

How your health system's digital marketing strategy supports (or hurts) patient experience and what you can do about it.

8/27/18



#### Introduction

- Brian Q. Davis
- SVP, Scorpion Healthcare
- Consulted on digital strategy at over 50 healthcare organizations
- Speaker at SHSMD, Becker's Hospital Review. Featured in Forbes.





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### **EXCLUSIVE OFFER**



### Your special email:

beckers2018@scorpion.co



# About **Scorpion Healthcare**

- Over 17 Years in Business
- Valencia, CA / Dallas, TX / Long Island, NY
- 500+ employees / \$200M+ Revenue
- Healthcare / Legal Industry / National Brands
- Google "Platform Innovator of the Year" Winner





Over 250 hospitals and healthcare systems across the country count on Scorpion Healthcare every day.





### Why this is important to me.





# Patient Experience: The Facility





# Patient Experience: The Doctors





# Patient Experience: The Customer Service







My "patient experience" started long before I entered the doors of the hospital with my daughter.

#### Perry Elizabeth

**February 19, 2017** 



#### Perry Elizabeth

**February 19, 2017** 





# Maximum Uncertainty





### Bilateral Clubfoot

Google

clubfoot help dallas

All Images News Shopping

About 430,000 results (0.93 seconds)

Clubfoot Treatment - Scottish Rite Ho

Clinical Experts And Leaders In Pediatric Foot Disord

Become a Patient

Scoliosis ar

Infant Leg Deformities - Visit Medical Ci Ad www.medicalcitychildrenshospital.com/ > Skilled Surgeons · Customized Treatment Plan

Services: Pediatric Spinal Reconstructive Co



# Bilateral Clubfoot

may undergo surgery. In most cases, a special brace is used to prevent the condition from recurring.

0



**GENERAL INFO** 

**GET INVOLVED** 

NEWS

VISIT US

Become a Patient

Ways to Give

Press Room

2222 Welborn Street
Dallas Teyas 75219



## **Bilateral** Clubfoot

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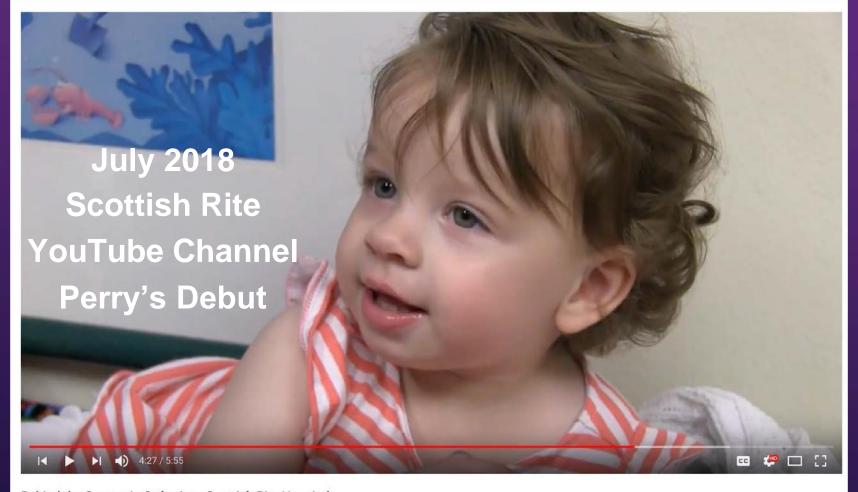












Behind the Scenes in Orthotics - Scottish Rite Hospital



#### What is "Patient Experience"?

"The sum of all interactions, shaped by an organization's culture, that influence patient perceptions across a continuum of care."

Reference: The Beryl Institute



#### What is "Patient Experience"?

"The sum of <u>all</u> interactions, shaped by an organization's <u>culture</u>, that influence patient perceptions across a continuum of care."

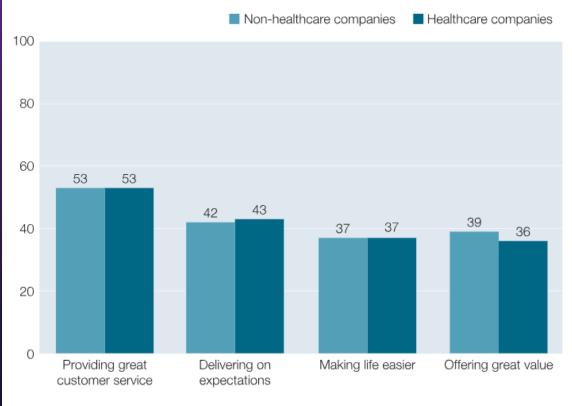
Reference: The Beryl Institute



An exceptional patient experience is a competitive advantage.

#### Qualities consumers value in companies<sup>1</sup>

% of respondents (N=2,255)



Participants were offered 10 qualities and asked to select the 3 they thought mattered most.

McKinsey&Company | Source: McKinsey 2015 Consumer Health Insights survey



Patient experience scores are strongly associated with hospital financial performance.

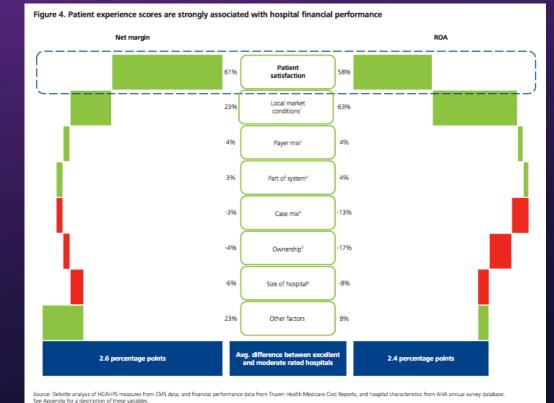
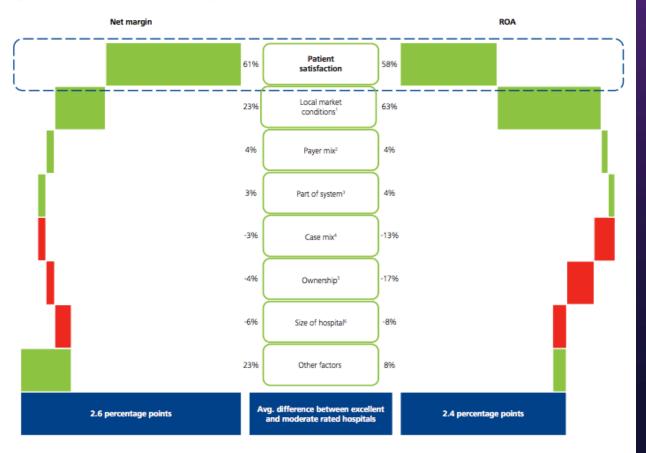




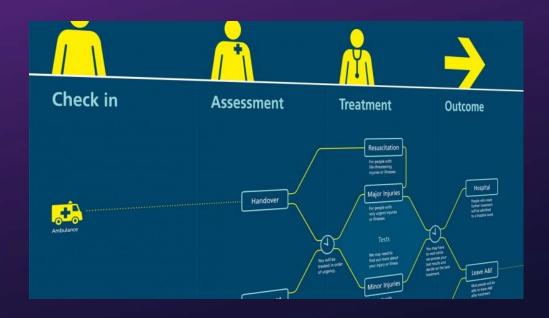
Figure 4. Patient experience scores are strongly associated with hospital financial performance



Source: Deloitte analysis of HCAHPS measures from CMS data; and financial performance data from Truven Health Medicare Cost Reports, and hospital characteristics from AHA annual survey database. See Appendix for a description of these variables.



Consideration of "patient experience" often starts here.





The first moments are often on the web.





It's the little things make the first impression...



"If we don't get the small things right, patients aren't going to trust us with the big things."

- Hospital CEO





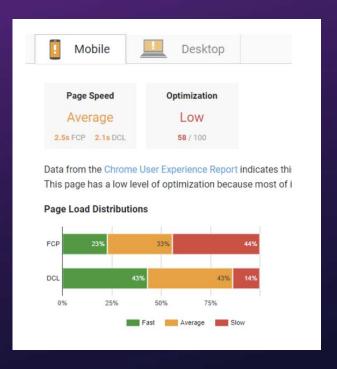
#### Broken experiences

### Error 404

Woops. Looks like this page doesn't exist.



#### Broken experiences





#### Broken experiences

#### 130 Location Data Errors Detected

		Business Name	Address	Phone	Ratings	Status
G	Google view listing	Halifax Health - Care for Women	325 Clyde Morris Blvd Ste 390, Ormond Beach, FL 32174	(386) 425-4450	★★★和☆ 3.4	I Alert
AHCCA	Yahoo! view listing	Vdanis Barbara - Halifax Health	325 Clyde Morris Blvd # 390, Ormond Beach, FL	(386) 425-4000		I Alert
D	Bing view listing	Halifax Health- Women's Care NW	325 Clyde Morris Blvd Ste 390, Ormond Beach, FL 32174	(386) 425-4450		I Alert
Ð	Facebook view listing	Halifax Health - Hospice Care	303 N Clyde Morris Blvd, Daytona Beach, FL 32114	(877) 842-5432		I Alert
P	Foursquare view listing	Halifax Health- Women's Care Now	325 Clyde Morris Blvd, Ormond Beach, FL 32174			! Alert
88	Yelp	Not found!				X Not found
			325 Clyde			



# There are lots of things that can go wrong.

## Simple Audit of hospital site

#### Summary of Findings \*\*

- 56 links are 404ing
- 2. 322 urls going through 301s
- 3. A significant amount of service pages are externally duplicate
- 4. 18 missing meta titles and 441 missing meta descriptions
- 1245 duplicate meta titles and 1067 duplicate meta descriptions
- 6. 218 titles that are too long
- 7. 6 missing H1s including the home page
- 8. 1331 duplicate H1s
- Mobile & desktop speeds need work
- 10. Mobile design needs work
- 11. Site does not have schema
- 12. 130 listing inconsistencies

## Recent executive checklist

- How is my web strategy performing right now?
- How do I compare?
- How are we performing for people with disabilities?
- Are people stealing my content?
- Are we stealing other people's content???
- What market opportunities are we missing?
- What is hurting my patient's web experience?
- What is confusing our patients?
- What types of strategies are my competitors running?
- How accurate are my maps and locations?
- How is my site performing for users? Is it fast or slow?
- How can I deliver a unified digital marketing approach?
- How can we make it better? Help!



# It is a must to get small things right online.

(which are big things)



# Why does it matter?



First impressions happen everywhere. 1000s of times per day.







#### **PRIME POSITION**

# In just two hours, Amazon erased \$30 billion in market value for healthcare's biggest companies

By Preeti Varathan

January 30, 2018





Health & Medicine **Amazon Is Really Serious About Making** Healthcare a Part of Its Future ♠ Juan Torres/David Ryder/Getty Images/Victor Tangermann Unlike some other Twitter-loving tech CEOs we know, Amazon founder Jeff Bezos likes to keep his company's plans fairly quiet. Some even call Amazon "secretive."

Bezos disagrees with that label, though. In 2014, he told shareholders he thinks "quiet" is more accurate: "Our primary approach is, we talk when we have something to say."

As recent whisperings about Amazon's involvement in the healthcare industry have risen to a crescendo, Amazon may be just about there.

Published: March 26, 2018



### Your health speaks.

Analysis of subtle but characteristic changes in your voice can accurately reveal important aspects of your health.

Sonde Health is a digital medicine company developing a voice-based technology platform with the potential to transform the way we monitor and diagnose mental and physical health.











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What else is going to be possible in 12 months?



## Even with the best intentions

# MOST EFFORTS FAIL TO DELIVER.



New Mindsets
New Skill Sets
New Tactics





New Mindsets
New Skill Sets
New Tactics



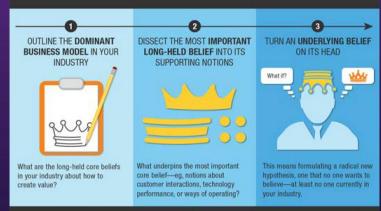


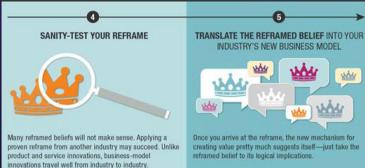
# Mindset Shift:

**Status Quo vs. Disruption The Power of the Reframe** 

#### A NEW APPROACH TO BUSINESS-MODEL INNOVATION

5 steps to turn your beliefs upside down





McKinsey&Company



Dominant Business Model:

Long Held Belief:

communities.

Turn belief on its head:

communities

Sanity test of reframe:

New business model:

hospitals.

Healthcare Systems with large hospitals.

Large hospitals are required to support health of

Large hospitals are NOT required to support health of

Most care happens outside of large hospitals.

Systems of future will not be structured around large



Dominant Business Model:

Long Held Belief: communities.

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## THE WALL STREET JOURNAL.

U.S. Edition ▼ August 17, 2018 Today's Paper Video



#### HEALTH | HEALTH CARE

#### What the Hospitals of the Future Look Like



The sprawling institutions we know are radically changing—becoming smaller, more digital, or disappearing completely. The result should be cheaper and better care.







Feb. 25, 2018 10:11 p.m. ET



The days of the hospital as we know it may be numbered.



In a shift away from their traditional inpatient facilities, health-care providers are investing in outpatient clinics, same-day surgery centers, free-standing emergency rooms and microhospitals, which offer as few as eight beds for overnight stays. They are setting up programs that monitor people 24/7 in their own homes. And they are turning to digital





### HURON



#### Implications for Healthcare Mergers & Acquisitions

For the past five years, hospital systems have been on a buying binge, scooping up or partnering with community hospitals and physician practices in order to capture referrals and expand their geographic reach.

Community hospitals are being courted by larger systems as they seek to succeed in a value-based business model. Physician groups want the shelter of hospital system employment, gaining access to capital and a steady paycheck while reducing the burden of complying with new payment rules and Electronic Health Record (EHR) requirements.

The problem with this merger craze is that it reflects, in part, an outdated view of patient care. The push to build large systems and SHARE: in Y f G 🖾







In the future, healthcare will be delivered in settings far outside what hospital leaders consider the norm today.



What other modes of thinking could you challenge or disrupt in your business by using the reframe?



# Mindset Shift:

"Build It" to "Buy It"





# We don't build

our DVD collections anymore.





# We have **NetFlix**

build it for us.





# Mindset Shift:

Shiny object syndrome to Results Oriented





"It's like we bought 4 fitbits and we expect that it will get us in shape!" --Chief Strategy Officer

Fun fact: 30% of all fitness trackers are abandoned after 6 months.





"We've bought every piece of technology but we've got no one to extract the value!"

Chief StrategyOfficer





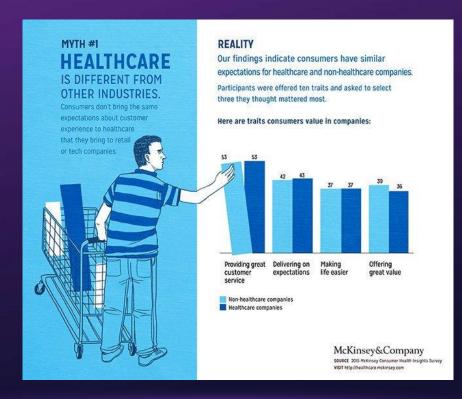


Get a coach to get results.



# Mindset Shift:

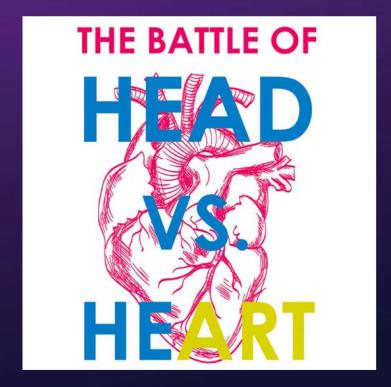
**MYTH:** Healthcare is different than other industries.





# Mindset Shift:

From leading with the head to leading with the *heart*.









In the world of digital marketing and consumer behavior, things are moving too fast to act like an "industry" anymore.



"If you don't have a digital strategy already in place for your health system, you are already behind. This is not a problem you can hope to solve in 24 months. Consumer behavior and the nature of the Internet change too fast. You must be nimble."



Brian Cusack
Head of Industry, Healthcare
Google



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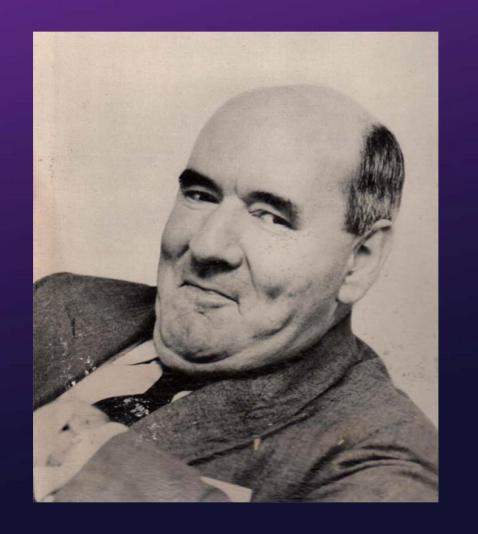


Brian Cusack
Head of Industry, Healthcare
Google

Fall, 2015

What can we learn from an early 20<sup>th</sup> century
British naval historian about what kills progress?

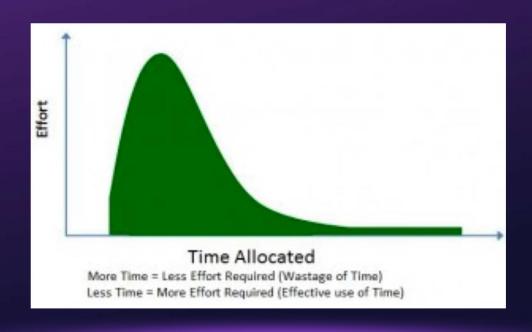
Cyril Northcote
Parkinson 19091993





### Traps to attack!

Parkinson's Law: "A task will expand to fill the time available for its completion."





### Traps to attack!

Parkinson's Law of Triviality:
"The amount of time a group spends discussing an issue will be in inverse proportion to the consequentiality of the issue."



Credit: bohable.com



### **Groupthink kills innovation**

#### **Groupthink:**

A psychological phenomenon that occurs within a group of people in which the desire for harmony or conformity in the group results in an irrational or dysfunctional decision-making outcome.





### **Groupthink kills innovation**

Group members try to minimize conflict and reach a consensus decision without critical evaluation of alternative viewpoints by actively suppressing dissenting viewpoints, and by isolating themselves from outside influences.

Groupthink requires individuals to avoid raising controversial issues or alternative solutions, and there is loss of individual creativity, uniqueness and independent thinking.



### U.S. Navy surprise at Pearl Harbor - Dec 7, 1941

Groupthink can lead to disastrous results:

"The Japanese would never dare attempt a full-scale surprise assault against Hawaii because they would realize that it would precipitate an all-out war, which the United States would surely win."





It's easy to lose sight of stakes when we take the heart of out the business.

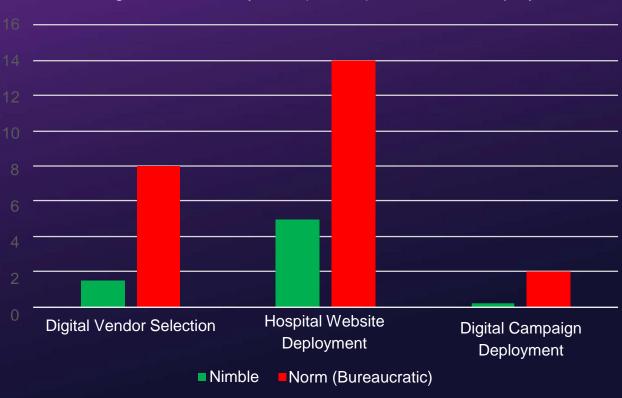


# Small, empowered, patient-focused accountable teams are a competitive advantage.



# What can a small, empowered and accountable team do?

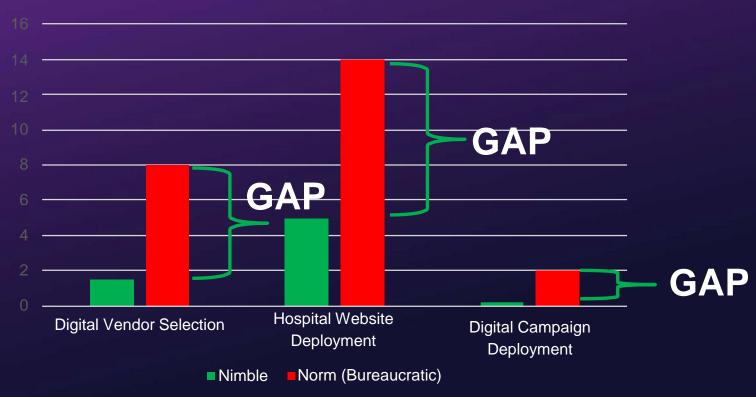
Large Healthcare System (Multi B) – Months to Deploy





# The GAP is worth millions in service to patients and competitive advantage.

Large Healthcare System (Multi B) – Months to Deploy





"Stop thinking so much!
You don't need more information!
Production wins over perfection!"
- my coach



### TRUMP CARD QUESTION:

"Yes, but what will best serve the patient?"



### THE ONE QUESTION:

"What does my HEART tell me?"



New Mindsets
New Skill Sets
New Tactics







# Things to **Avoid**

Massive enterprise website platforms & "built in-house" approaches.

Don't build it.





### Invest In

Flexible platforms & fully managed services.

Lease it!





# Things to **Avoid**

Companies & providers that are incentivized to support the status quo.





### Invest in

New approaches & skill sets that can help you market in the year we are in.





# Things to Avoid

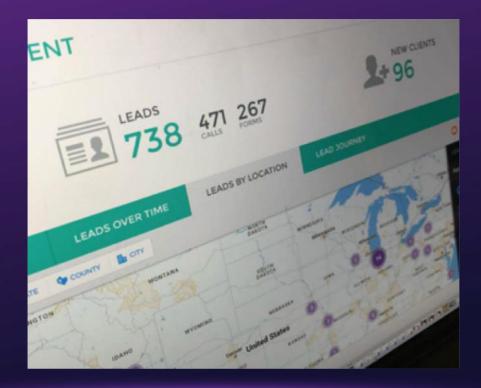
"Flurry of Activity" Marketing





# Invest in

**Accountable** Marketing





# Something to Avoid

"Head in the sand" Approach





### Invest

**Your Own Time** 







- 1. Manage the entire equation
- 2. Run a playbook
- 3. Get front footed
- 4. Better questions = Better campaigns
- 5. Measure
- 6. Grab the low hanging fruit first



# Solving the equation of effective online marketing in healthcare is difficult.

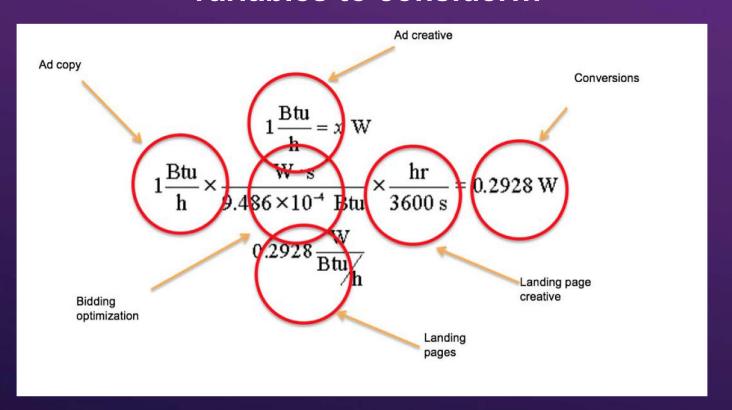
$$1\frac{Btu}{h} = x W$$

$$1\frac{Btu}{h} \times \frac{W \cdot s}{9.486 \times 10^{-4} Btu} \times \frac{hr}{3600 s} = 0.2928 W$$

$$0.2928 \frac{W}{Btu}$$



## There are so many variables to consider...





# Solving lots of these equations across multiple campaigns is even more difficult.

$$1\frac{Btu}{h} \times \frac{1\frac{Btu}{h} = x \text{ W}}{9.486 \times 10^{4} \text{ Btu}} \times \frac{hr}{3600 \text{ s}} = 0.2928 \text{ W} \frac{Btu}{h} = x \text{ W}$$

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$$1\frac{Btu}{h} = x \text{ W}$$

$$1\frac{Btu}{h} = x$$



Everyone has a demand for you, but how can you scale your campaigns and maintain quality?



Having lots of cooks in the kitchen can create problems.



It's better to have one partner working the whole equation.



### BUILD A PLAYBOOK

### REPEATABLE RESULTS WIN



### Women's Services Playbook

#### Strategy

- Drive brand / services awareness
- Direct acquisition for unique services with PP

- Social Media Advertising
- Targeted Display
- PPC





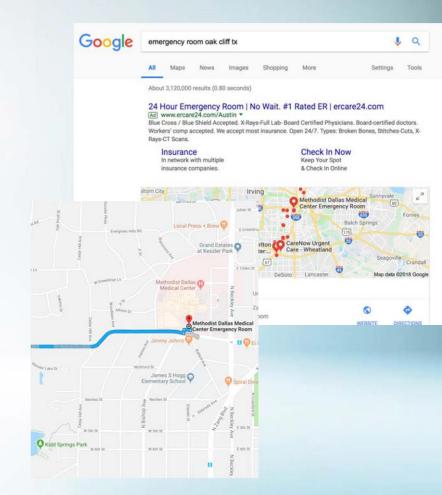


### ER Playbook

#### Strategy

- Direct acquisition with PPC
- Local SEO

- Social Media
- Display
- PPC
- Listing Management for Local ER SEO





### **Bariatrics Playbook**

#### Strategy

- Drive symptom / screening awareness
- Enhance brand awareness
- Direct acquisition with PPC

- Social Media
- Display
- PPC





## Recruitment Playbook

#### Strategy

- Drive brand / services / location awareness
- Direct acquisition with PPC
- Multi-Campaign Strategy based on provider type

- Social Media
- Display
- PPC



Manage Digital Advertising

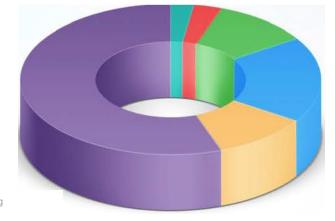
## **Cardiology Advertising Strategies**

#### Pay Per Click

- Google Advertising
- · Bing Advertising

#### Display

- Affluent National News Sites
- · Health & Fitness Interests
- Finance Interests



- Demographical/Geo TargetIng
- Domain target competitors
- · Look alike audiences buill off of e-mail lists

#### Videos

· Demographical/Geo TargetIng

#### Social

- Demo Targeting
- Interest Targeting

#### **Native**

- Outbrain
- · Taboo la

### rget Group

People with healthcare that are proactive about their health, fitness and do not exhibi 'high risk' behavior.

Target 2 Group

People who know that they have heart diseas in their family and are doing something simila

Farget 3 Group

People who exhibit high risk behavior and have no interest in health, fitness, etc.

arget

Groud

These people have low income and inadequate healthcare - whether or not they care about their health and fitness is irrelevant.

## BETTER QUESTIONS

BETTER CAMPAIGNS



# Questions to consider <u>before</u> spending money:

- 1. What are our target outcomes?
- 2. Is there capacity?
- 3. Is the patient's journey understood?
- 4. What happens when leads come in?
- 5. What is the average CM value of the patient for this type of service?
- 6. What would we pay to acquire a new patient of this type?
- 7. Do the economics even make sense?

GET FRONT
FOOTED
with the front line



## MEASURE

Expect and demand real-time and easy to understand DATA





New Mindsets
New Skill Sets
New Tactics









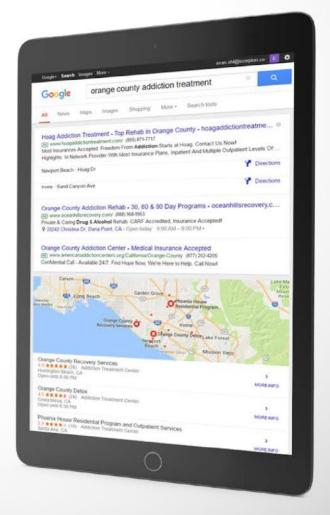
## Search Marketing





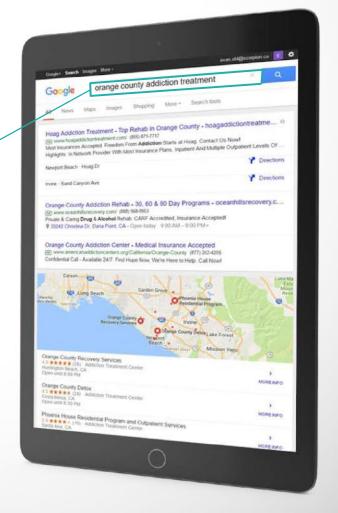


- Immediacy
- Relevance
- Targeting



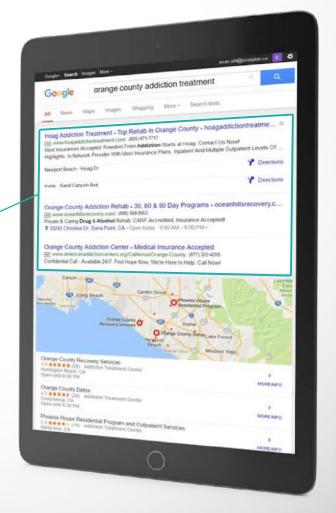


- Immediacy
- Relevance
- Targeting



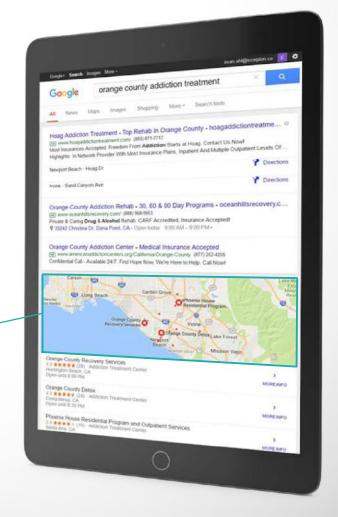


- Immediacy
- Relevancé
- Targeting

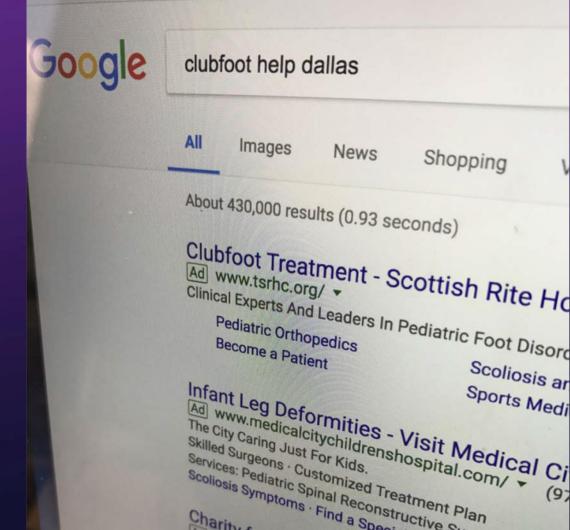




- Immediacy
- Relevance
- Targeting



Search marketing is the fastest and most cost effective way of delivering personalized experiences to consumers.







## Data Sourcing

Google looks at hundreds of online sources to deliver accurate location data.





### Solution

Online listing management services & syndication technology now make it possible to automate the cleanup and ongoing maintenance of this information.



#### ONLINE DIRECTORIES





## Facebook





## Study

## STUDY: Teens Leaving Facebook, Being Replaced By More Users 55 And Older

Are Facebook users getting older on average? Very much so, according to a recent study from digital agency iStrategyLabs, which found that the number of teens (aged 13 through 17) was down 25.3 percent when compared with its 2011 report, while total users 55 and older were up 80.4 percent during the same time period.

By David Cohen January 15, 2014



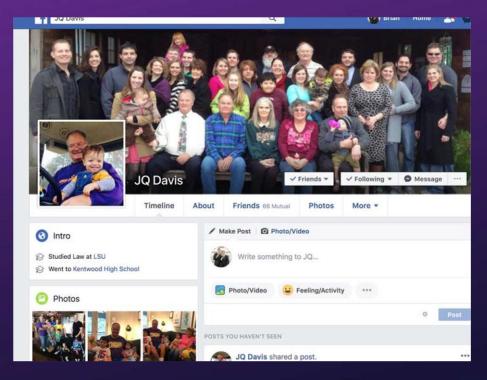
## "I'm not going on BookFace!"

- my dad, 2010









Average time to "like" picture of grandchild: ~18 min



## Video

- YouTube is the new TV
- 2nd largest search engine
- 52% of patients & caregivers watch videos
- 70% of patients & caregivers consider video sites the most influential sources





# Direct-to-Recruit Marketing





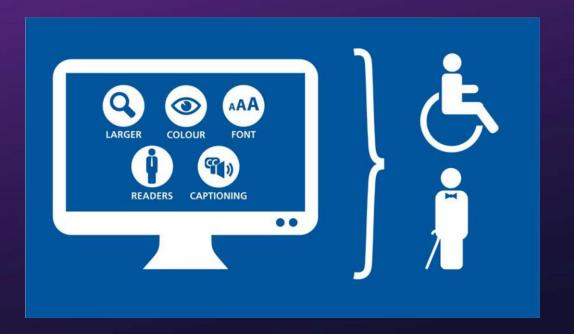
Direct ROI in recruitment fee savings







Enhance patient experience for the disabled (ADA)





Enhance patient experience with new technology:

AMP Opportunities





Let's just talk.

Voice



### **New Mindsets**

- The reframe
- Built it vs buy it
- Coaches deliver results
- Healthcare isn't different
- Head vs heart
- Parkinson's laws
- The one question

### **New Skill Sets**

- Using managed services
- Investing in new approaches
- Accountable marketing
- Your own experience
- Manage the whole equation
- Run a playbook
- Get front footed
- Better questions = better campaigns
- Demand measurement

### **New Tactics**

- Search Marketing
- Facebook
- Youtube
- Maps / Listings
- Move faster
- ADA Guidelines
- AMP
- Voice



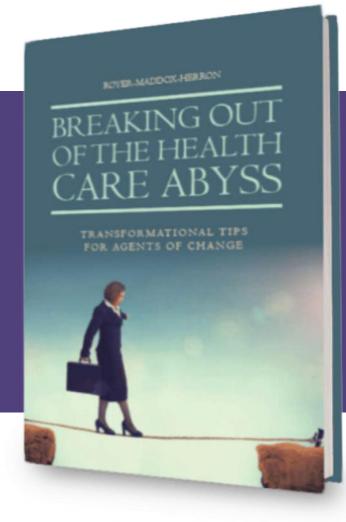


"Leaders must nurture their <u>dissatisfaction with</u>

<u>the status quo</u> by constantly reexamining current reality and living in a permanent state of inquiry."

Dr Thomas Royer, Peter Maddox, Jay Herron (2017)

**Breaking Out of The Healthcare Abyss** 





What's one thing you are taking away?

What if?





Google Innovator Award Winner



# The Scorpion Experience For Healthcare Systems







Provide your username & password to login

cody2@scorpion.co



## NEW: SCORPION MARKETING SYSTEM 8 BUILT FOR HEALTHCARE SYSTEMS



## **EXCLUSIVE OFFER**

"There so much to consider!

How can I get clear on where we are and how we compare today?"

- Every busy and competitive healthcare executive

#### Recent executive checklist

- How is my web strategy performing right now?
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- How can I deliver a unified digital marketing approach?
- How can we make it better? Help!



**EXECUTIVE WEB STRATEGY AUDIT OFFER Limited Availability.** 

Email: <a href="mailto:beckers2018@scorpion.co">beckers2018@scorpion.co</a>

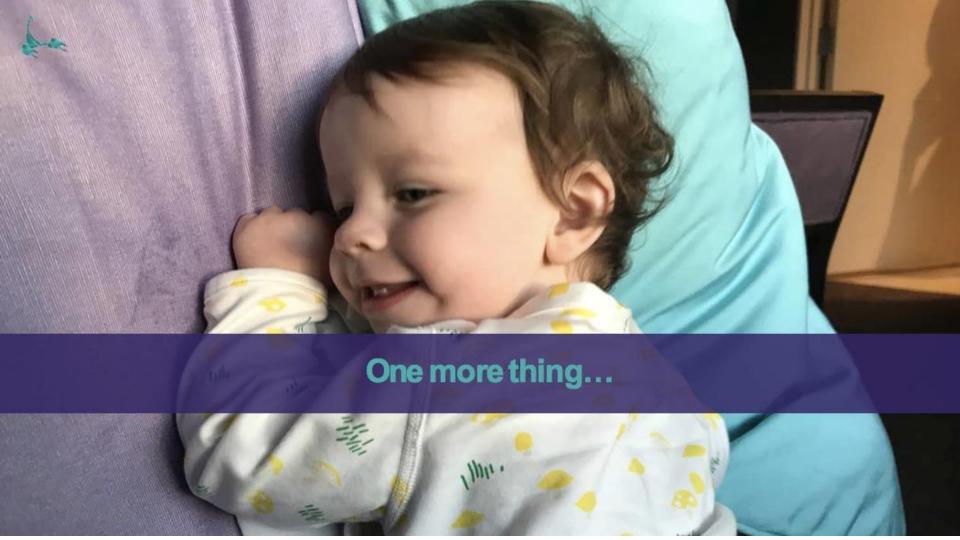
Subject line: "GET CLEAR" to schedule apt.



### Your special email:

beckers2018@scorpion.co

SUBJECT "GET CLEAR"

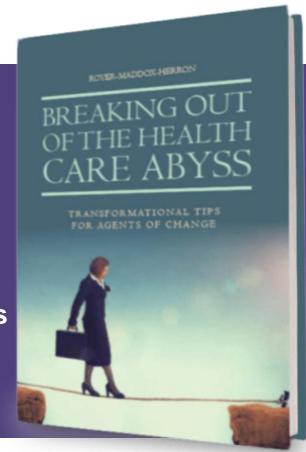




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## Brian Q. Davis

Senior VP of Healthcare | Scorpion

Brian.Davis@SorpionHealthcare.com

www.ScorpionHealthcare.com

www.LinkedIn.com/in/BrianQDavis

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# The Scorpion Experience For Healthcare Systems





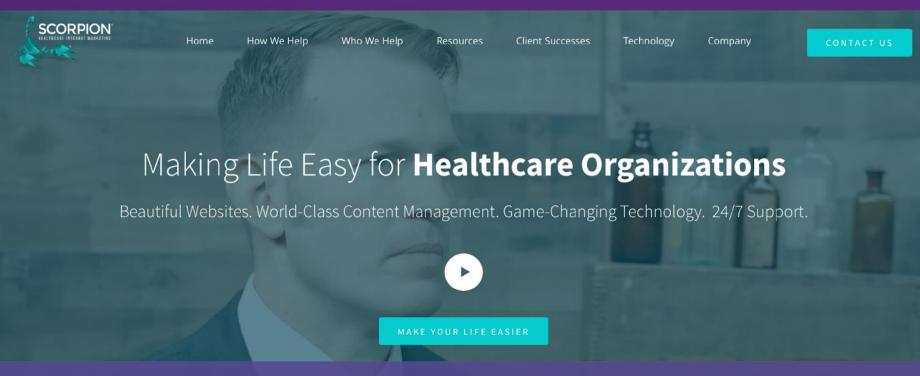
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