# Table of Contents

- Current State of Healthcare Marketing .......................................................... 3
- Marketing Initiatives ...................................................................................... 4
- Marketing Center of Excellence ................................................................... 7
- Getting Started .............................................................................................. 9
  - Digital Marketing Audit ........................................................................... 10
  - Audience Definition and Messaging ......................................................... 11
  - Program Initiation .................................................................................... 13
  - Enterprise Alignment ................................................................................. 14
- Summary ......................................................................................................... 15
- Hileman Group by the Numbers .................................................................... 16
The American health system is immersed in a period of unprecedented change. The seismic shift from volume-based to value-based reimbursement has applied significant pressure to providers of all sizes, leading to a variety of mergers, acquisitions and partnerships. In addition, this value-based approach puts an emphasis on outcomes, population health, wellness programs and other transformative initiatives.

Today’s healthcare marketer is not immune to these changes. At a time when more is needed – more budget, more staff, more skills, more bandwidth – today’s marketer is required to manage an ever-evolving landscape with less.

But, with change comes opportunity. An opportunity for today’s healthcare marketer to take a larger role in developing relationships with patients, physicians, community leaders and other constituents that drive the strategic direction of the organization.

Marketing Initiatives

By speaking to current and prospective patients, as well as referring physicians – across digital and traditional channels – today’s marketers can influence their organizations like never before. Through our own client interactions and interviews, Hileman Group has identified several opportunities where marketing can make meaningful contribution:

- **Patient Acquisition**
  Progressive healthcare systems recognize the opportunity to drive revenue through digital marketing, and they embrace a consumer-focused approach, emphasizing personalized communication, education, and acquisition and nurturing.

- **Brand Awareness & Reputation**
  Brand, brand, brand. The best marketing in the world won’t be effective without trust and awareness, so messaging around quality, access and community benefit is critical.

- **Population Health Initiatives**
  Support healthcare system population health goals by providing programs and information that drive participation in wellness events, educational seminars and screenings critical to managing many health issues.

- **Patient Reactivation**
  Leverage traditional mail and call center tactics that leverage patient-specific data with digital programs that educate users on their condition and the importance of regular appointments to promote more proactive care management.
Here are a few sample scenarios to help describe each initiative in a healthcare setting:

**Patient Acquisition**

**Scenario:** As the CMO of a healthcare system, you are given the mandate to drive volume through new patient acquisition.

**Initiative:** After performing an audit, several specialty care conditions are identified for marketing programs based on contribution margin, capacity and the ability for marketing to influence consumer choice. Additionally, programs involving primary care and maternity are selected due to capacity and lifetime patient value.

**Community Awareness & Reputation**

**Scenario:** The marketing and communications department is tasked with improving community awareness for the health system.

**Initiative:** After a review with the community relations team, the marketing department identifies several areas of the website for enhanced content around community benefit and quality. This information is integrated throughout the current patient generation programs for credentialing and also shared with philanthropy and disseminated through their monthly newsletter. Leveraging the physician channel, the outcomes information is also distributed to internal and contracted physicians through their regular communications.
Population Health Initiative

Scenario: Low participation in community screenings is preventing the health system from realizing its population health goals. Your CMO tasks you with improving attendance at specific events.

Initiative: Based on a review of the participation in screenings across the area, a targeted marketing plan is put in place to promote each event. Social media advertising and email are utilized to engage users, inviting them to local events and performing the associated reminders and follow-ups.

Patient Reactivation

Scenario: You are given the mandate to communicate and reactivate patients that have become inactive in the system.

Initiative: The data analytics team identified several chronic conditions where patients have lapsed in their follow-ups. As such, a reactivation campaign is initiated with an initial mailing and priority appointment line. Additionally, users are offered a vanity URL and additional educational material with the ability to opt-in to a nurture program as well as relevant newsletter content.
Marketing Center of Excellence

Hileman Group has developed 6 digital marketing best-practice strategies that can be leveraged across your organization’s marketing initiatives. The Center of Excellence (CoE) approach allows for the development of programmatic solution that can be customized for multiple marketing initiatives where one or more CoE tactic is utilized.

**Patient Generation**
Patient acquisition programs with specific messaging supports the patient journey and targets relevant and/or strategic disease and conditions which support consumer choice.

**Events & Webinars**
Provide effective messaging to drive participation in events and webinars, including event invitations, reminders and follow-ups.

**Direct Marketing**
Enhance marketing efforts providing print-on-demand capabilities as another channel to drive lead capture and support ongoing nurture.

**Nurture Campaigns**
Engage patients in ongoing nurture campaigns through email newsletters and other ongoing engagement streams, focusing on broader topics such as community health and wellness information.

**Targeted Announcements**
Offer special announcements to targeted audiences. Not all programs are multi-step nurtures – sometimes we just have to send out a good old email blast!

**Multi-Channel Integration**
Improve the productivity of your website, social and advertising efforts through a coordinated, integrated approach.

As healthcare organizations embrace the new tool set that is available in the CoE, it is important to integrate these into current traditional channels as well. Think of this tool set not as a replacement to current tactics, but instead, an augmentation of them to help improve their effectiveness and measurement.
The CoE tactics are not intended to be one-off solutions. Rather, the best results are achieved by executing multiple tactics to realize the holistic goals of your marketing initiatives: the sample matrix provided below is an example of how multiple CoE tactics can be leveraged in an individual marketing initiative.

<table>
<thead>
<tr>
<th></th>
<th>Patient Generation</th>
<th>Event &amp; Webinars</th>
<th>Direct Marketing</th>
<th>Nurture Campaigns</th>
<th>Targeted Announcements</th>
<th>Multi-Channel Integration</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Patient Acquisition</strong></td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Community Awareness &amp; Reputation</strong></td>
<td></td>
<td></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Quality Improvement</strong></td>
<td></td>
<td>✓</td>
<td></td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td><strong>Patient Reactivation</strong></td>
<td></td>
<td></td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
</tbody>
</table>

A healthcare provider in the midwest, leveraging the Hileman Group CoE tactics of Lead Generation, Nurture Campaigns and Multi-channel Integration achieved, on average, a 1300% ROI in their patient acquisition programs.
At Hileman Group, we have developed a process that healthcare marketers can leverage to effectively implement the 6 identified CoE strategies and gain meaningful traction within the organization.

Getting Started

Step 1: Digital Marketing Audit

Step 2: Audience Definition and Messaging

Step 3: Program Initiation

Step 4: Enterprise Alignment

After seeing a paid search ad, 29% of patients began the research process and 35% of patients conducted searches for more information, Google & Compete, Hospitals Study, 2012.
Step 1:

Digital Marketing Audit

The first step includes an audit of the effectiveness of the current digital marketing programs. It will look at the competitive landscape, enterprise business and marketing objectives, target markets and audiences, as well as best practices. The audit is focused on determining how well the current marketing ecosystem is aligned towards adding meaningful and measurable results to the healthcare organization’s business objectives.
Step 2:

**Audience Definition and Messaging**

With the knowledge gained from the audit, the audience and market are defined next to identify specific personas. Leveraging the strength of marketing automation – and understanding the demographics, psychographics and technographics of the target audience – it’s possible to communicate directly and uniquely with people as they move through the patient journey.

In order to better define the patient journey, we have outlined the 6 audience types above. Each of these audiences have specific needs and require different messages. While the journey is shown linearly, in reality, it is anything but. Audiences enter and exit the patient journey at different times, so it is important to be able to reach them accordingly.
<table>
<thead>
<tr>
<th>Preventative/Passive</th>
<th>Preventative/Active</th>
<th>Treatment Seeker</th>
<th>Provider Seeker</th>
<th>Prospective Patient</th>
<th>Engaged Patient</th>
</tr>
</thead>
<tbody>
<tr>
<td>I do not need medical treatment right now but I am of a qualifying demographic that should receive preventative screenings or treatment for my health and wellness.</td>
<td>I have not been diagnosed with a condition, but I am actively researching a screening/test to help be proactive in my health and wellness.</td>
<td>I have been diagnosed with a specific condition. I am searching for treatment options, outcomes and any information to help me understand my options.</td>
<td>I have been diagnosed with a specific condition and have made the decision to be treated. Why should I choose your hospital system for treatment?</td>
<td>I have decided to come to your hospital system for treatment. Help me contact you to get started with my treatment plan.</td>
<td>My treatment is in process or complete! Help me understand the post-treatment instructions, payments and the scheduling of any follow-ups. Help me understand how my life choices can directly lead to improved health and wellness.</td>
</tr>
</tbody>
</table>

**Awareness Stage**

Reach this audience by:
- Push advertising
- Programmatic display during awareness months
- Highly targeted social media

**Interest/Engage Stage**

Reach this audience by:
- Search engine marketing
- Highly targeted social media programs

**Desire Stage**

Reach this audience by:
- Search engine marketing
- Email nurturing
- Website personalization

**Action Stage**

Reach this audience by:
- Email nurturing
- Website personalization
- Easy-to-convert digital touch points
- Live chat
- Request an appointment
- Second opinion

**Advocate Stage**

Reach this audience by:
- Email nurturing
- Website personalization
- 1:1 communication for post-treatment care.
Step 3: Program Initiation

With all the groundwork laid, it’s time to define and build the marketing programs. Here are the best practices:

- **Set specific, measurable goals.** Include ROI as a major component, but not the only one. How much more efficient will the marketing group be? Will this increase return while lowering our overhead? How will we better leverage current investments in digital assets? Be specific and know what success looks like.

- **Determine how you will get the data to report ROI.** We need financial data in a timely manner to best measure the effectiveness of a campaign, but avoid any specific health information.

- **Identify appropriate campaigns.** Choose the best disease and condition topics that will be relevant, can provide consumer choice to your primary audience and will typically be a profitable service.

- **Document the specific persona(s) for this campaign** and develop the campaign flowcharts to address their concerns throughout the patient journey.

- **Develop the content strategy for this campaign.** Define what content exists and what needs to be created at every step.

- **Implement and measure.** At Hileman Group, we say, “Measure, Analyze, and Optimize.”

---

**How data reports ROI**

- Finance Database
- Patient Database

**Internal Data Warehouse/CRM**
- Owns Analysis of HIPPA & Finance Data

**Marketing Database/Mar-Tech**
- Owns All Marketing Campaign Activities

As the ability to show ROI is the #1 goal, closed loop reporting is essential to any marketing campaign. However, with regulatory hurdles, it’s hard for healthcare organizations to use out-of-the-box CRMs.
Step 4:

**Enterprise Alignment**

Always plan for success. As the programs meet business objectives, it’s critical to develop an enterprise vision. While no two organizations are alike, here are some best practices Hileman Group has developed with our clients.

- **Be Inclusive:** Anticipate cultural barriers and include those that might be less receptive up front.
- **Executive Sponsorship:** Include your Executive Sponsor in regular, quarterly reviews where the original program goals are reviewed and program results are discussed.
- **Onboard IT Early:** We know – but eventually, IT and security will need to be involved, so keep them in the loop on initial pilot programs, so they have some buy-in on the larger enterprise engagement.
- **Learn, Learn, Learn:** Take advantage of the educational opportunities provided by Hileman Group, as well as the marketing automation vendor.

---

Summary

Healthcare organizations have made great strides in growth and innovation, expanding marketing efforts, creating impactful content, and experimenting with personalization. By marrying traditional marketing tactics with digital strategies, healthcare organizations can fully seize patient engagement, connecting with the consumer about their health and wellness in unique and effective ways.

» Is your organization ready for marketing automation?  
Take our assessment to find out at HilemanGroup.com/assessment.

» Have you already decided you’re ready?  
Contact us for a free marketing wellness screening at HilemanGroup.com/healthcare-contact.
Hileman Group, founded in 2002, is proudly located in the heart of downtown Cleveland, Ohio. We are a full-service digital agency, with a specialization in healthcare. Our clients include many healthcare providers, but we also have experience with associations serving physician members, payers, medical device makers and pharma, making us a valuable asset in the healthcare industry.

Hileman Group by the Numbers

Our healthcare clients provided services to **approximately 20 million patients in the past year, with facilities across 16 states.**

We work across **30 different service lines**, including specialty care, primary care, pediatrics and women’s health.

Our clients include **two of the top 20 from U.S. News & World Report**, one in the top 2.

For email deployments across all of our healthcare clients, we see a **99% delivery rate, a 42% open rate and a 22% click-through rate**, on average.

We have deployed more than **200+ healthcare marketing automation programs to date.**

Across all of our healthcare clients we see on average a **lead to patient conversion rate between 8-10%** with some programs as high as **35%.**