

# Spectrum

Society for Healthcare Strategy & Market Development®

March/April 2018

## STRATEGY



## Dare to Innovate: How to Advance Consumerism in Your Organization

By Deborah S. Fullerton

AMITA Health is implementing a variety of consumer strategies to address increased competition from healthcare disruptors and other providers.

When large, data-driven, consumer-oriented companies such as Google and Amazon announce they are entering the

health care space, hospitals and health systems must be ready to change, update, and innovate in order to continue to be successful.

Although healthcare organizations have long histories of serving the community, most are still designed around the convenience of providers, not patients. Processes such as scheduling, billing, diagnostic testing, and caregiving are managed in much

the same manner as when they were established decades ago. As insurers and employers increasingly promote high-deductible insurance plans with more cost controls, patients are becoming savvy, price-sensitive healthcare consumers.

Amazon, Walgreens, CVS, and others are far superior at understanding customer needs and, more importantly, delivering value than most hospitals and systems. This is true also for start-ups that bring

*(Continued on next page)*



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

**President**

**Ben Dillon**  
Chief Strategy Officer  
Geonetric, Inc.  
Cedar Rapids, IA

**President-Elect**

**Rose Glenn**  
Senior Vice President  
Chief Communications Officer  
Chief Experience Officer  
Henry Ford Health System  
Detroit, MI

**Immediate Past-President**

**Ruth Portacci**  
Principal  
Healthcare Strategy Partners, Inc.  
Nashville, TN

**Executive Director**

**Diane Weber, RN**  
Society for Healthcare Strategy &  
Market Development  
Chicago, IL

**Editor**

**Brian Griffin**  
Society for Healthcare Strategy &  
Market Development  
Chicago, IL

**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](mailto: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.

**Dare to Innovate: How to  
Advance Consumerism in  
Your Organization**

*(continued from page 1)*

a more market-focused approach. There is little doubt we will continue to see innovative disruption, particularly around the patient experience, yet a Kaufman Hall & Associates report<sup>1</sup> shows that only 8 percent of 125 healthcare organizations surveyed are meeting rapidly changing consumer demands.

- Ninety percent of respondents identified improving the consumer experience as high priority, but only 30 percent have built capabilities to do so.
- Only 15 percent were aggressively moving to improve patient access with both diverse sets of care and digital connectivity.
- Less than 10 percent of organizations were pursuing pricing strategies and price transparency as high priorities.

The role of marketers should be to refocus their organization on consumerism in order to be relevant in the future.

**Developing a Customer/Patient-Centric Approach**

To attract and retain patients in this environment and to innovate with the disruptors, we need to continue to build a customer-centric culture throughout our organizations. Thus, the role of marketers should be to refocus their hospital or health system on this new vision of consumerism in order to be relevant in the future.

At AMITA Health, a nine-hospital, 500-member medical group system in the highly competitive suburban Chicago market, we sought to understand this emerging shift and engaged Los Angeles-based Strategy Advantage, which has created a one-stop online think tank called ZIGZAG Healthcare. We utilized Strategy Advantage to lead a consumerism retreat for leadership. The goal was to discuss and educate about:

- **Digitalization:** Leveraging data/technology to enhance or complement care.

- **Retailization:** Offering services anytime and anywhere with “shopper” information readily available.
- **Consumerization:** Considering all of our strategies and every decision through the lens of the consumer, including clinical workflows.

Based on the brainstorming and ideas generated at the retreat, AMITA Health is implementing robust strategies in these three arenas.

**Digitalization**

When I arrived two years ago, one of my first projects was to map out a digitalization journey, focusing on engaging consumers from their casual online search to physician selection to medical service transactions/interactions.

Since 80 percent of people perform an online search to find healthcare information,<sup>2</sup> this strategy became a top priority. Today digitalization at AMITA Health includes:

- Rebuilding the AMITA Health website with easier navigation, embedding keywords and video to enhance organic search, and ensuring the site is mobile ready.
- Ensuring all website and functions are mobile ready.
- Enhancing the physician profile directory with improved search filters and fresh content for organic searches and correcting and aggregating location data.
- Offering online scheduling for doctor appointments.
- Developing an enhanced customer relationship management (CRM) program.
- Using online health risk assessments as a lead-generation tool.
- Creating AMITA Health—a patient-generated health-data app to simplify complex care plans with reminders

and the ability to communicate with caregivers between appointments.

- Providing Amazon-like registration for events and classes.
- Establishing a community resources database pilot that enables providers to steer patients to local food banks, housing, etc., to address the socio-economic aspects of patient health, prevent missed medical appointments, avoid unnecessary ER visits, and reduce readmissions.
- Building a centralized patient portal for improved user experience via single sign on.
- Offering online bill payment and price transparency (still to come).
- Developing same-day digital patient surveys (still to come).
- Providing online star rating of physicians, service lines and care sites (still to come).

### Retailization

Retailization initiatives are underway at AMITA Health, such as:

- Constructing immediate care centers in suburban shopping centers.
- Offering eAMITA virtual video visits for common ailments and behavioral health services.
- Creating a mobile app using GPS to track addiction patients, send encouraging texts, refer patients to nearby Alcoholics Anonymous groups, and provide 24/7 access to a counselor.
- Leveraging a discounted Groupon-like pricing strategy (via a third party) to:
  - Increase utilization of healthcare services with excess capacity.

- Target consumers with high deductibles who pay out of pocket for services.

### Consumerization

Implementation of a new marketing program focused on consumer insights and experiences is helping to hard wire consumerization at AMITA Health by:

- Developing consumer journey mapping to identify patient pain points and opportunities to delight and to formulate personas.
- Participating in the building of an omnichannel contact center to centralize all scheduling, telephone inquiries and other access points.

**Figure 1.**  
**AMITA Health Check App**



- Establishing a system to gather consumer insights and share them with system leadership and operations staff to identify opportunities for innovations and improvements.
- Forming a Consumer Insights and Experience Committee that includes physicians, nurses, therapists, service-line operations leaders, and patient experience staff.
- Expanding marketing CRM programs for patient populations served through value-based contracts (still to come).

### Encouraging Results

Although the consumerization strategies are just being launched, AMITA Health's

new approaches to digitalization and retailization are already producing strong results. For example:

- Online organic searches for physician profiles increased more than 100 percent in five months.
- The 40 providers currently participating in online scheduling had 300 booked appointments in just 45 days. (More than half occurred during off hours when the call center was closed.)
- There were 6,292 app downloads for eAMITA virtual visits in a 12-month period.
- Ninety-four patients have purchased vouchers for discounted healthcare services in just four months.
- Since its inception two years ago, 26,166 patients have signed up for AMITA Health in six specialties (behavioral health, bariatrics, pain management, oncology, orthopedics, and stroke care).
- More than 100 patients have used the mobile app to support those battling addictions during 2017.

### Dare to Innovate

The *Harvard Business Review* article "The Rise of the Chief Customer Officer" and the *Forbes* article "Why Your Organization Needs a Chief Customer Officer" indicate that intense focus on the customer and improving the customer-experience journey can reduce complaints, boost revenue by up to 15 percent, increase customer satisfaction by 20 percent, and lower the cost of serving customers by as much as 20 percent.

AMITA Health's consumer-centric approach is expanding the role of marketers to consumer advocates, innovation ambassadors, change agents, consumer strategists, and analysts of consumer data/insights.

*(Continued on page 11)*



## Transform Marketing Into an ROI Revenue Driver

By leveraging the revenue-producing results of marketing campaigns, organizations like SCL Health are changing the perception of marketing from an expense to an investment.

When it comes to driving revenue growth for hospitals and health systems, marketing leaders face some unique challenges: How to identify and target consumers who are most likely to use the organization’s services; how to determine what tactics will work best, and what budget allocations will provide the greatest return on investment (ROI); and how to effectively measure and communicate marketing performance.

In today’s healthcare landscape it’s critical for marketing departments to be able to demonstrate they are not merely “a cost of doing business” but rather an asset that can contribute to the organizational bottom line. But how?

SCL Health—a faith-based, nonprofit healthcare organization that, as of December 2017, had 11 hospitals and over 150 outpatient locations across Colorado, Kansas, and Montana—is expanding perceptions about the role of marketing and communications from simply promoting service lines to being

If your goal is to grow revenue, you need the right team to execute strategies that will deliver ROI.

a profit center. In 2014 SCL Health began partnering with HLK, its marketing agency, and other vendors to create a roadmap for defining, tracking, and measuring ROI in a way that is in sync with senior management and finance department expectations.

“As we began our ROI journey, we made some missteps and got some things out of order,” said John Berg, vice president of system marketing at SCL Health. “But we also achieved some strong results.”

For instance, in 2016 the health system’s 20 targeted marketing campaigns resulted in 13,687 new-to-the-system patients, \$7.4 million in estimated incremental contribution margin, and a \$7.49 ROI for every dollar spent. Additional results attributable to the 2016 marketing efforts—which included direct mail, email, and social media campaigns for primary care, bariatric surgery, and cardiology services, among others—included more than 39,000 requests for information or registrations for classes/events, and nearly 13,000 doctor’s appointments requested and/or scheduled online. During that same time period, Facebook engagement increased by 29 percent, and unique web sessions increased by 18 percent.

Here SCL Health and HLK share insights for building an ROI performance process to more effectively implement measurable marketing campaigns.

### Old Thinking vs. New Thinking

According to Jim Ochu, managing director of HLK, healthcare marketing has long been perceived as a short-term expenditure with little future value that doesn’t produce tangible assets. “The new way of thinking is that marketing is a profit center, an area to invest in for future returns. [See Figure 1.] This

requires developing business goals and action plans for marketing campaigns that use common definitions, establishing consistent metrics for measuring results and revenue generation, and setting reporting milestones.”

### Set the Course

“A critical first step to measuring the ROI for an initiative starts with understanding the business objectives,” Berg said. “Before developing a campaign brief or brainstorming

creative concepts, marketing should first interview internal customers to identify the driver—and the driver is almost always growing volume or market share.”

Berg recommends initially identifying one or two outcomes that marketing hopes to accomplish in terms of campaign results. For example, how many people completed an online health assessment or filled out a form on your website to register for a seminar. He also suggests starting with only two or three campaigns you would like to measure. “Whether you’re a single-person marketing department or a mega system with a large team, the journey toward ROI starts by defining the objectives and allocating resources,” he said.

### Build a Relationship With Finance

“After identifying marketing priorities, the next step in the ROI process is to sit down with the finance team and ask, ‘What’s possible? If marketing gives you a list of direct mail or email recipients, can you tell us if we’ve converted any to patients?’ Typically, you’ll want to look six to 12 months downstream,” Berg said.

“Marketing needs to develop a strong relationship with finance...and talk like a CFO,” Ochu added. “Remember, finance professionals are focused on things like earnings before interest, depreciation, taxes, amortization, cash on hand, debt load, and liquidity.”

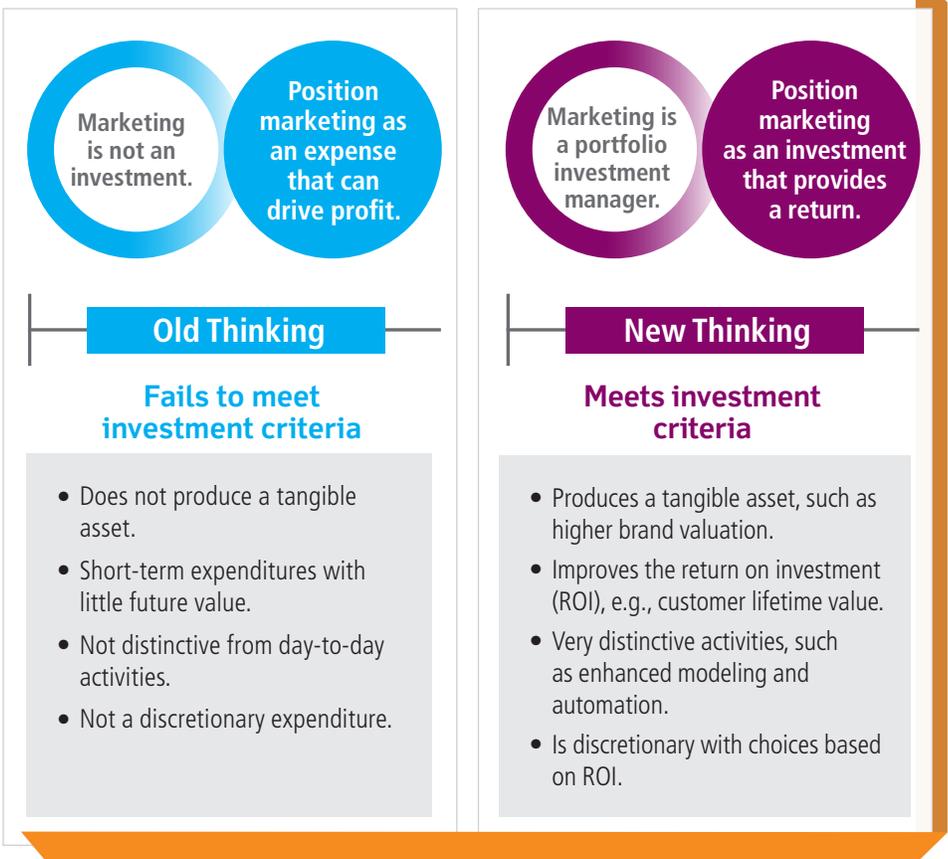
So, when meeting with finance, instead of citing impressions, clicks, followers, downloads, site visits, and frequency—all marketing terms that serve a purpose—Ochu recommends using terms like investment, patients acquired, revenue per patient, households acquired, revenue per household, contribution margin, and ROI.

### Hire the Right Staff

While selecting the best tools and technology is important, and there are many customer relationship management vendors to choose from, Berg recommends making sure you first have the right staff in place to transition to an ROI mindset. For SCL Health this involved a marketing department reorganization that included hiring an experienced data analyst. “If your goal is to grow revenue, you need the right team to execute the strategies that will deliver the ROI.”

**Figure 1.**

## Marketing as a Profit Center



### Stay on Track

Although tracking and measuring ROI takes a concerted effort, Berg notes that it doesn’t have to be exceedingly complicated. “At SCL Health we started out with a simple spreadsheet and a commitment to tracking respondents. Over time we’ve added dashboards as they can provide more information about the conversion chain at a glance.”

Today SCL Health’s marketing process includes reviewing monthly campaign reports and conducting quarterly marketing performance reviews that also include “best practice” discussions.

### Key Takeaways

- The ROI process works best when finance, marketing, and health system leadership are all aligned.
- Identifying metrics and key performance indicators can be time intensive.
- Any investment in technology should follow process development.

To learn more about SCL Health’s journey to measure marketing performance, check out the downloadable recording and slides from the presentation “**Transforming Marketing Into an ROI Revenue Driver**” from SHSMD’s annual conference.

It’s available for purchase as part of the society’s [virtual conference at shsmd.org/virtualconference](http://shsmd.org/virtualconference).

### This article features interviews with:

#### John Berg

Vice President of System Marketing  
SCL Health  
Broomfield, CO  
(303) 813-5510  
[john.berg@sclhs.net](mailto:john.berg@sclhs.net)

#### Jim Ochu

General Manager  
HLK  
Denver, CO  
(303) 358-4574  
[hello@hlkagency.com](mailto:hello@hlkagency.com)



## Using Customer Relationship Management and Predictive Modeling to Improve Population Health

Learn how Tideldands Health marketing team is using a medical fitness program to improve community health and reduce health care costs.

As the health care field increasingly focuses on population health, hospital and health system marketers need to learn how to use their promotional skills in new ways to help their organizations achieve the objectives of this model of care.

“For many marketing professionals this requires a different way of thinking,” said Amy Stevens, vice president of marketing and communications at Tideldands Health in South Carolina. “Typically our efforts have concentrated on either increasing brand awareness or driving profitable business into our key service lines. Using our talents and the tools of marketing to support population health requires something of a behavior change.”

In 2016 Tideldands Health clinical leaders, senior leadership, and marketing jointly developed a successful population health initiative to guide individuals living with or at risk for Type 2 diabetes into a low-cost medical fitness program called *Stronger Through*

*Movement*. The physician-referred program is offered at Tideldands Health’s wellness center, a 40,000-square-foot facility that features an indoor track, cardiovascular equipment, free weights, lap pool, aerobics studio, and gym.

During the initial two-week free membership, participants in *Stronger Through Movement* meet with an exercise physiologist to put together a personalized exercise routine and have the option to register for personal training and various programs.

### Targeted Marketing

“We initially promoted the program using traditional marketing tactics such as physician outreach and print advertising but later launched an innovative customer relationship management (CRM) campaign that has proven to be much more successful,” said Stevens.

Using the health system’s CRM database and predictive modeling, the marketing team sent targeted direct mail and email to community residents already living with diabetes as well as those at high risk for developing the chronic condition. (See Figure 1.) “Once we

implemented a data-driven approach to contacting specific groups of people who could benefit the most from the program—that’s when we began to see strong results,” noted Stevens. “Although CRM is usually focused on attracting patients to health care services such as orthopedics or cardiology, this campaign used the technology to enroll at-risk individuals in a program designed to prevent disease (or disease progression).”

### The Results

So far data shows the initiative has been successful in attaining its goals. The marketing campaign has generated nearly 400 referrals to the *Stronger Through Movement* program, including

22 percent who were new to the system. Of those, 32 percent have since become Tideldands Health patients.

From a clinical and financial standpoint, the program has demonstrated the ability to reduce participants’ healthcare utilization and medical costs in comparison to a control group. (See Figure 2.)

The marketing team had much more success promoting the program with an innovative CRM campaign.

Participants also improved their health status by reducing body mass index, body fat percentage, and blood pressure and increasing their level of physical activity. This was accomplished despite the fact that many of the participants had other existing health problems.

Based on these results, the CRM campaign has been expanded to include individuals living with or at risk for heart disease and hypertension.

“Spending our precious marketing dollars on this effort was a real leap of faith for the marketing team,” Stevens said. “It required us to reconsider the goals of marketing and reallocate some of our budget. But this experiment has been well worth it. Instead of being able to point specifically to ROI or a contribution to the bottom line, we were able to achieve an even more important result: improved health for those we serve.”

### Key Takeaways

- A successful population health strategy requires partnerships among marketers, clinicians, and leadership.

**Figure 2.**  
**Results: Decreased Utilization**

Program Participants	6 months prior to program participation	6 months after program participation
Number of visits per patient	5.92	4.65
Total charges per patient	\$12,708	\$8,141
Provider visits per patient	5.2	4.3
ER visits per patient	1.5	1.3

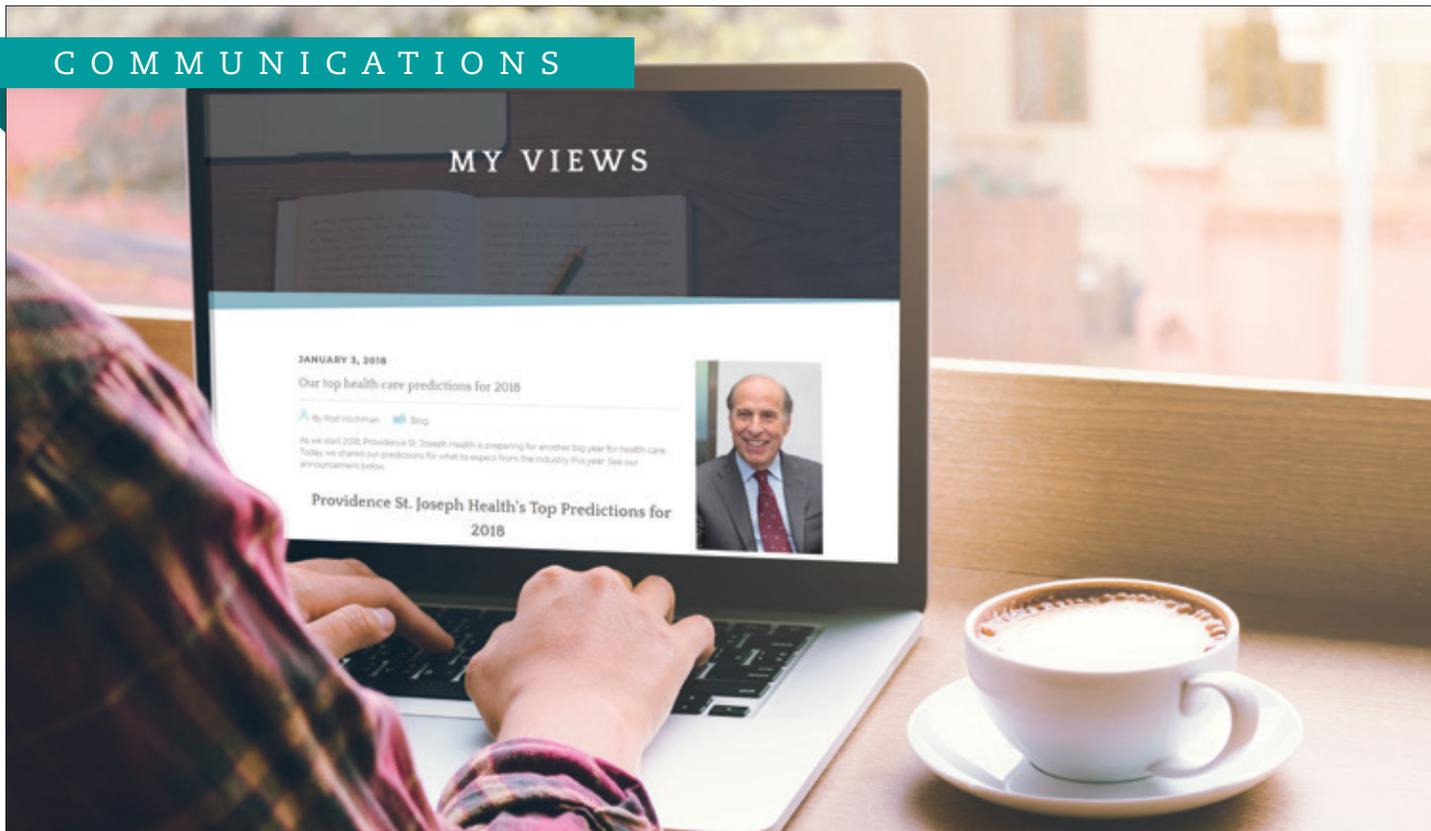
- A CRM platform can be an effective tool to support population health.
- Targeting individuals with or at risk for chronic conditions, such as diabetes, and directing them to a medical fitness program has the potential to improve health status, reduce hospital visits, and decrease healthcare costs.

**This article features an interview with:**  
**Amy Stevens**

Vice President of Marketing and Communications  
Tidelands Health  
Murrells Inlet, SC  
(843) 652-8222  
astevens@tidelandshealth.org

**Figure 1.**  
**Sample Direct Mail Piece From the Campaign**





## Healthcare Leaders are Speaking Out in Social Media

### Providence St. Joseph CEO takes a stand on issues that matter

By Alan Shoebridge

Learn how one healthcare organization is using social media to advance its communication goals.

During the daily barrage of controversies, natural disasters, radical changes in healthcare and other issues, deciding how to personally respond is challenging for anyone. For CEOs and other leaders, raising their voices as part of the public discourse carries risks and rewards.

Until recently many leaders refrained from taking aggressive public stands on controversial issues. There have always been high-profile leaders in certain industries who aren't afraid to speak up, but healthcare leaders in general tend to be more reserved. If you sensed a change recently, you're not mistaken. In fact, a study in the October 2017 *Harvard Business Review* confirmed the

overall trend of CEOs becoming more outspoken.<sup>1</sup>

Putting a stake in the ground on social and political issues is something that Rod Hochman, M.D., Providence St. Joseph Health (PSJH) CEO, felt passionately about, which led him to engage the organization's communications team to develop a strategy. The jumping-off point was a blog called "My Views." Although creating a blog wasn't revolutionary, using it to publicly share personal opinions on controversial issues was bold.

"For us, speaking out is a matter of social justice, which is part of our heritage and who we are as an organization," Hochman says. "We have a responsibility to be a voice for the voiceless, particularly as it relates to healthcare, which we fundamentally believe is a right not a

privilege. We put a lot of time and energy into speaking up for millions of Americans at risk for losing healthcare coverage. We need to make sure everyone understands what's at stake."

#### MAKE YOUR POSITIONS CLEAR

On his first day of blogging in July 2017, Hochman tackled potential changes to the Affordable Care Act and lamented the lack of progress: "Seven years later I thought the national debate would finally shift from how we pay for healthcare to how we deliver it. By now I thought the conversation would be about making Americans the healthiest

*people in the world and developing a healthcare system that's affordable, high quality and convenient for everyone. Instead we're back to square one. Rather than talking about how to advance the U.S. healthcare system, our nation's leaders are talking about taking it backward."*

Although creating a blog wasn't revolutionary, using it to share opinions on controversial issues was bold.

Building his blog topics from there, Hochman addressed a variety of weighty issues including racism, immigration, gun violence and more—all within the first three months. In choosing topics there is a

balance between themes and subjects that have been planned in partnership with the organization's board and leadership council and the need to react to specific current events. The PSJH communications team works with Hochman to evaluate certain topics and hone messaging, but he is the ultimate decision-maker.

One consistent theme that emerged was protecting the poor and vulnerable, whether advocating against potential changes to Medicaid or helping people affected by natural disasters. These blog entries served as calls to action that resulted in raising more than \$1 million for disaster relief and fostering political change.

### HELPING LEADERS SPREAD THEIR MESSAGE

Having engaged, articulate leaders who want to speak out is something most communicators would willingly embrace; however, there are considerations to keep in mind.

"First and foremost the effort has to be authentic. This isn't something that the communications team can prescribe," says Orest Holubec, a PSJH senior vice president and national communication and external affairs officer. "Dr. Hochman has always been naturally outspoken, and one of his goals after becoming CEO was to raise the national presence of our organization."

### Alignment Check

Asking these questions before speaking out will help you weigh the pros and cons. If you answer no to any of these, think twice before proceeding.

- Would our response be aligned with our mission and values?
- Is this topic something that would be natural for us to talk about, or would it confuse our audiences?
- Would adding our voice to the conversation cause people to think differently about the topic?
- Would mobilizing our employees/volunteers/community be helpful? If so, is there a specific call to action?

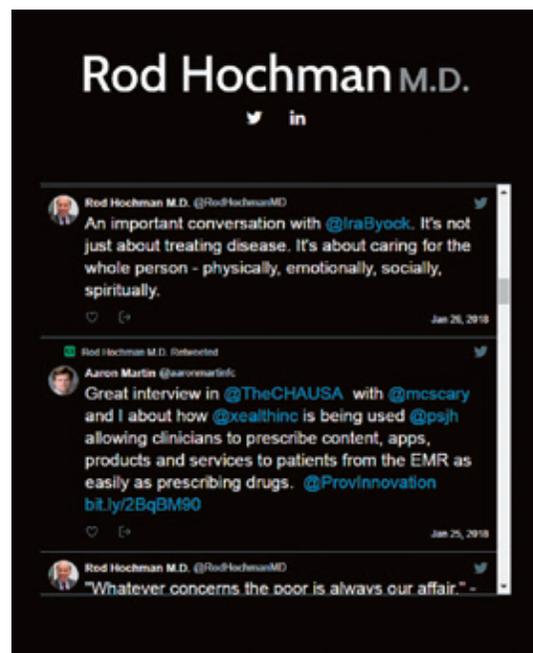
According to Holubec, your first step is to ensure the goals of speaking out are clear and will be supported by the messages used. For PSJH that meant drawing a clear, consistent connection to the organization's focus on the poor and vulnerable. Despite that clarity of purpose, communicating personal views brings challenges. "When you take a stand, there are always going to be people who don't agree with that point of view, including your employees," Holubec says. "We always try to respond to concerns, but we don't apologize. Dr. Hochman's advocacy role requires a strong voice for those we serve, especially people at risk."

### AVOID "BUILD IT AND THEY WILL COME"

Before launching a blog, devising a promotional strategy to drive traffic, engagement, and awareness is a necessity. At PSJH, the communications team leveraged email pushes and social media, including Facebook, LinkedIn, and Twitter. (See Figure 1.) Although all three platforms are important, Facebook consistently draws three times more engagement while Twitter drives a higher share of reach and traffic. These social channels allow you to share blog content, without replicating it, so you can aggregate response data, without harming search rankings.

As with all communication strategies, you need to measure success. Hochman's blog posts have routinely generated an engagement rate that is significantly higher than industry averages for likes, comments and shares. However, for PSJH influencing policy outcomes has been the most important outcome. "One of our goals was to start a national conversation about mental health," Holubec says. "And thanks in part to the strong results we've achieved with the blog, we are now a resource for speaking out on that issue and influencing key audiences, like politicians, who can make a difference. If we're unknown we can't be an effective resource."

**Figure 1.**  
Providence St. Joseph CEO on Twitter



### BUILDING A CASE TO GET STARTED

Hochman advises executives to overcome fears and embrace the positives of speaking out. "There is a lot of chaos in the world these days. As leaders we can encourage employees and communities to get involved and do something about tragedy and injustice rather than feeling helpless. It's important to be timely and act quickly. The sooner you can communicate, the more reassured your audiences will feel that there is a path forward and a way to engage and be part of the solution."

Read Dr. Hochman's blog at [rodhochmanmd.org](http://rodhochmanmd.org), or follow him on Twitter at [@RodHochmanMD](https://twitter.com/RodHochmanMD).

### This article was written by:

**Alan Shoebridge**  
Executive Director, Marketing & Communication  
Providence St. Joseph Health  
Portland, OR  
(503) 893-6310  
[alan.shoebridge@providence.org](mailto:alan.shoebridge@providence.org)

<sup>1</sup>Gaines-Ross, Leslie. "What CEO Activism Looks Like in the Trump Era." HBR.org. <https://hbr.org/2017/10/what-ceo-activism-looks-like-in-the-trump-era> (accessed February 1, 2018).

## The SHSMD Advantage

Highlighting the benefits of membership

### **Gearing Up for Population Health: Marketing for Change**

Population health will fundamentally transform how healthcare providers serve their communities.

As marketers and planners, you must be prepared to shift your focus to helping people adopt healthier behaviors.

This new SHSMD guide, written by Susan Dubuque, offers practical information and tools to guide you in:

- Designing a population health plan that is consistent with your organization's mission and strategic goals.
- Maximizing your role and heightening the importance of your department in your hospital or health system.



Visit [shsmd.org/populationhealth](http://shsmd.org/populationhealth) for additional information and to order your print or digital copy of **Gearing Up for Population Health: Marketing for Change**.

## Save the Date Healthcare Marketing Certificate Series

April 9 – June 15  
24/7 Access

For more information or to register,  
visit [shsmd.org/marketingseries](http://shsmd.org/marketingseries).



### Back by popular demand!

SHSMD U is once again offering the Healthcare Marketing Certificate Series.

Facilitated by recognized experts in the field, the series consists of three online courses that cover the essentials of healthcare marketing.

**Part 1:** Healthcare marketing plans that work

**Part 2:** Mastering marketing communications (Includes new module on digital marketing)

**Part 3:** Healthcare market research

**Sign up today!**



The following questions and answers come from posts on SHSMD's members-only online discussion groups.\* To join the conversation, visit [my.shsmd.org](http://my.shsmd.org).

### CONSUMER SURVEYS

**Q** I'm interested in using a survey to establish new baseline measures for consumer perceptions. My problem is the near extinction of landlines that were the mainstay for telephone surveys that used to give us a representative sample of a population. How are firms completing surveys today?

**A** Most research firms have long ago included cell phone numbers in their sampling, so the diminishing use of landlines is not a significant concern. Cell phones, however, involve an additional screening element because of mobility. The fact that a consumer has a Wisconsin area code doesn't necessarily mean he lives in Wisconsin.

The alternative modality is usually an online survey. A notable concern there, however, is the makeup and size of the

sampling pool of consumers. Online surveys are not fully "random." They use pre-screened consumers who have agreed to participate in studies, usually in return for a reward. So you have to be careful that the pre-screened pool is representative of the overall audience you are trying to reach.

Phone surveys still work, and online surveys also work. The keys are really more the design of the sample, the structure of the questions, and the depth of the eventual analysis.

### PATIENT CHOICE

**Q** I'm looking for insights on patient influencers. What factors make patients choose a hospital?

**A** Here's what we've found are the big ones:

1. Physician availability/location convenience.

2. Physician reviews/testimonials/patient success stories.
3. Insurances accepted.
4. Recommendations from friends/family.
5. Comparative overall hospital rankings.

The biggest influencer of all is knowledge, in that patients increasingly know a lot more about a physician or hospital before they even step in the door.

**A** We've been studying healthcare consumer decision factors and have consistently found that physicians are the leading influencers for hospital choice—whether that's "highly qualified physicians" or their own "physician referral." Friends and family are the second most important influencers.

\*The answers to the above questions are excerpts from MySHSMD discussions. In some instances the responses have been edited for grammar and/or brevity purposes for Community Connections.

## Dare to Innovate: How to Advance Consumerism in Your Organization

(continued from page 3)

I encourage you to spark the conversation at your organization about how you can dare to innovate like the disruptors to deliver a patient experience with a competitive edge that meets the demands of today's and tomorrow's consumers.

More information about advancing consumerism in healthcare is available by downloading a recording and slides from the presentation "Dare to Innovate: How to Retailize, Digitize and 'Consumerize' Healthcare" from SHSMD's annual conference.

It's available for purchase as part of the society's [virtual conference at shsmd.org/virtualconference](http://shsmd.org/virtualconference).

This article was written by:  
**Deborah S. Fullerton**

Vice President & Chief Marketing Officer  
AMITA Health  
Arlington Heights, IL  
(847) 385-7175  
[Deborah.Fullerton@AMITAhealth.org](mailto:Deborah.Fullerton@AMITAhealth.org)

<sup>1</sup>Kaufman Hall, "Slow Progress in Fast Times" in 2017 State of Consumerism in Healthcare (Skokie, IL: Kaufman, Hall & Associates, LLC, 2017), 1.

<sup>2</sup>Weaver, Jane. "More People Search for Health Online." NBC-NEWS.com. <http://www.nbcnews.com/id/3077086/t/more-people-search-health-online>. Pew Foundation (accessed February 5, 2018).



SAVE  
THE  
DATES

October 7–10 | *washington state convention center*

# SHSMD CONNECTIONS



## SEATTLE 2018

- Strategic Planning & Business Development
- Marketing & Digital Engagement
- Communications & Public Relations
- Career Development
- Cross-Functional Topics  
*Including consumerism, change management, population health, and more!*