

Data-Driven Physician Relationship Management

A Case Study: Penn Medicine

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Chief Marketing Officer

March 2, 2015



About Penn Medicine

- ◆ **Nation's First Medical School & Hospital**
 - \$5B Revenue
- ◆ **Business Strategy: *Advanced Medicine***
 - Rare Diseases & Complex Conditions
- ◆ **Marketing Strategy: *Precision Marketing***
 - Efficiency in reaching target markets

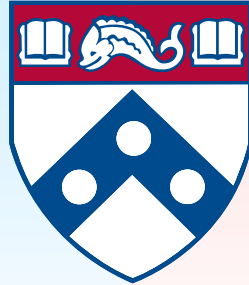


Marketplace Dynamics: Two-Front Battle

Penn Medicine

National Healthcare Providers

Non-Philadelphia hospitals & provider groups targeting Philadelphia



Local Healthcare Systems

Hyper-competitive market of Community & AMC providers

Mass Media “arms race”

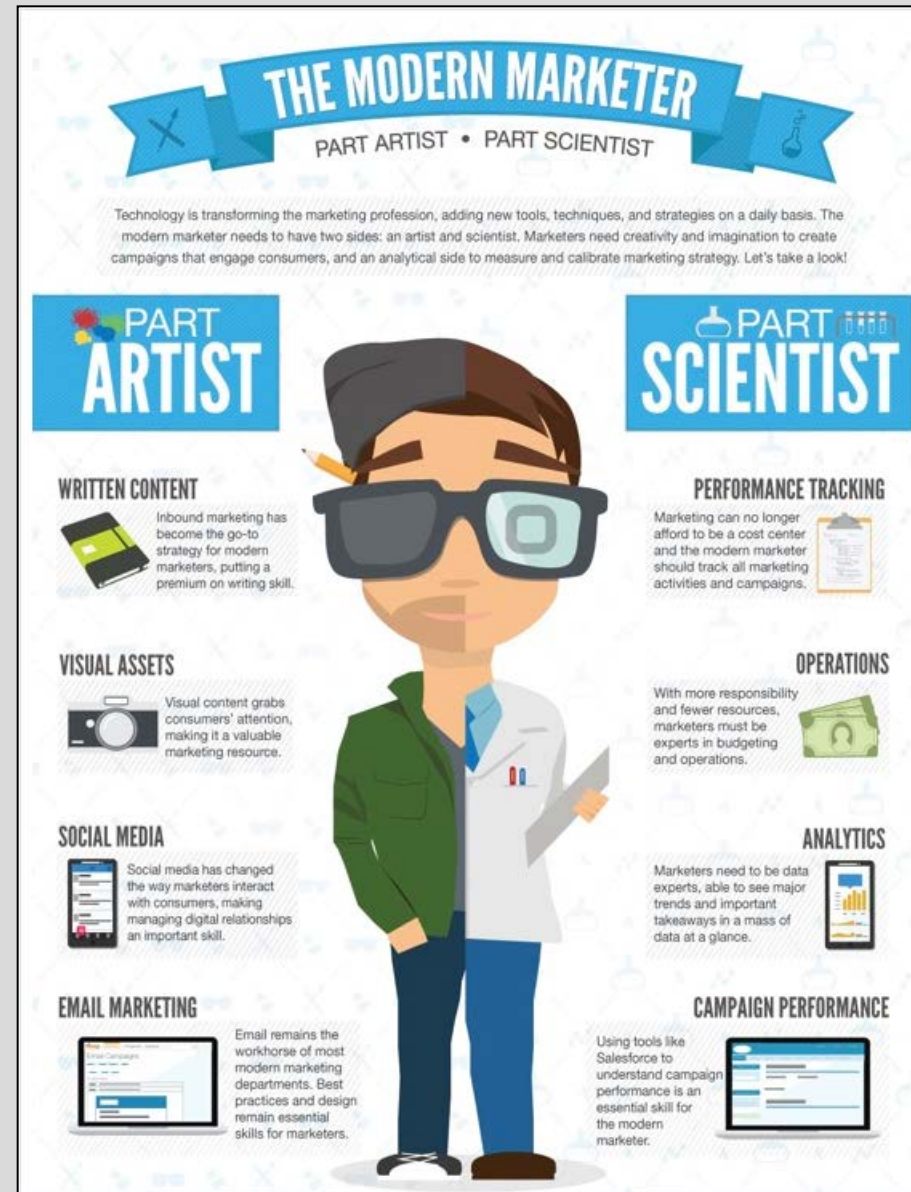
“Marketing has constantly hidden behind a **fog of measures** that are based purely on tactical marketing activity, rather than solid financial metrics that are relevant.”

-- Health System CEO



Data-Driven Precision Marketing

- ◆ More precise, modern & measurable
- ◆ More impactful
- ◆ More accountable



CRM & PRM: *Driven by Data*

♦ Integrated Database

- Provider Demographics: *Source of Truth*
- Insurance Claims: *Referral Insight*
- Liaison Outreach
- Behavioral, Clinical, Financial
- Campaign Response
- And more...

♦ CRM & PRM

- 360 View of Relationship
- Highly targeted & relevant communications

♦ Tracking & Reporting

- Dashboards
- Impact Assessment
- Revenue Reconciliation



CASE STUDY

HEART FAILURE & VAD PROGRAM

Situation Overview

Situation

- ◆ Penn was the first Ventricular Assist Device (VAD) implanting site in the region
- ◆ Penn helped to establish partner sights; VAD volume declined (as anticipated)

Goals

- ◆ Co-market with partner sites to refer appropriate patients for VAD treatment and Transplantation
- ◆ Increase the number of HF patients receiving advanced care at Penn

Approach: Integrated Strategic Marketing

- ◆ **A highly coordinated approach**

- Insight, Strategy, Execution, Analysis

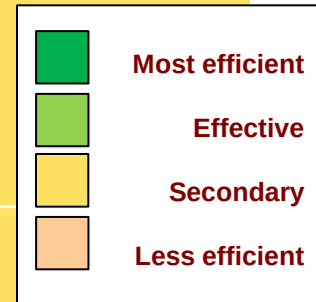
- ◆ **All Audiences**

- Consumer & Patient
 - Medical Providers
 - And others...



Media Channel Efficiency

	Mass Media	Geo-targeted	Digital	Targeted Direct (e-mail, mailing)	Liaison Outreach
	\$\$\$\$\$	\$\$\$\$	\$\$\$	\$\$	\$
National & Regional Brand Awareness	Most efficient	Effective	Effective	Secondary	Secondary
Hospital & Affiliates Promotion	Effective	Most efficient	Most efficient	Effective	Secondary
Practice Promotion	Secondary	Most efficient	Most efficient	Most efficient	Most efficient
Program Promotion	Less efficient	Secondary	Most efficient	Effective	Most efficient

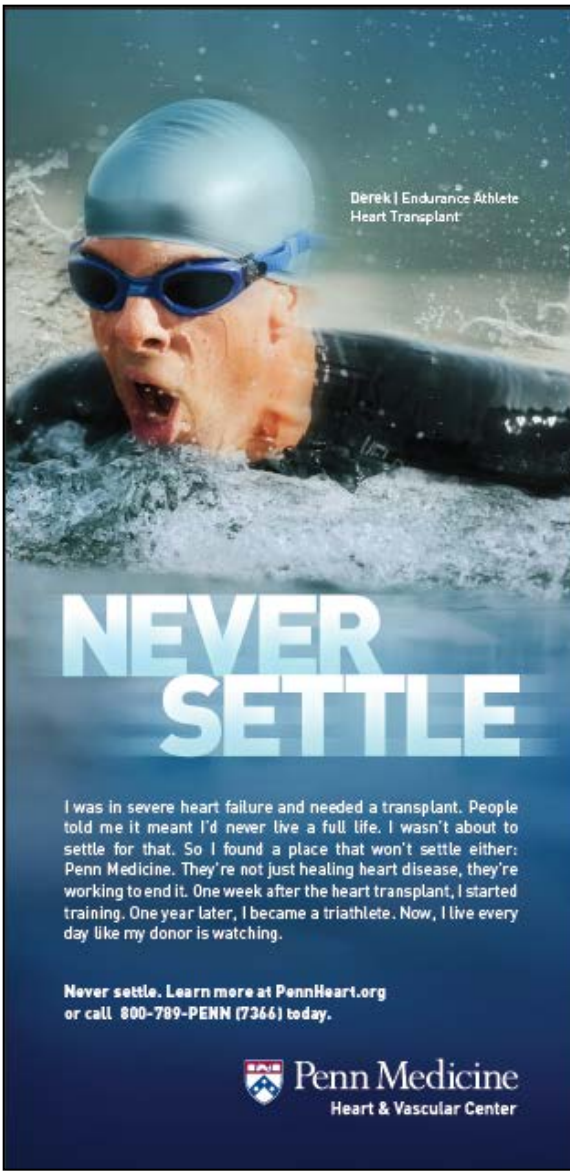


Integrated Consumer Campaign (Cardiac)

Mass Media

Digital

Social



Derek | Endurance Athlete
Heart Transplant

NEVER SETTLE

I was in severe heart failure and needed a transplant. People told me it meant I'd never live a full life. I wasn't about to settle for that. So I found a place that won't settle either: Penn Medicine. They're not just healing heart disease, they're working to end it. One week after the heart transplant, I started training. One year later, I became a triathlete. Now, I live every day like my donor is watching.

Never settle. Learn more at PennHeart.org or call 800-789-PENN (7366) today.



HEART FAILURE & TRANSPLANTATION AT PENN MEDICINE

Advanced Heart Failure Treatments, Excellent Patient Outcomes

The Best Congestive Heart Failure Treatments

As a national leader in heart failure and transplantation, Penn Medicine's specialized heart failure cardiologists and surgeons offer medical treatments not available at other centers.

Choosing Penn for your transplant gives you the best chance for the best results. Our patients have gone on to do amazing things after heart transplantation. Take Derek Fitzgerald, for example. Derek is a Penn transplant recipient and has now completed his IRONMAN triathlon.



Expertise in All Stages of Heart Failure: Treatment to Meet Each Patient's Unique Needs

At Penn Heart and Vascular, you benefit from:

- ✓ **Experience:** As the largest heart failure program in the Philadelphia region, Penn offers a full spectrum of medical, interventional and surgical treatment options – many of which are not available at other regional hospitals.
- ✓ **Care Coordination:** A dedicated heart failure team to help you and your family manage your care and heart failure symptoms.
- ✓ **Convenience:** Close to home, Penn heart failure cardiologists partner with your primary cardiologist at home, so you get care close, conveniently.
- ✓ **Information and Access:** 24/7 secure online access to most of your lab results, medications and health summaries. Communicate with your Penn physicians, request prescription renewals, and request physician referrals and pre-certifications.
- ✓ **More Options:** The region's largest offering of clinical trials for new heart failure medications and therapies.

SCHEDULE A PENN CONSULTATION TODAY

Fill out the form and a Penn Heart and Vascular specialist will contact you.

First Name

Last Name

Email

Phone

Date of Birth

Zip Code

[Get a Call Back](#)

[Contact Us Now](#)
Call 800-789-PENN



Penn Medicine - Heart & Vascular Center shared this live solution: [Derek Fitzgerald](#) (2019)

Heart transplant recipient and endurance athlete Derek Fitzgerald is celebrating his Ironman triathlon this past weekend. Looking strong, Derek. Congratulations!

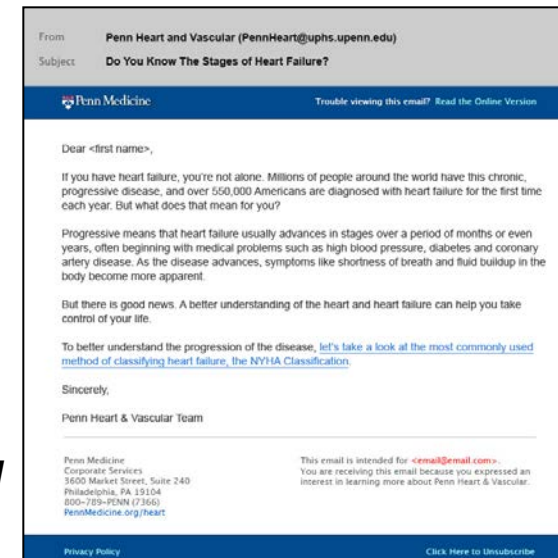
Cardiac surgeon and heart transplant recipient, Derek Fitzgerald is celebrating his 1st Ironman triathlon this past weekend. Looking strong, Derek. Congratulations!

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From: Penn Heart and Vascular (PennHeart@uphs.upenn.edu)

Subject: Do You Know The Stages of Heart Failure?

[Penn Medicine](#) [Trouble viewing this email? Read the Online Version](#)

Dear <first name>,

If you have heart failure, you're not alone. Millions of people around the world have this chronic, progressive disease, and over 550,000 Americans are diagnosed with heart failure for the first time each year. But what does that mean for you?

Progressive means that heart failure usually advances in stages over a period of months or even years, often beginning with medical problems such as high blood pressure, diabetes and coronary artery disease. As the disease advances, symptoms like shortness of breath and fluid buildup in the body become more apparent.

But there is good news. A better understanding of the heart and heart failure can help you take control of your life.

To better understand the progression of the disease, [let's take a look at the most commonly used method of classifying heart failure, the NYHA Classification.](#)

Sincerely,

Penn Heart & Vascular Team

Penn Medicine
Corporate Services
3600 Market Street, Suite 240
Philadelphia, PA 19104
800-789-PENN (7366)
PennMedicine.org/heart

This email is intended for <email@email.com>. You are receiving this email because you expressed an interest in learning more about Penn Heart & Vascular.

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Email

Use Data to Inform Outreach & Measure Impact

- ♦ 20,000 referring physicians
- ♦ 75% send 5 patients or fewer per year
- ♦ Prioritization: Would take 100s of liaisons to reach all

Market Analysis

- ♦ Patient Origin & Referral Assessment
- ♦ Zone Assignment

Referral Analysis

- ♦ By Practice
- ♦ By Provider
- ♦ By Market
- ♦ By Service Line
- ♦ Provider Referral Network

Outreach Plan

- ♦ MD to MD Visits
- ♦ Strategy by Market
- ♦ Differentiating Messages
- ♦ Tactics
- ♦ Issue Reporting

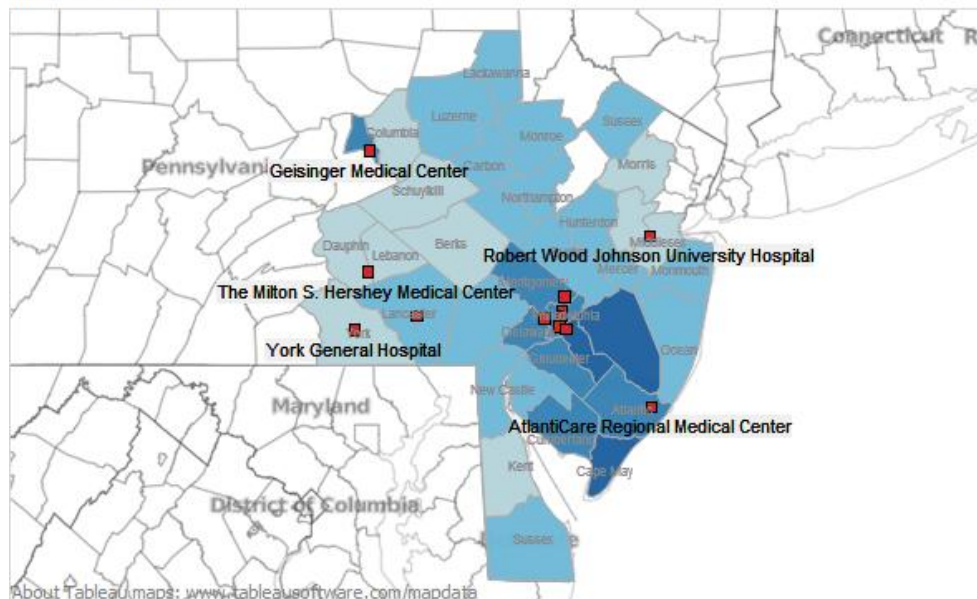
Physician Marketing

- ♦ Direct Mail
- ♦ Email
- ♦ Videos & Podcasts
- ♦ Referral App
- ♦ Epic Access

Patient Origin & Referral Analysis

Market Analysis

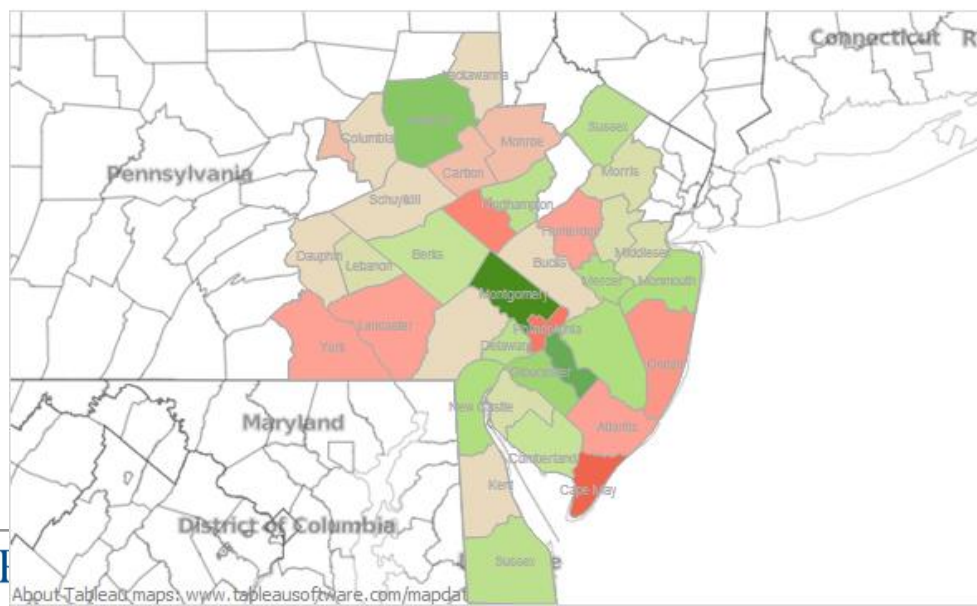
Map Per 100K



Reference Chart

County	Total Referrals	per 100K
Philadelphia	203	14.0
Camden	154	29.8
Montgomery	124	16.0
Burlington	95	21.1
Delaware	70	12.6
Atlantic	53	19.5
Chester	46	9.5
Bucks	43	6.9
Cumberland	42	18.6
Gloucester	42	14.9
New Castle	34	6.2
Mercer	29	7.9
Cape May	22	22.5
Lehigh	22	6.6
Luzerne	18	5.8
Lancaster	17	3.4
Lackawanna	15	7.2
Monmouth	15	2.4
Sussex	14	9.3
Ocean	13	2.3
Middlesex	8	1.0
Monroe	8	4.8
Allegheny	7	0.6
Berks	7	1.7
Northampton	6	2.1
Somerset	6	1.9
York	6	1.4
Dauphin	5	2.0
Morris	5	1.0
Salem	5	7.5
Hunterdon	4	3.1

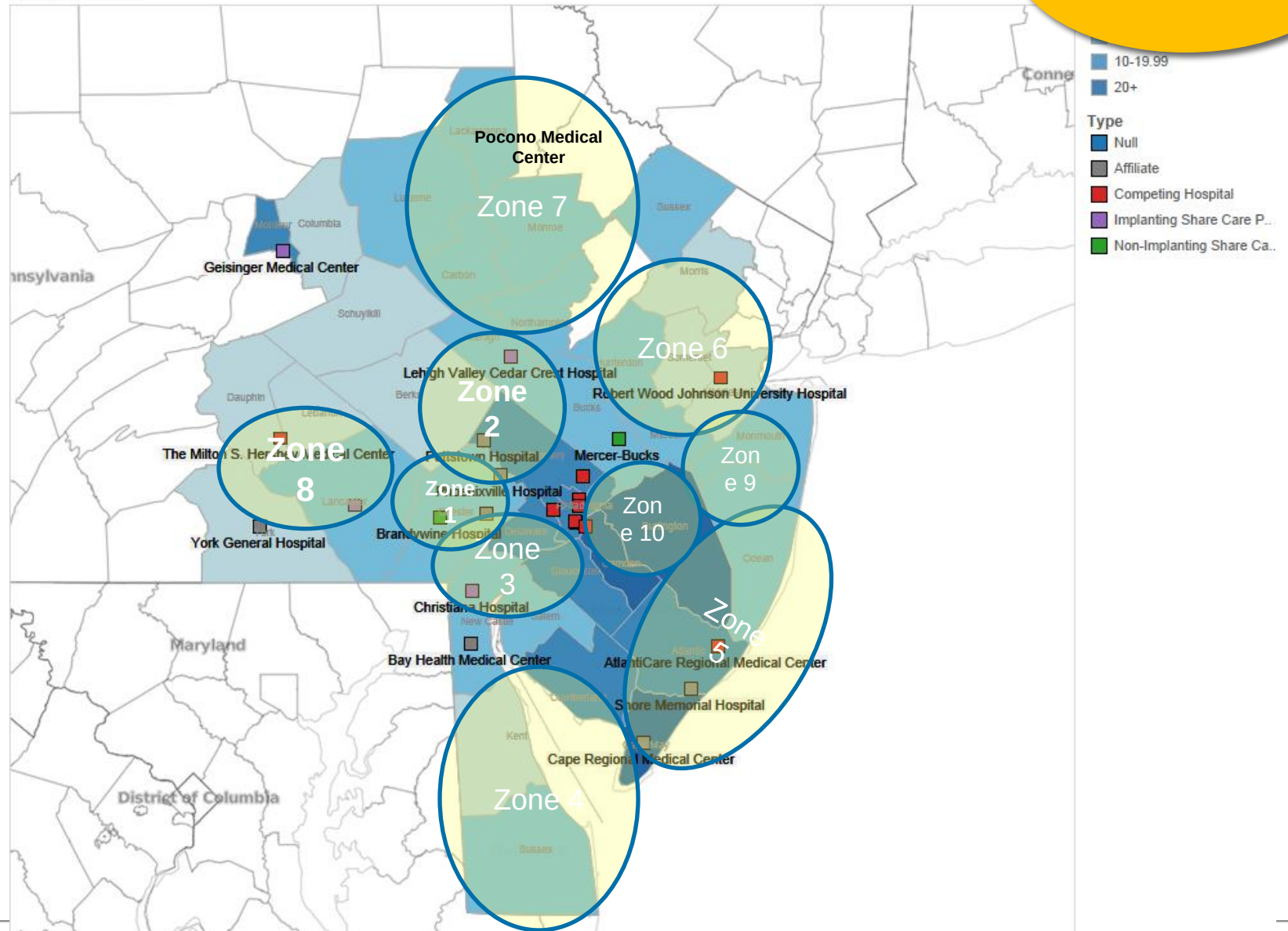
6 Month Variation



Outreach Zones Identified

Market Analysis

Map Per 100K



Sample Referral Analysis

Referral Analysis

- ◆ Analyze referral patterns
 - Employed providers
 - Independent affiliated
 - Independent, non-affiliated

PENN		CANCER		CARDIAC		GASTROINTESTINAL		GYNECOLOGY		NEUROLOGY		NEUROSURGERY	
		NONPENN	PENN	NONPENN	PENN	NONPENN	PENN	NONPENN	PENN	NONPENN	PENN	NONPENN	PENN
69.4%	110	20.9%	79.1%	21.4%	78.6%	22.7%	77.3%	12.6%	87.4%	47.7%	52.3%	28.6%	71.4%
69.9%	46	20.2%	79.8%	18.8%	81.2%	25.7%	74.3%	12.5%	87.5%	57.8%	42.2%	33.3%	66.7%
70.2%	55	12.0%	88.0%	27.9%	72.1%	17.7%	82.3%	12.7%	87.3%	36.4%	63.6%	25.0%	75.0%
61.8%	89	65.2%	34.8%	5.7%	94.3%	0.0%	100.0%			37.5%	62.5%		
38.8%	229	30.2%	69.8%	55.6%	44.4%	86.4%	13.6%	46.2%	53.8%	85.2%	14.8%	25.0%	75.0%
31.8%	96	43.5%	56.5%	57.2%	42.8%	100.0%	0.0%	68.3%	31.7%	88.9%	11.1%	100.0%	0.0%
46.0%	83	17.5%	82.5%	49.8%	50.2%	70.2%	29.8%	30.0%	70.0%	82.7%	17.3%		
40.2%	49	40.0%	60.0%	58.7%	41.3%	75.7%	24.3%	51.3%	48.7%	84.0%	16.0%	0.0%	100.0%
40.6%	14	30.5%	69.5%	52.7%	47.3%	42.3%	57.7%	49.4%	50.6%	90.3%	9.7%	83.3%	16.7%
29.7%	57	23.1%	76.9%	80.0%	20.0%	52.6%	47.4%	55.0%	45.0%	100.0%	0.0%	100.0%	0.0%
38.3%	256	82.8%	17.2%	57.4%	42.6%	38.9%	61.1%	0.0%	100.0%	69.2%	30.8%	66.7%	33.3%

PROVIDER NETWORK

In-Network Specialist

Cardiovascular Disease at Perelman Center For Advanced Medicine East Pavilion

Referral Analysis

349

Referral Count (#)

2,037

Procedure Count (#)

\$5,119K

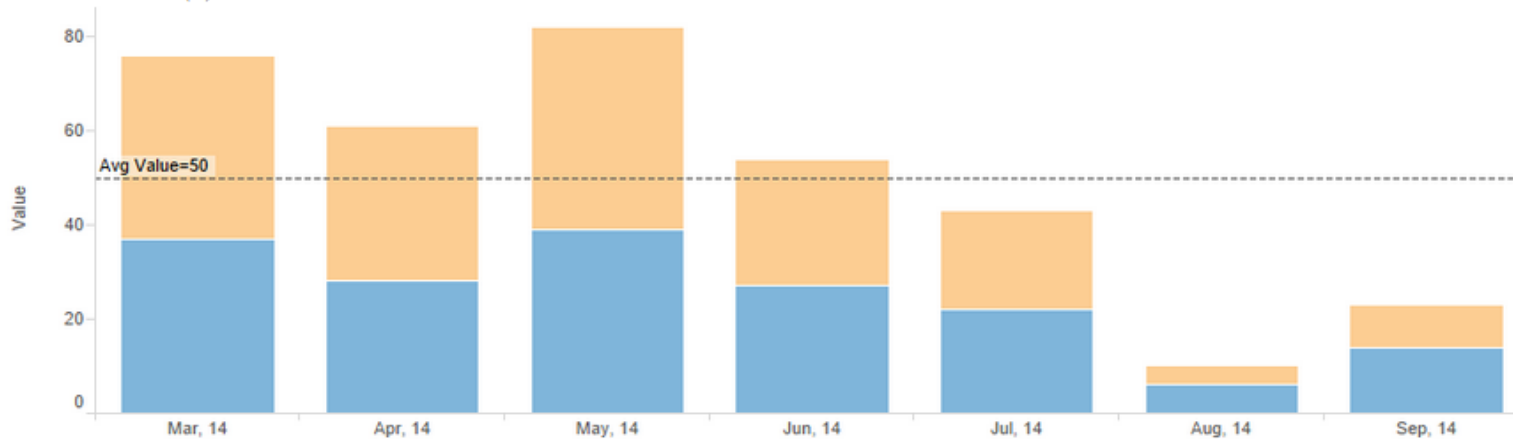
Claim Dollar Total (\$)

50%

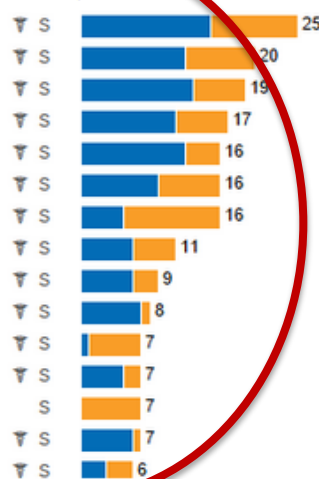
% Out-of-Network

Referral Direction: Outbound (Referring ► Receiving)

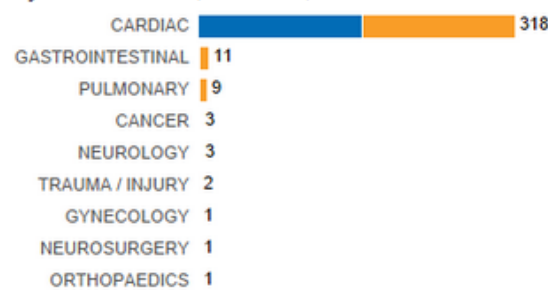
Referral Count (#) Over Time (Click to filter)



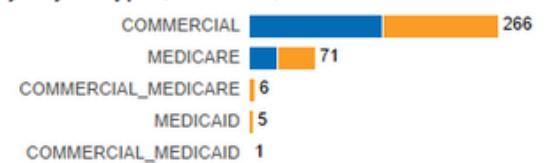
Referral Count (#)
by Provider 2 (Receiving) (Click to filter)



Referral Count (#)
by Service Line (Click to filter)



Referral Count (#)
by Payer Type (Click to filter)



Outreach Planning by Zone

Outreach Plan

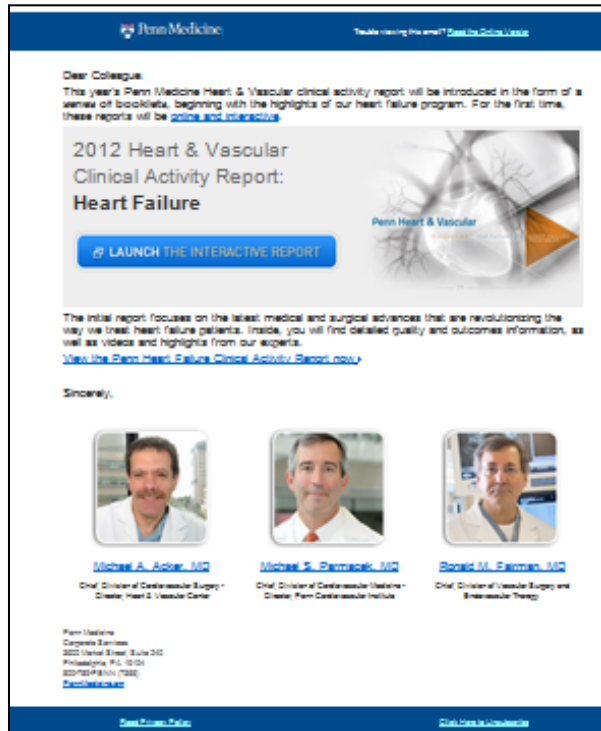
- ◆ **Develop *Outreach Plan* for targeted outreach, based on referral analysis and other data, by Market Zone.**
 - Goals
 - Market Strategy
 - Differentiating Messages
 - Tactics
 - Timeline

Zone	Description	Goal	Strategy	Specific Tactics
1	Southern Chester County	Grow MCS volume and follow on patients. Minimize leakage of patients.	• CCH as first step care for HF patients / VAD candidates • Advanced HF Outreach clinic • Physician and Consumer marketing	• Dinner Event (Q1) • Category 1 CME – “Rescuing the failed heart”

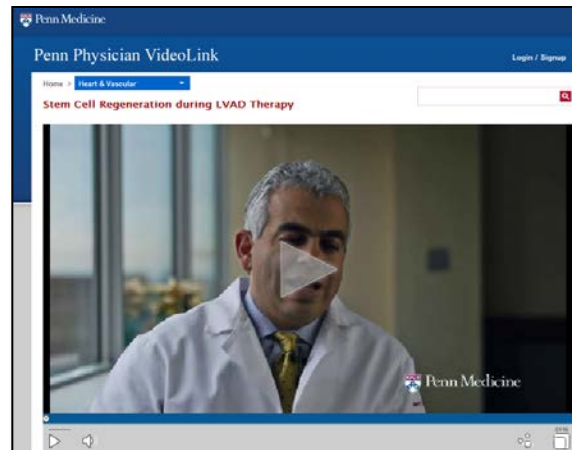
Digital Marketing

Physician Marketing

Email



Embedded Video



Email Response

- 4,715 email opens
- 298 click throughs + 130 organic searches

Time on Report

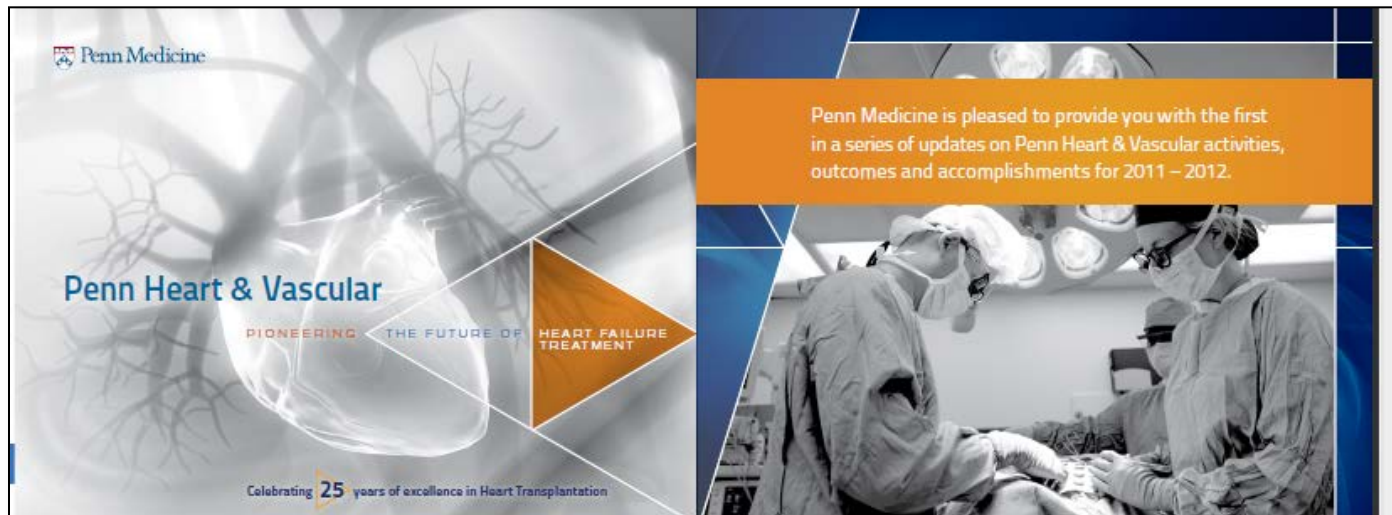
- <1 min: 46%
- 5-10 mins: 12%

Pages Viewed

- 1 page: 28%
- 11-25 pages: 29%

Devices

- 79% desktop
- 21% mobile

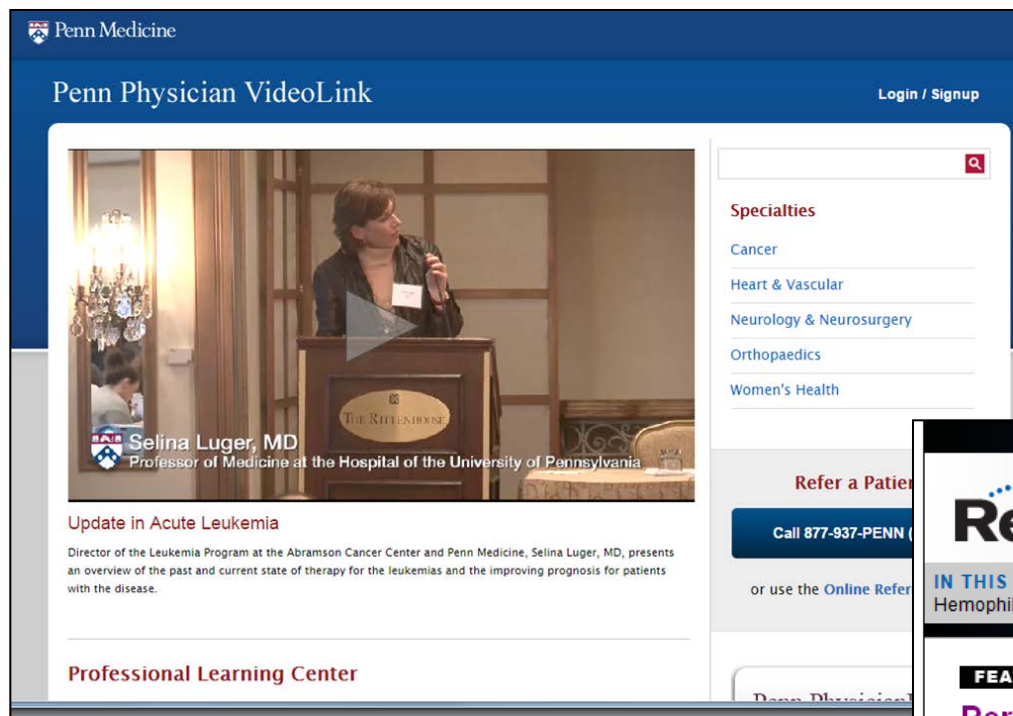


Online & Print Booklet

VideoLink & Reach MD

Physician
Marketing

- ◆ Penn Physician Video Link: Nearly 100 videos
- ◆ URL: <http://videolink.pennmedicine.org/>



Penn Medicine

Penn Physician VideoLink

Login / Signup

Specialties

- Cancer
- Heart & Vascular
- Neurology & Neurosurgery
- Orthopaedics
- Women's Health

Refer a Patient

Call 877-937-PENN (7373)

or use the Online Referral System

Professional Learning Center

- ◆ ReachMD digital radio network reaches >400,000 health care provider listeners weekly



REACHMD THIS WEEK | MAY 19, 2014

View this week's SCHEDULE

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Hemophilia • Advances in Immunotherapy in NSCLC • Controversies in Breast Feeding • and More

FEATURE PROGRAM >>

Personalized Diagnostics & Targeted Therapies

Medical Breakthroughs from Penn Medicine

Hosted by Dr. Lee Freedman

With Dr. David Roth

LISTEN TO PROGRAM

The Philadelphia Chromosome provided the first evidence that genetic abnormalities were linked to cancer. This discovery at Penn Medicine more than 50 years ago ushered in the modern period of cytogenetics. Now, the Center for Personalized Diagnostics builds on this legacy and is set to pave the way for a new era of genomic and therapeutic pathology. Host Dr. Lee Freedman welcomes Dr. David Roth to discuss the unique Center and offerings for patients.

Your Career in Healthcare

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CME

Continued Medical Education

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Campaign Optimization (sample)

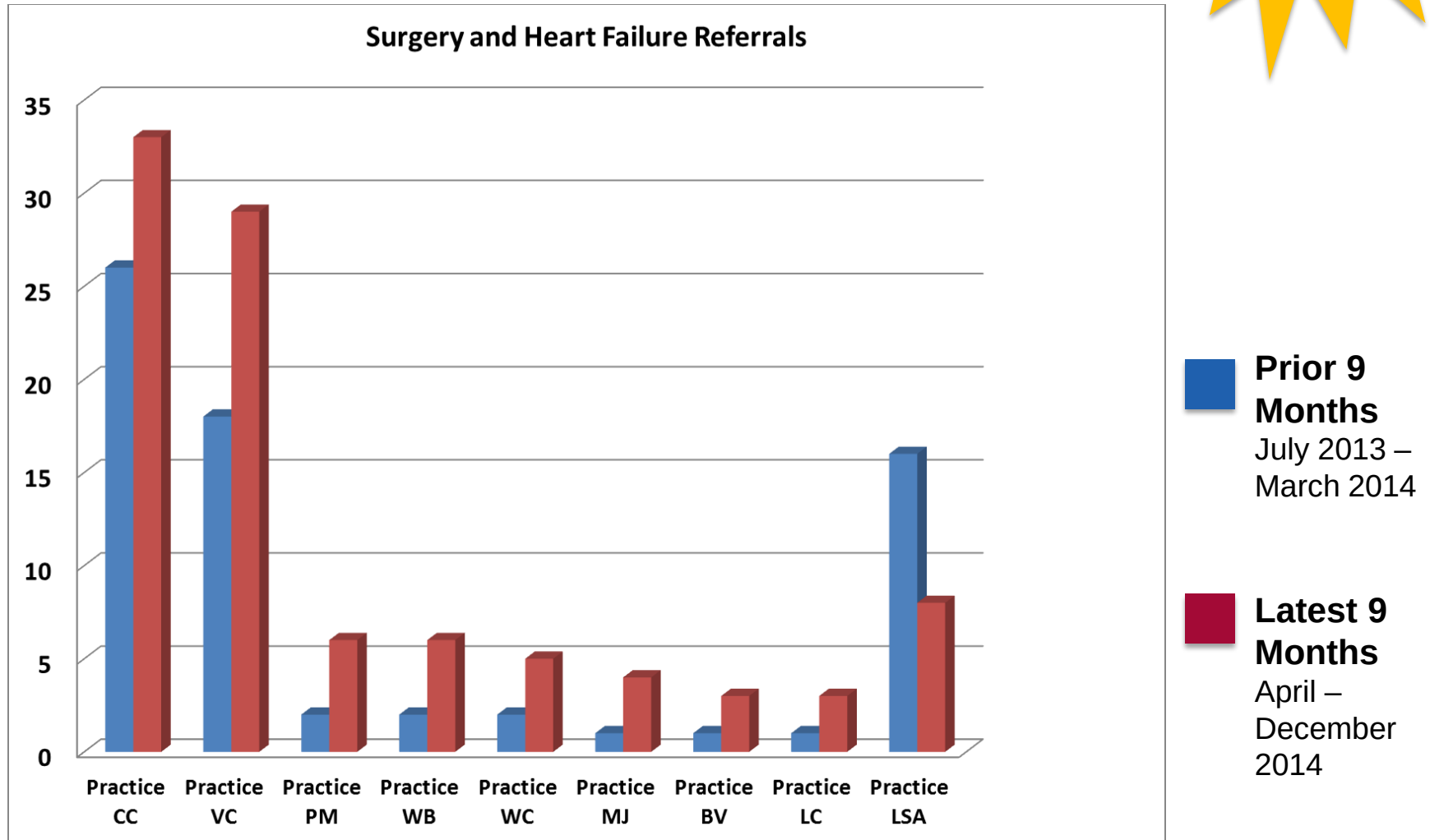
Physician
Marketing

Phase	1 4 Months	5 3 Months	
Landing Page Visits	3,935	3,098	
Respondents Per Week (total)	6.75 (81)	28 (270)	Quadrupled Response
Cost Per Acquisition	\$370	\$170	Cut Cost 46%
Request for Consultation	47	160	Exceeded Goal 55%

Initial Results are Promising



New Patient Referrals



Tracking Impact

1. “Campaign Leads”

Leading Indicator

- Appointment Requests at Contact Center
- Web Forms Completed

2. Outpatient Activity (new patient visits)

Actual Volume

- Change in Physician Referrals

Leading Indicator

3. Inpatient Volume

Actual Volume

4. Attribution of Marketing Impact

Calculation

- Calculation of Marketing “leads” converted to patients

Thank you

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