavioral Demographics
Firmographics
OVERLAYS

CRM Database

Segmentation Analyses
Lifetime Value Models
Promotional Program Tracking
Targeted Mailings
Cross-sell & Up-sell
Retention Programs
Market Analysis
Pricing
Putting it all together: Institute promotion

- TV/radio spots
- Print and OOH
- Heavily focused on awareness
Website traffic provided real-time metrics:

- Organic & referred traffic
- PPC performance
- Yielding actionable data
Market research shared other insights

Summary of Unaided Awareness of North Shore–LIJ Hospitals (Net)

Q: When you think of hospitals or hospital systems that provide outstanding medical care and treatment (in the greater New York area/across the US), what one hospital or hospital system first comes to mind?

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>North Shore–LIJ  (Net)</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td></td>
<td>20</td>
<td>22</td>
<td>24</td>
<td>26</td>
<td>22</td>
<td>26</td>
<td>21</td>
<td>23</td>
<td>26</td>
<td>24</td>
</tr>
<tr>
<td>Competitor B</td>
<td>19</td>
<td>20</td>
<td>16</td>
<td>18</td>
<td>19</td>
<td>25</td>
<td>19</td>
<td>17</td>
<td>20</td>
<td>14</td>
</tr>
<tr>
<td>Competitor C</td>
<td>9</td>
<td>10</td>
<td>10</td>
<td>8</td>
<td>9</td>
<td>9</td>
<td>8</td>
<td>11</td>
<td>10</td>
<td>10</td>
</tr>
</tbody>
</table>

Source: Third-Party Research commissioned among 800 NY Metro respondents
Surveys yielded unexpected results

Summary of Aided Awareness of Cancer Institute and North Shore–LIJ System:

• Total Awareness of the Cancer Institute **fell** from 48% to 41%.

• Total Awareness of the overall Health System **grew** from 74% to 83%

Q: Have you heard of North Shore–LIJ Health System/North Shore–LIJ Cancer Institute?

Source: Third-Party Research commissioned among 800 NY Metro respondents
Condition-specific tactics yielded results

The Breast HRA was launched on October 7, 2013 and ended February 3, 2014. However, since the database is only updated through December 30, 2013, the data is limited to that period. The HRA garnered 374 completed profiles from launch through December 30, 2013 (See chart 1A).

**Chart 1A – Through December 30, 2013**

<table>
<thead>
<tr>
<th>HRA</th>
<th>Total Profiles Completed</th>
<th>Driven by paid Search</th>
<th>Driven Organically</th>
<th>*Total Spend</th>
<th>Spend per paid Profile</th>
</tr>
</thead>
<tbody>
<tr>
<td>Breast</td>
<td>374</td>
<td>195</td>
<td>179</td>
<td>$31,145</td>
<td>$159.72</td>
</tr>
</tbody>
</table>

*Includes paid advertising and cost of HRA

Of the 374 completed profiles, 110 individuals were identified as 'at risk' and 30 or 27% made an appointment to see a health care professional at NS LIJ Health System (See chart 1B).

**Chart 1B-Through December 30, 2103**

<table>
<thead>
<tr>
<th>HRA</th>
<th>Completed</th>
<th>At Risk</th>
<th>At Risk %</th>
<th>Patients</th>
<th>Total Charges</th>
<th>Projected Payments</th>
<th>*Spend</th>
<th>Return on spend (ROS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Breast</td>
<td>374</td>
<td>110</td>
<td>29%</td>
<td>30</td>
<td>$134,391</td>
<td>$44,349</td>
<td>$31,145</td>
<td>1.42X</td>
</tr>
</tbody>
</table>

*Includes paid advertising and cost of HRA

The full charge/payment capture is not fully accounted for as the process is a long one and the latest CRM database update is as of December 30, 2013. However, we currently have billed for $135K or a multiple of 4.32 times our program spend. The median number of encounters is seven and the average time between visits is approximately 15 days with a standard deviation of about 14 days. Thus we are still in the beginning phase of the waterfall, especially considering that billing and payments further lag visits (see Chart 1C). It is estimated that we are 50% through the cycle and project that this cohort group will incur a total of 270K in charges and 89K in payments by cycle end.
Overall outcomes:

- Brand marketing campaigns can work – but not in the way we think
- Campaign accrued brand equity to health system – but not the institute
- Much harder to use mass marketing to promote treatments
- Demand generation tactics around specific conditions yielded downstream results

Therefore, we changed our approach
Internalizing measurement

• Goals & success measures before tactics
• Focus on “what you could” not “what you can”
• Involve the entire team
• Assign responsibilities
• Be open and honest about your results
Building the discipline

- Take baseline measurements
- Identify your gaps
- Don’t be afraid of math
- Use measurement to improve and change
- Report frequently – quarterly, monthly, weekly, daily...and even hourly
- Spend 1 hour a week on measurement...and then more
Evidence-based medicine

Individual clinical expertise

Best external evidence

Patient values & expectations

Evidence-based medicine
Evidence-based marketing

- Personalized targeted marketing
- Best use of mktg data
- Patient engagement

Evidence-based marketing
Questions?