

Bringing Patient Marketing into the Digital Era: Key Learnings

Presented to the APPD Fall Roundtable



Shifting Healthcare Focus



The online experience has shifted expectations

Health consumers want things **NOW**

- Health consumers want to feel **EMPOWERED**
- Health consumers want an **EASY** experience

60%

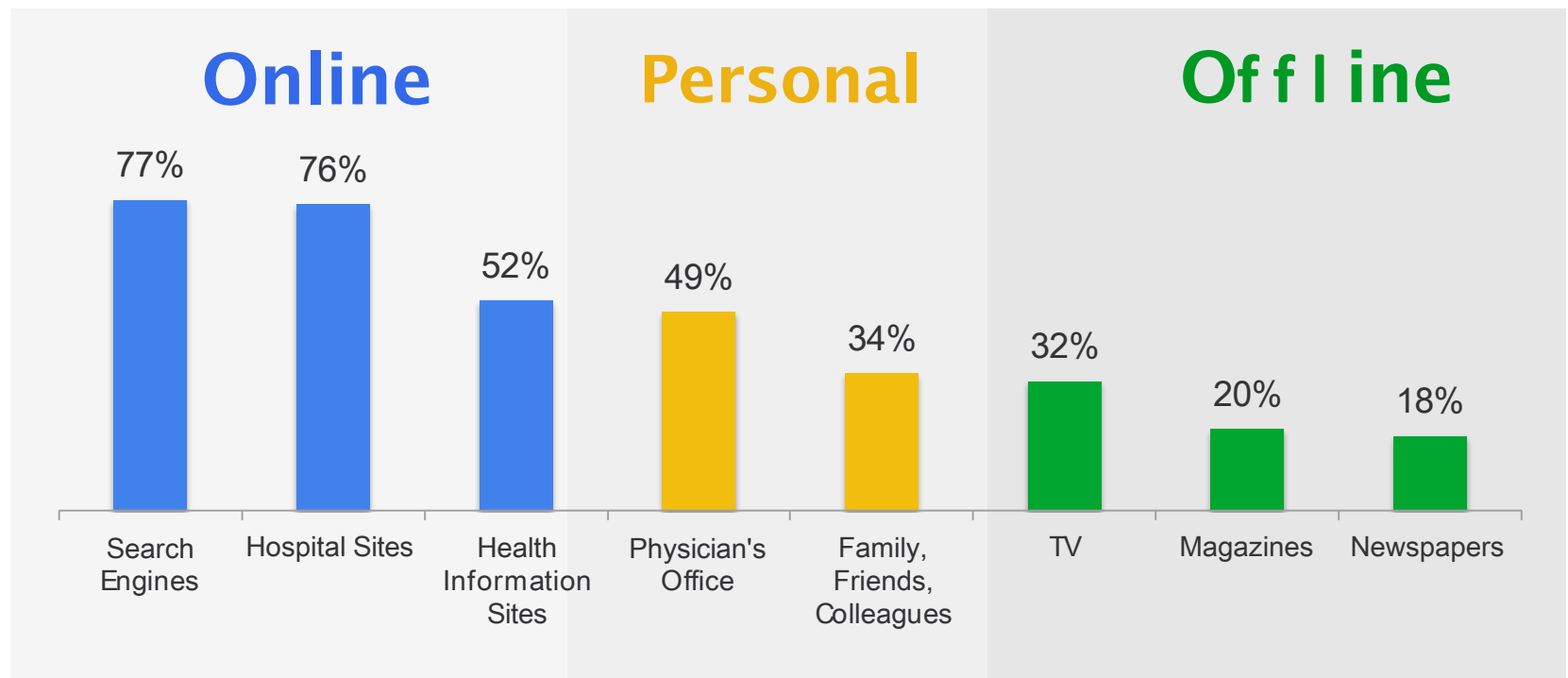
of patients like to compare and validate information from doctors with their **own** online research

Source: Manhattan Research, Google Consumer Study

APPD 9.16

Online plays a significant role throughout research process

84% of patients used both online and offline sources for research



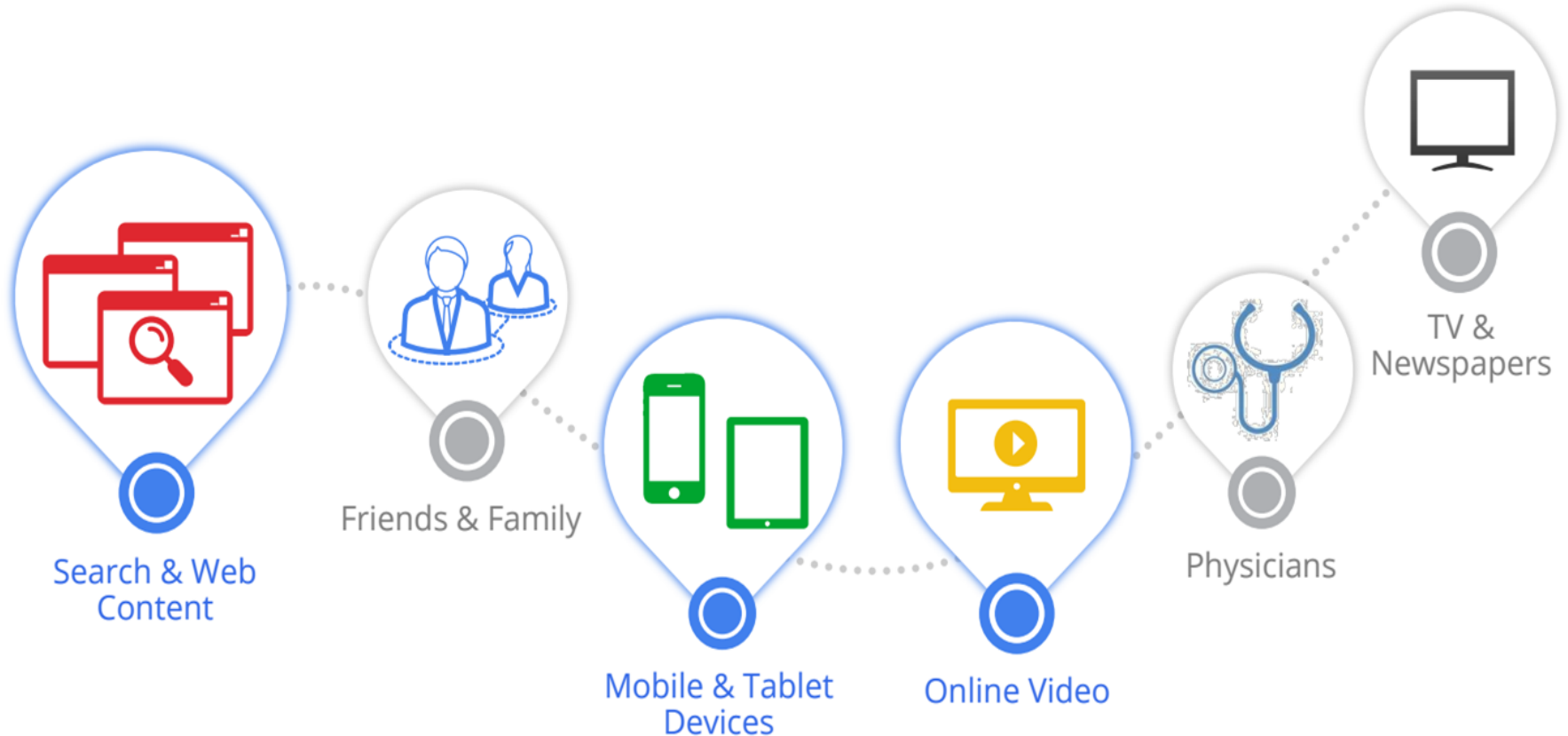
77% of patients used search prior to booking an appointment

Source: 2016 Google/Compete Hospital Study



What influences the patient's choice?

How does **digital** fit into it?



Patients Turn to Search Throughout their Journey



70%
SYMPTOMATIC
To figure out what condition they might have before seeing a doctor

52%
PRE-APPOINTMENT
To understand what to discuss with a doctor

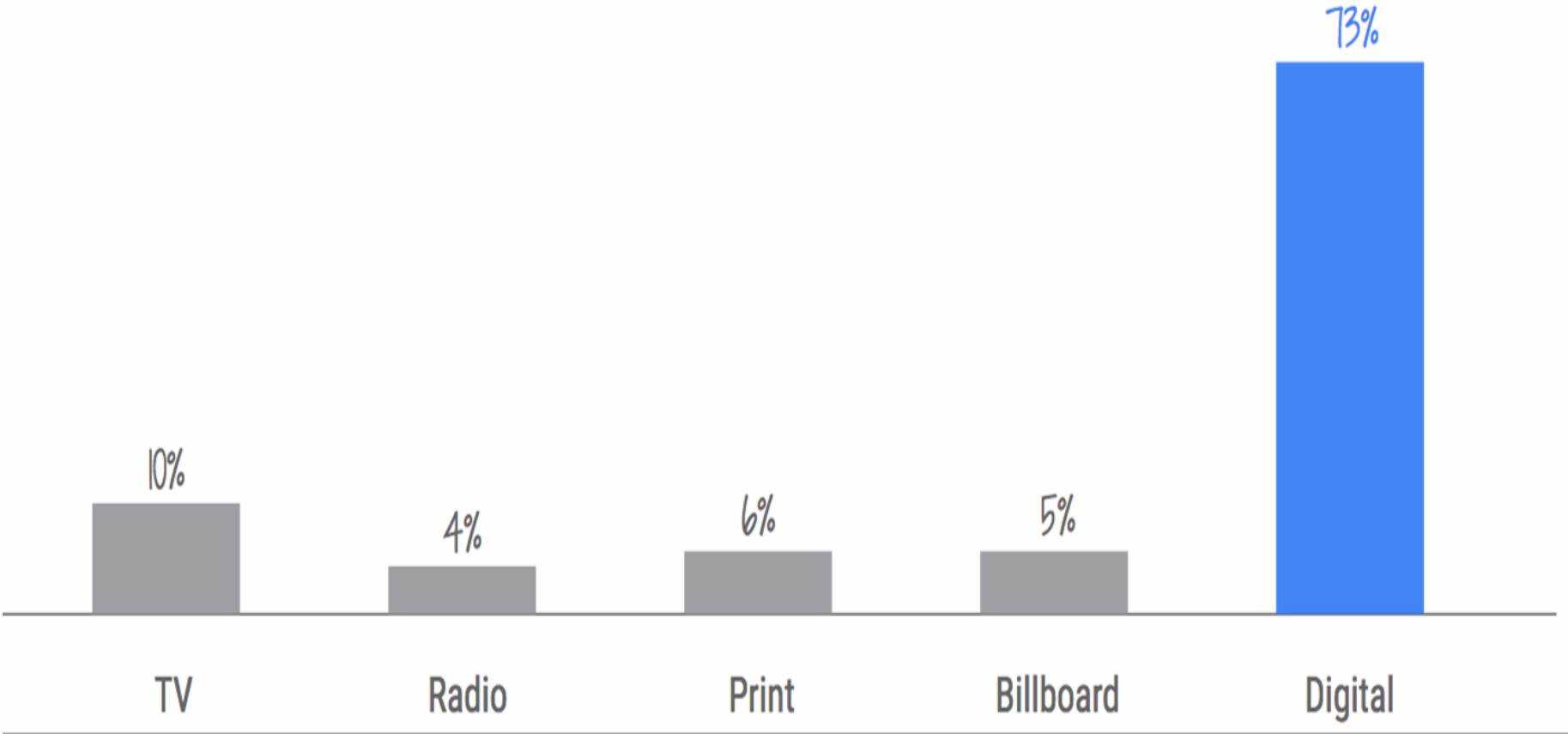
84%
POST-DOC
To learn about treatment options after receiving an initial diagnosis

61%
CONSIDERATION
To learn about Rx treatment choices and side effects

64%
SWITCHING
To research alternative treatment side effects online when thinking about switching a Rx treatment

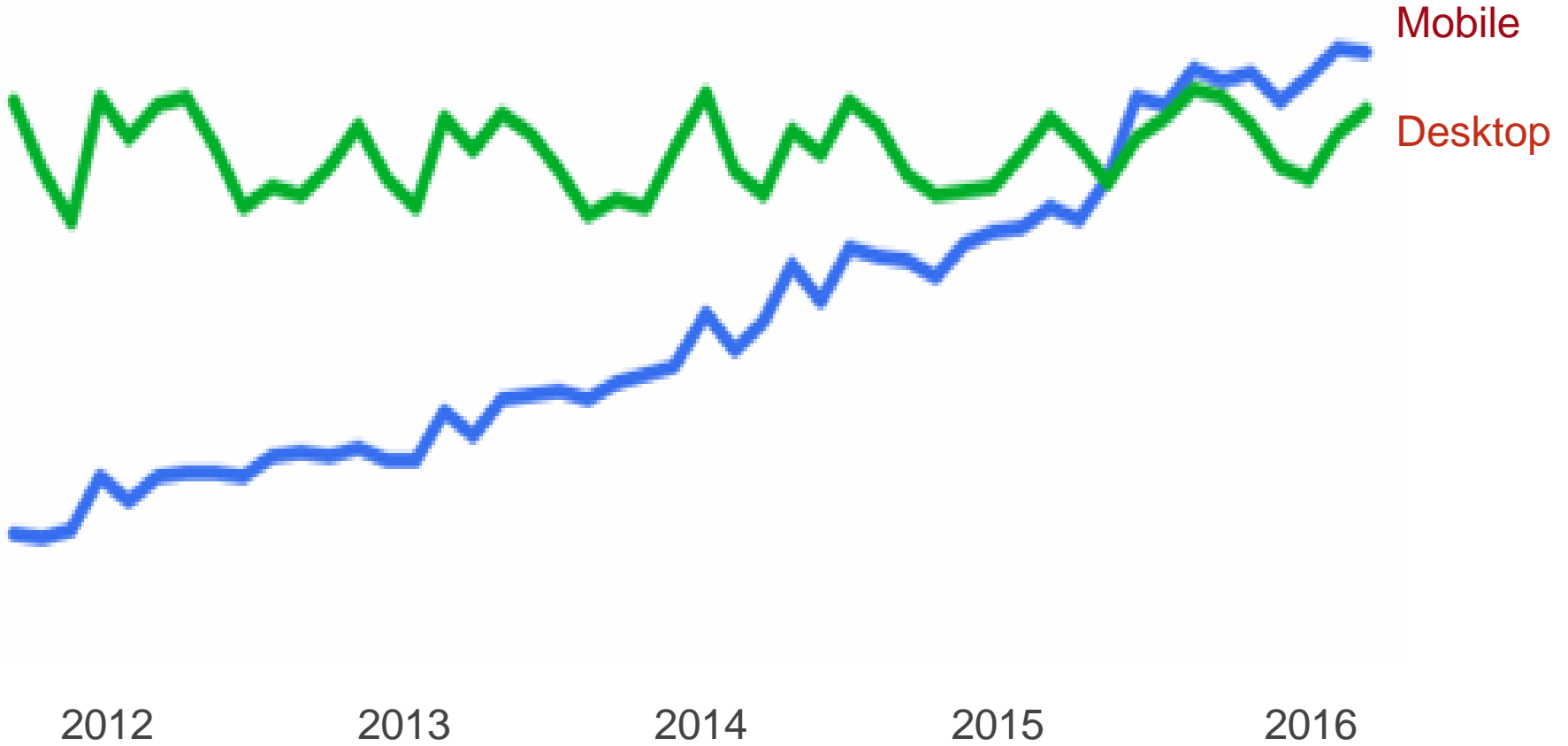
Source: Manhattan Research, Google Consumer Study among online patients

Media Resources Used for Physician Information



Source: Manhattan Research, Google Consumer Study among online patients

Health Searches



Source: Manhattan Research, Google Consumer Study among online patients

Key Trends

- Mobile phones have overtaken desktop computers for healthcare searches.
- **Online search plays an essential role in healthcare choices, no matter where patients are in their healthcare journey.**
- **Getting to the top of search results takes a lot more than putting up a website.**

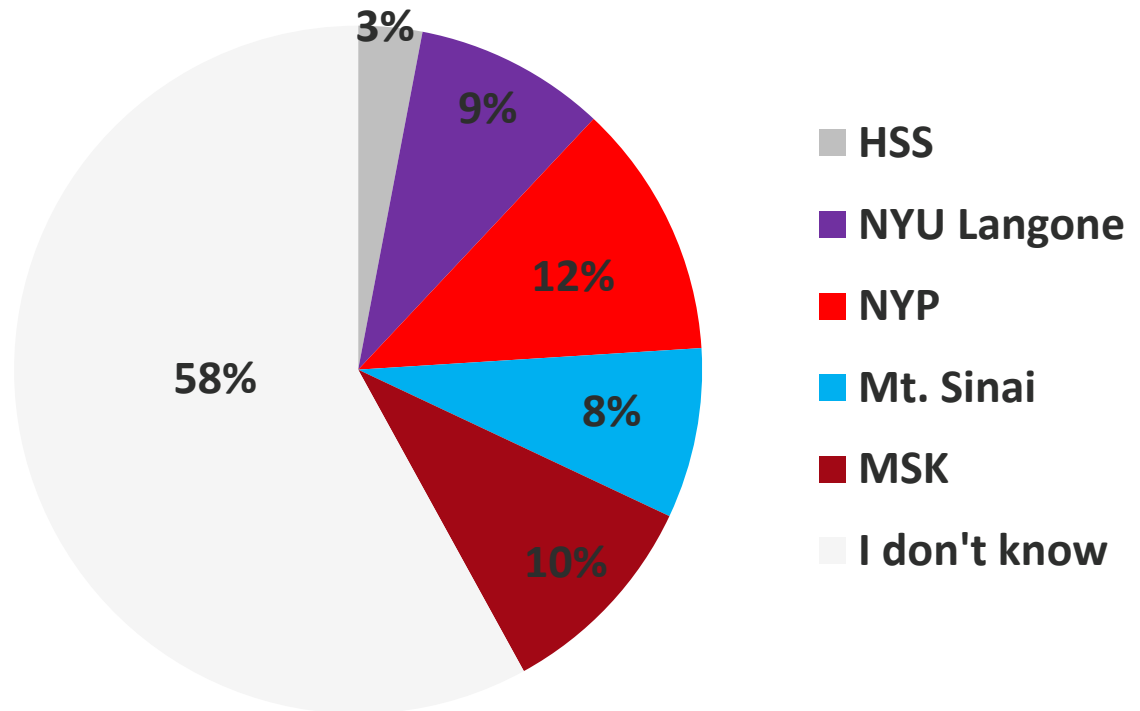
Digital Marketing Results and Key Learnings

FY 2017



The public is unsure of which is the best medical center in New York

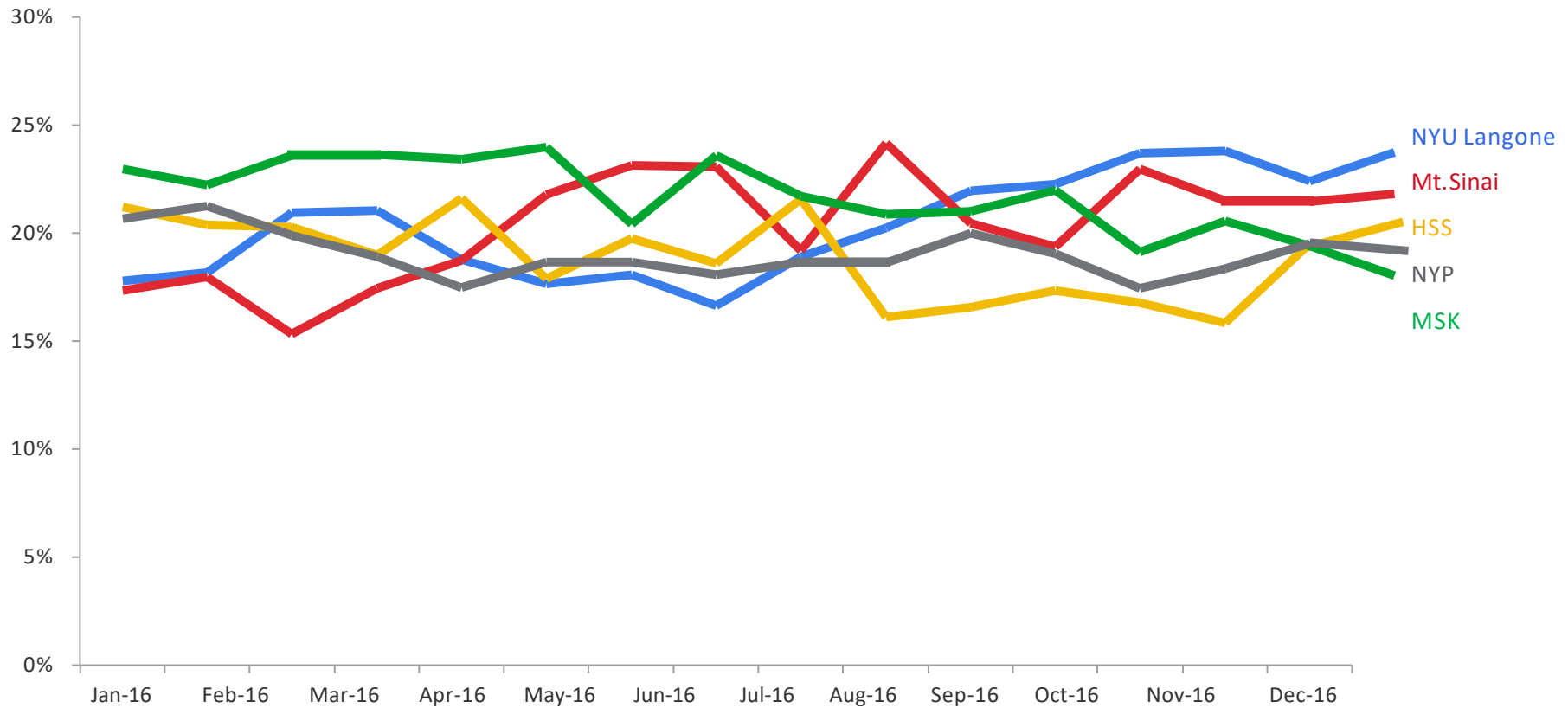
Which of the following, in your opinion, is the best hospital in New York?



Source: Google Consumer Survey, "Which of the following, in your opinion, is the best hospital in New York?," targeted to users located in the Northeast Regions of the US, (n=348)

Competition among top medical centers in NY for digital marketshare

Share of all web visits, January 2016- December 2016



First Digital Campaign for both Physician Organization & Departments

Physician Organization

Departments

- 14 Clinical Areas
- Master brand

- 15 Clinical Services

Google Search Ads – Retargeting - Facebook Ads – YouTube Ads

Initial Goals and Measurements

Primary Goals:

- Increase Site Visits
- New Patient Acquisitions
- Weill Cornell Brand Recognition
- Establish a Cost Per Lead baseline

KPI's to measure success:

- Impressions/Impression Share
- Visits
- Phone Calls
- Form Fills and Submissions
- Booked Appointments

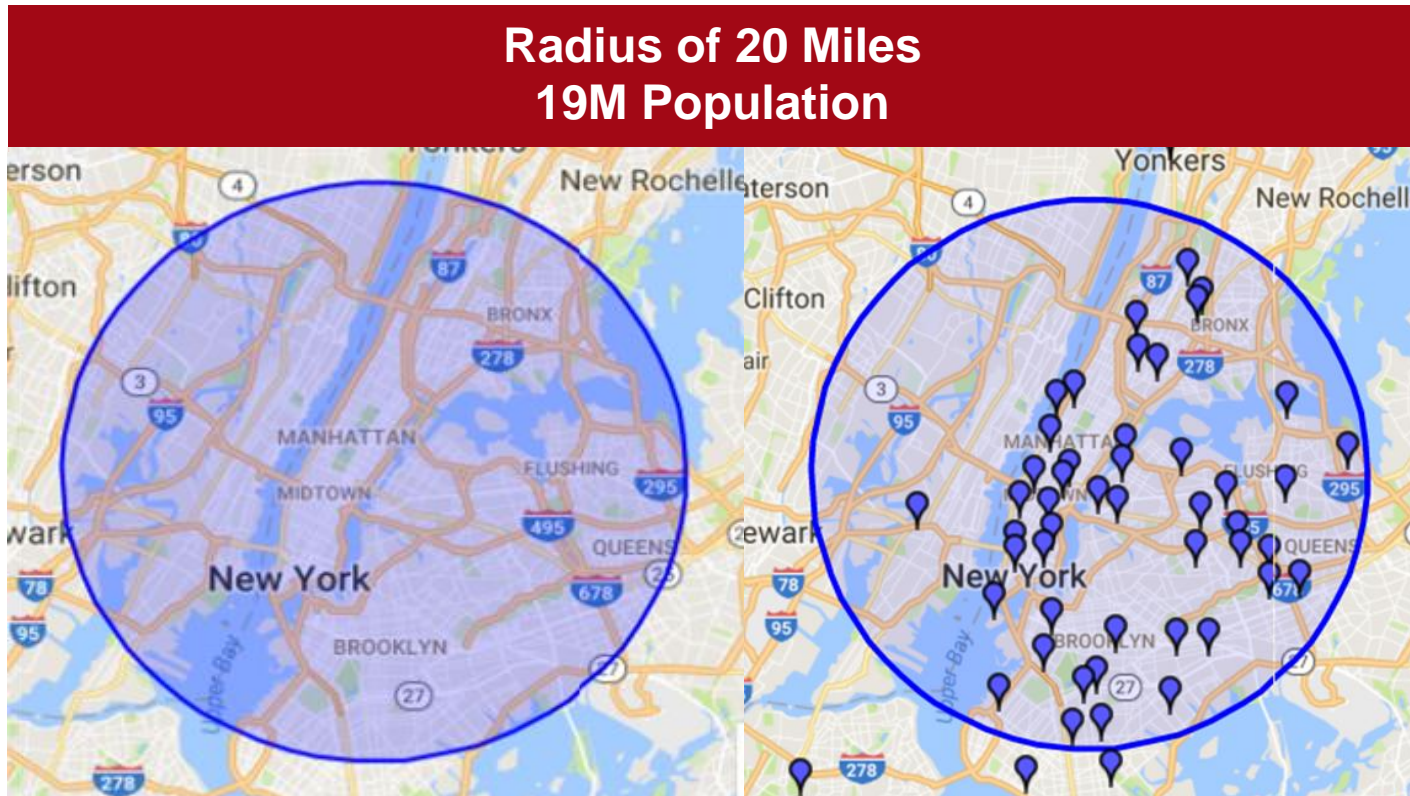
Top Performing Clinical Services

- Highest number of patient leads generated for:

Top Ten (in order)

- Master brand
- WCPN
- Dermatology
- Pediatrics
- Gastroenterology
- ENT
- Primary Care and Ob/Gyn (tied)
- Ophthalmology
- Urology
- HemOnc

Geographic Targeting



Findings:

- We started with a broad radius.
- Visits are coming majority from Manhattan, Brooklyn & Queens .

Marketing Patient Demographics

Age	Count
0-18	3,737
19-35	20,697
36-50	17,369
51 to 64	11,020
65+	10,175
Grand Total	62,998

Gender	Count
Female	39,479
Male	23,519

Marketing Patient Demographics

Payor Mix	Count
Managed Care	44,339
Managed Care Medicaid	5,482
Managed Care Medicare	1,924
Medicaid	418
Medicare	7,305
Other	629
Self Pay	2,901

Top 10 NYC Patient Neighborhoods	Count
Upper East Side	6,075
Upper West Side	3,628
Bedford Stuyvesant - Crown Heights	3,107
Harlem	1,843
FIDI	1,784
Park Slope	1,707
East Flatbush - Flatbush	1,479
Brooklyn Heights	1,440
Woodside - Jackson Heights	1,411
Gramercy/Murray Hill	1,297



Top Performing Copy and Creative

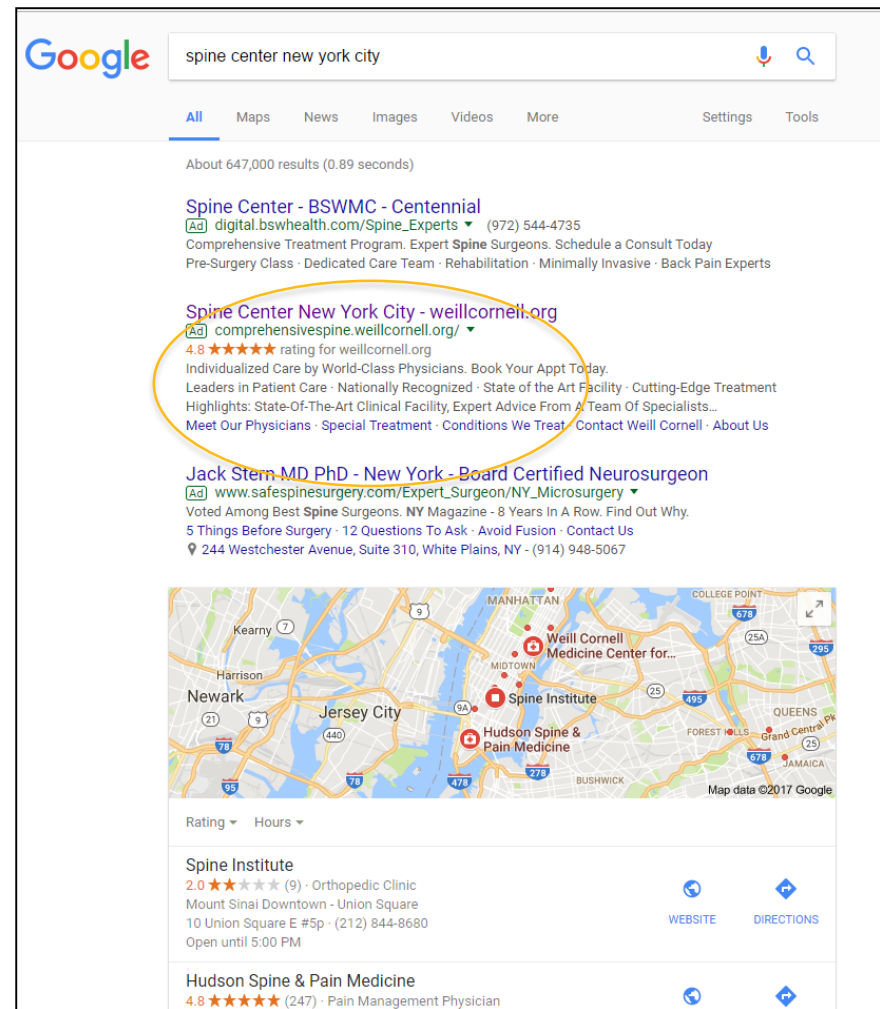
Ads with rankings or statistics appeared to generate more response

Primary Care Google ad:

View Our Huge List of Top Rated Doctors. Listed in New York Mag.

CT Surgery Google ad:

Nationally Recognized Cardiothoracic Team. Call for an Appointment Now.



Top Performing Copy and Creative

Images of patients and physicians drove better results



Weill Cornell Medicine
Center for Comprehensive Spine Care

We've Got Your Back

for appointments call
888-WC-BACKS
Click here
to learn more



Weill Cornell Medicine
January 24 at 6:01pm · 🌐

Endoscopic robotic heart surgery is a type of minimally invasive surgery that involves using robotic instruments, guided by our expert surgeons, through very small incisions.



Weill Cornell Medicine's Cardiac Surgery Program

Weill Cornell Medicine's Cardiac Surgery Program offers endoscopic robotic surgery to patients who are candidates for these procedures.

CORNELLHEARTSURGERY-PX.RTRK.COM [Learn More](#)

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Weill Cornell Medicine
NewYork-Presbyterian

We're doing more by doing less.
Minimally invasive heart surgery
at the #1 hospital in NYC.

for appointments call
1-855-WCM-WCMU
Click here
to learn more

Banner Ads

Facebook Ad

Topline Digital Marketing Results: Front Desk Registration

FY 2017



25,420 phone calls across digital tactics to PO Referral Center and Department phone lines



62,998 patients attributed to marketing via new patient registration and front desk check-in (*new patients as well as inactive patients who scheduled appointments due to mktg*)



18,851 new patients to WCM attributed to marketing (*46% of total patients attributed*)

Topline Digital Marketing Results: Front Desk Registration

FY 2017



71,733 scheduled patient visits attributed to marketing (*a subset of patients in # on previous slide scheduled multiple appointments*)

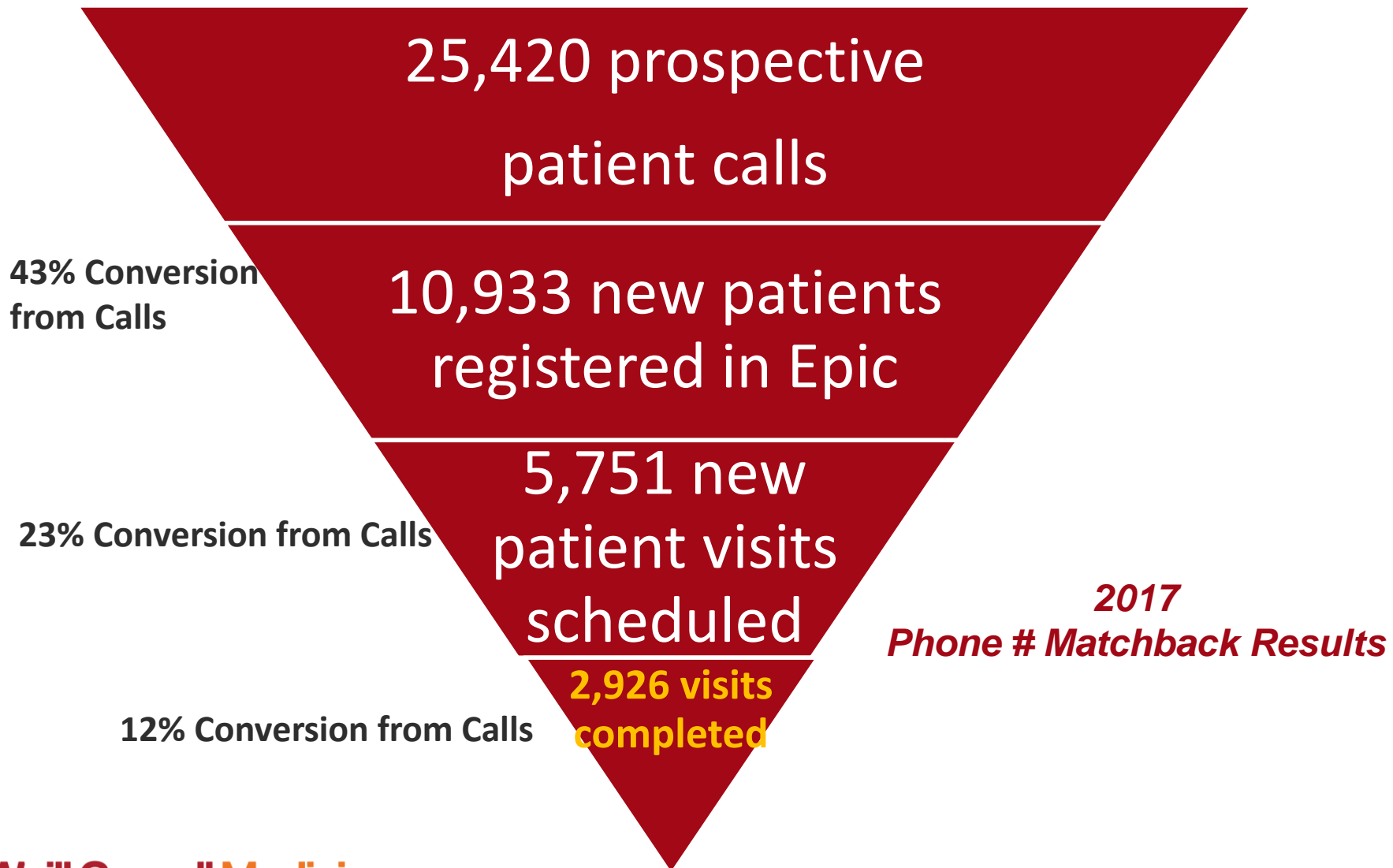


65,737 completed patient visits attributed to marketing



\$19.7M brought in through Marketing receipts in total across Departments; Investment of \$987K over 12 months

Area of Opportunity: Conversion Funnel for Digital Marketing Campaigns

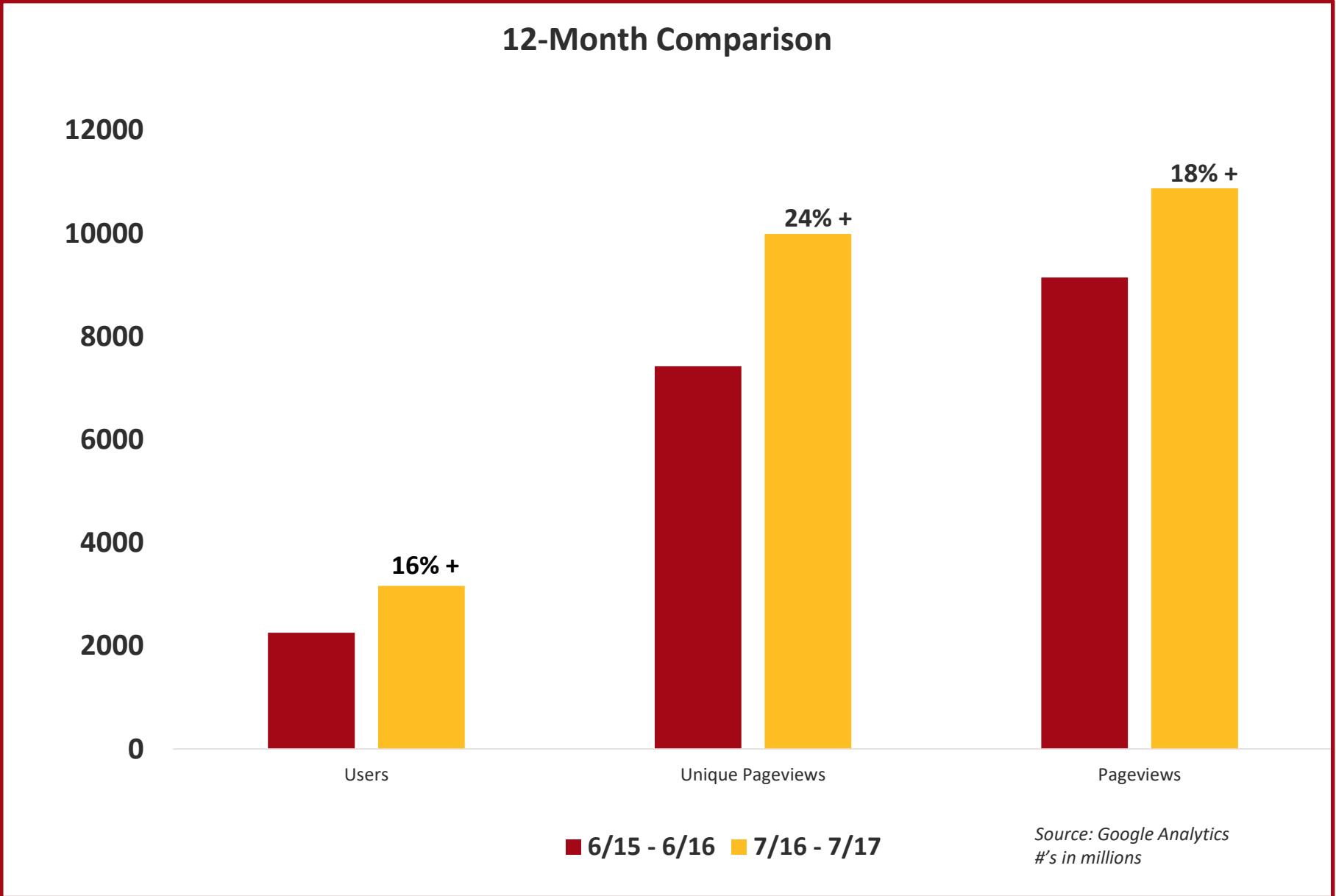


Website Analytics

FY 2016 - 2017

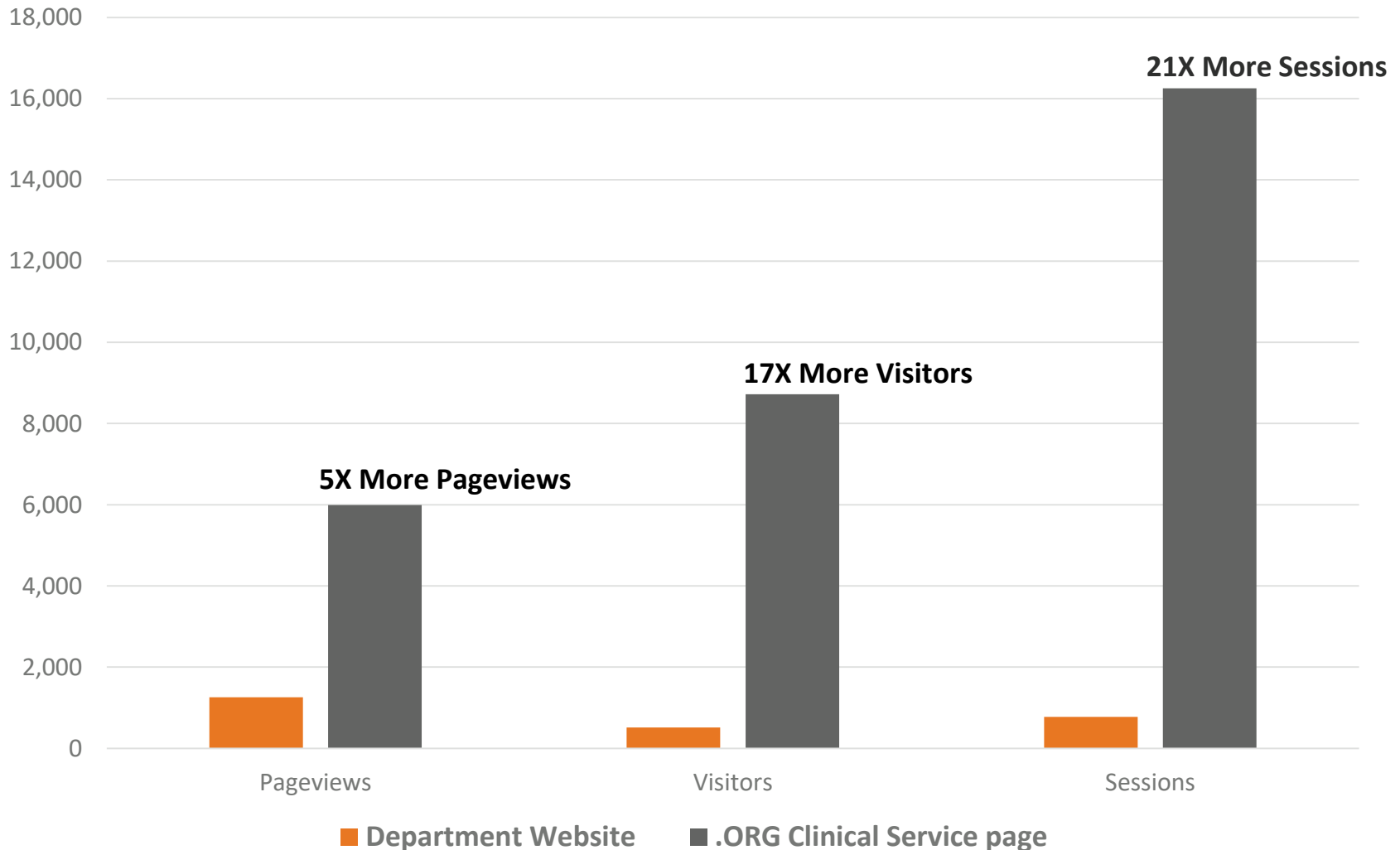


Campaign drove double-digit increases on .ORG



.ORG vs. Department Website (Dermatology)

12-Month Comparison: 7/16 – 7/17



Search Engine Optimization (SEO)



What is SEO?

Search Engine Optimization, or SEO, is the process of maximizing content and technical features for search engines to better understand a website's focus.

This translates into patients finding our website(s) faster and more frequently

Paid Ads

Local Results

SEO

The screenshot shows a Google search for "pediatric endocrinologist new york". The search bar is at the top with the Google logo. Below the search bar, there are tabs for "All", "Maps", "News", "Shopping", "Images", "More", "Settings", and "Tools". The search results are displayed below, starting with "About 233,000 results (0.85 seconds)".

The first result is a paid advertisement from "Pediatric Endocrinology - Childrens.com". It includes the URL "www.childrens.com/Endocrinology" and a description: "Meet Children's Team of Endocrine Specialists. Make an Appointment. Family Support Available · Nearly 40 Texas Locations · Nationally Recognized". There are links for "Find A Doctor", "Request An Appointment", "Our Locations", and "Departments & Programs".

The second result is a map showing "Local Results" for "Pediatric Endocrinology" in New York. The map includes markers for "Pediatric Endocrinology", "Zoltan Antal, M.D.", and "Gabriella Grinstein Md.". Below the map, there are details for each location, including "Hours", "No reviews - Pediatrician", and "Website" or "Directions" links.

The third result is an SEO result from "Pediatric Endocrinology | Weill Cornell Medicine". It includes the URL "https://weillcornell.org/pedsendo" and a description: "About the Division The Division of Pediatric Endocrinology provides specialized, ... Clinical Services: Endocrinology and Diabetes ... New York, NY 10021".



Why Is SEO Important?

- **Increases institutional presence of clinical services within search results.**
- **Improves the patient's experience on the site.**
- **Maximizes chances of getting more quality patient leads.**



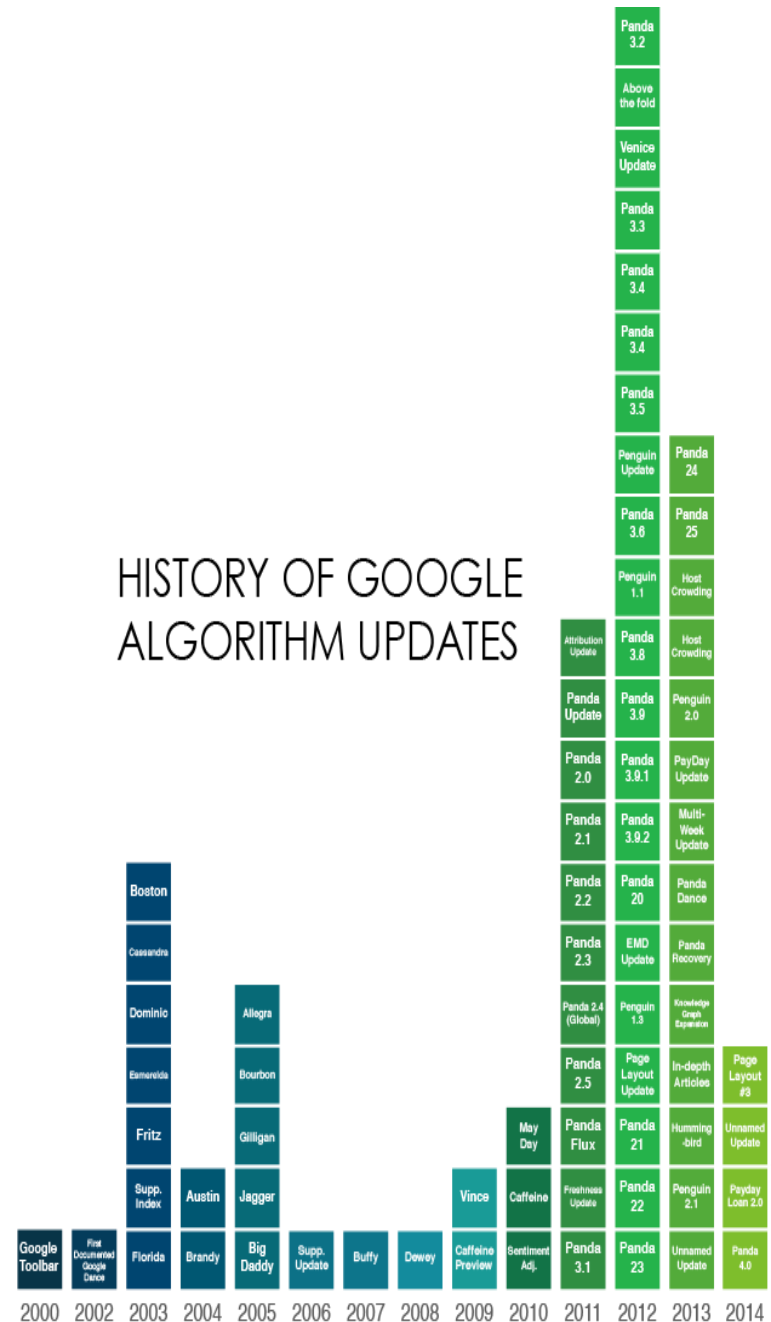
Google's Algorithm

- Every Year, Google's algorithm changes around 500-600 times

- Why does this matter?

It impacts your site's performance.

HISTORY OF GOOGLE ALGORITHM UPDATES



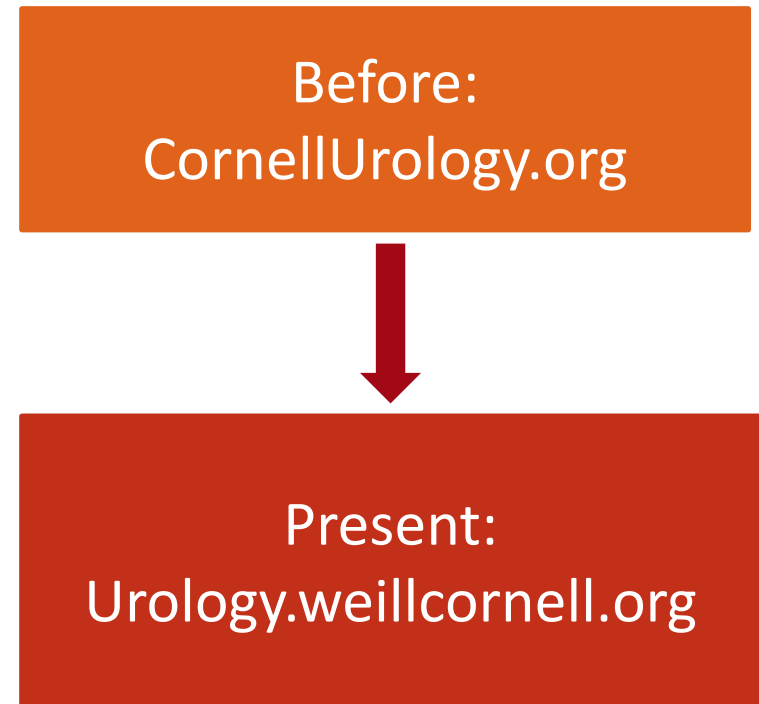
Google's Quality Guidelines - <https://support.google.com/webmasters/answer/35769?hl=en>
Google Algorithm Guidelines - <https://moz.com/google-algorithm-change>



Best Practices

Website URL Structure

- Google may penalize your website based off the following factors –
 - Duplicate Content
 - Spamming Google's search results
 - Competition for the same keyword phrases
 - Manipulating Google's Algorithm
 - Double Branding



How do you Build SEO Success?





80%

of patients are interested in
online health videos

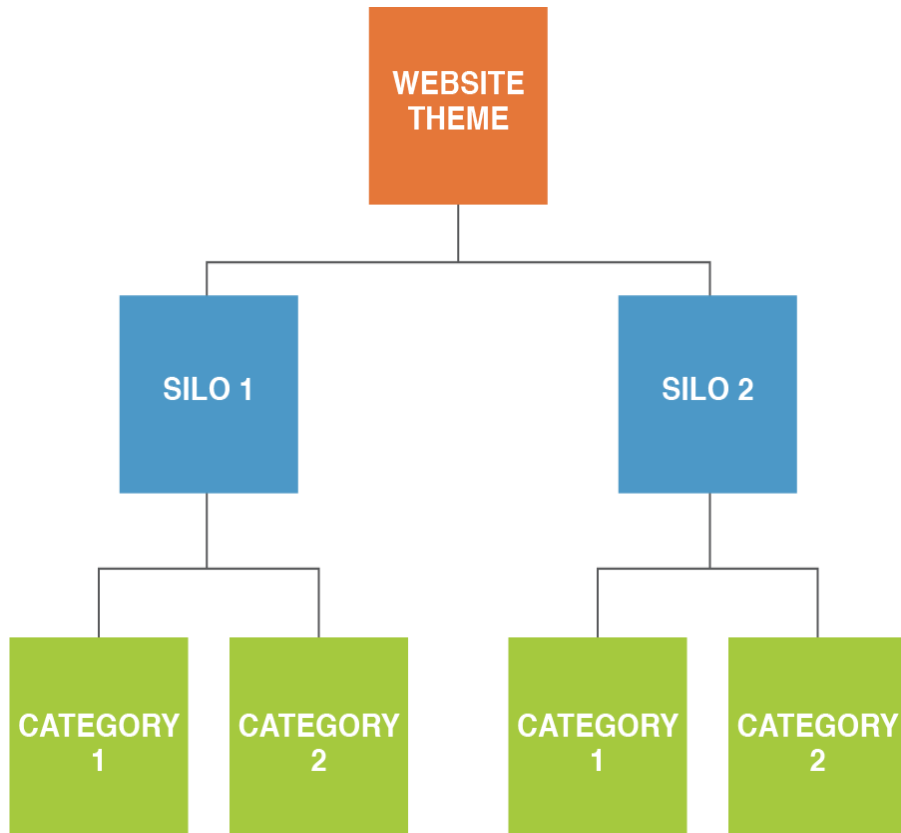


56%

of patients search for a health concern directly on **You**



Best Practices Content Development



1

Primary / Secondary Research & Thought Leadership: Books, eBooks and White Papers.

2

Long-form Blog Posts & Presentations

3

Infographics and SlideShares

4

Short-form Blog Posts & Contributed Content

5

Social Media Posts & Curated Content



Data from SEO can help guide clinical decisions

1. Where people are going on our website(s) gives a sense of what clinical services & areas we could prioritize:

(e.g., Lower Manhattan, Primary Care)

2. What healthcare terms are searched in Google that lead to our website(s) gives a sense of:

- how well our websites are performing
- services where we could compete
- areas of opportunity for patient content & marketing



General SEO Recommendations:

- Consider revising URL structure(s)
- Develop optimized content around videos:
Google can't rank videos without descriptions
- Reduce down % of duplicate content
- More interlinking on websites – create a patient ecosystem

Online Reputation Management



Experience has a direct impact on the bottom line.

Google

FOUNDERS ATTENDED **USABILITY CLASSES** AT STANFORD UNIVERSITY

amazon.com

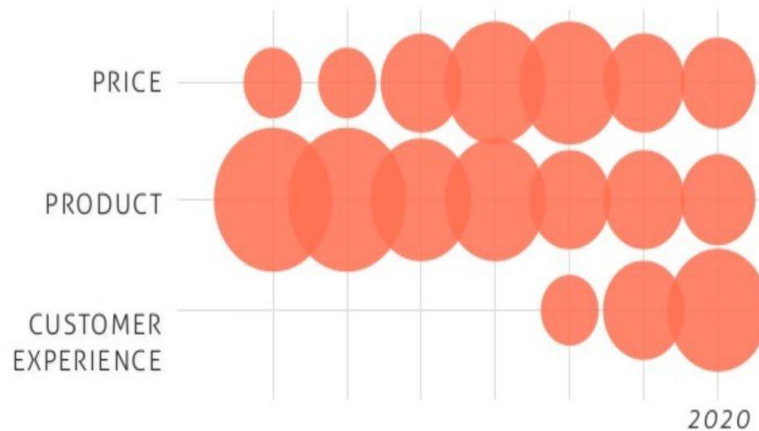
FUNDED CUSTOMER EXPERIENCE OVER ADVERTISING **100:0**

▼ **40%** OF CUSTOMERS TURN TO THE COMPETITION AFTER A **BAD EXPERIENCE**

airbnb

ATTRIBUTES UX FOR TAKING THEM FROM NEAR-FAILURE TO BEING VALUED AT **\$10 billion**

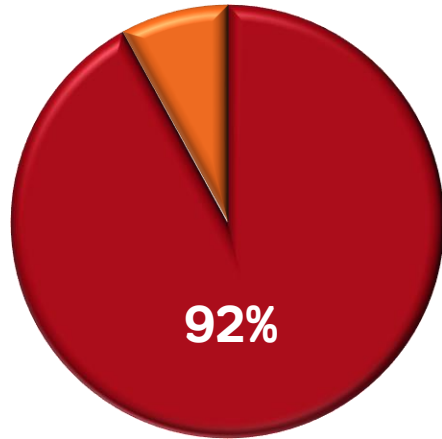
By 2020, **CUSTOMER EXPERIENCE WILL OVERTAKE PRICE AND PRODUCT** as the most important **BRAND DIFFERENTIATOR**



Customers are **15.8% LESS LIKELY TO SWITCH BRANDS** when there is a good user experience

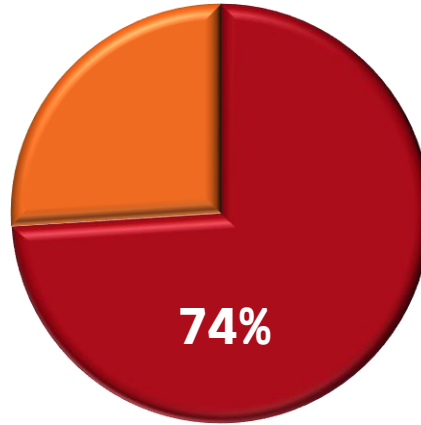
Source: <https://www.slideshare.net/slrunzo/the-business-value-of-ux-design>

Why is This Important for you?



Users read online reviews before selecting a provider

(eTelling Group)



Users say they will not select a provider with poor reviews

(Harris Interactive)




1 "star" difference in reviews results in 5-9% change in revenue

(Harvard Business Review)

Why is This Important ?

88%

of adult
Americans
use the
internet to
search for
health-related
information.



SEO: When searching a
physician, the site with
the **most reviews**
will display **first**.

- *By posting physician ratings, providers are empowering patients to take care into their own hands by giving them decision-making tools based on their own patient experiences.*
- *This level of patient engagement may be frustrating because we can't control what is said, but healthcare organizations that use review sites as helpful tools can improve their own processes & acquire more patients*



How Patients use Reviews

*“I type in a physician’s name and see reviews.”
(Prospective Chronic)*

*“If I am changing doctors, I Google some reviews but
then I look at more information.” (Existing Chronic)*

Healthcare Marketing is Viewed with Skepticism

- Participants were skeptical about the patient videos and testimonials because they expected them to be biased – only positive ones would be featured.

“I would believe testimonials if they included negative feedback as well. They would never do that. All positive feedback is selling.” (Prospective Caregivers)

“I think they [patient testimonials] would be biased on their site.” (Existing 25-34)

Online Patient Reviews have Consistent Themes

Positive Reviews:

- **Grateful for caring physician manner**
- **Attentive staff**
- **Clean, comfortable and modern facilities**
- **Perceived quality of care**

Negative Reviews:

- **Wait times**
- **Rude staff**
- **Scheduling challenges**
- **Billing issues**

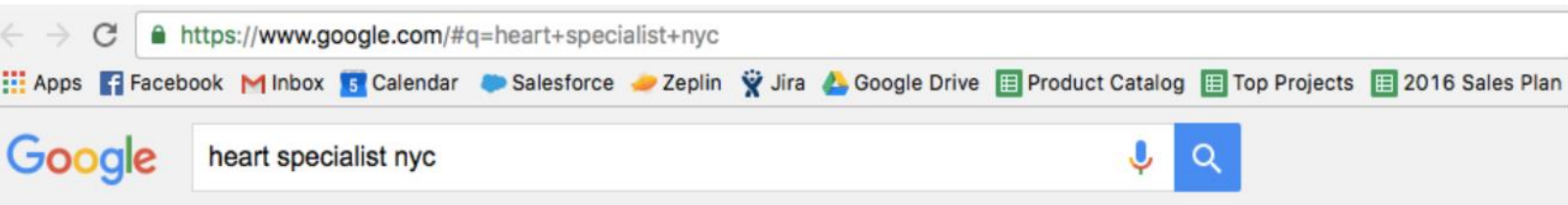
~ Penn
Medicine



Benefits of Proactive Online Reputation Management

- **Increases online visibility of providers**
- **Improves reputation on sites where patients are actively searching for provider reviews (e.g., Yelp, Google)**
- **Improves Search Engine Optimization (SEO)**
- **Increases traffic to websites**
- **Can position your institution in line with competition actively collecting online reviews**

Boost in patient response when star ratings are utilized



All Maps News Shopping Images More Search tools

About 1,940,000 results (0.87 seconds)

Heart Treatment New York City - weillcornell.org
 Ad www.weillcornell.org/ (844) 525-9318
 4.9 ★★★★★ rating for weillcornell.org
 National Recognized Cardiothoracic Team. Call for an Appointment Now.
 Heart Center Services Contact & Locations
 America's Top Doctors About Weill Cornell

Park Avenue Cardiology - ParkAvenueCardiology.com
 Ad www.parkavenuecardiology.com/
 Top Cardiologist of New York/Board Certified, Medicare/Insurances Taken
 1036 Park Ave, New York, NY

Find a Cardiologist - Search by Insurance and ZIP - Zocdoc.com
 Ad www.zocdoc.com/
 Free Same-Day 24/7 Online Booking!
 No Phone Calls Required · Free To Book
 Search By Language · Search By Gender · Search By Specialty · Search By Locations

Find A Heart Specialist - HRsonline.org
 Ad www.hrsonline.org/Heart-Specialist
 An International Directory of Heart Rhythm Society Physicians
 Find a Heart Specialist · Patient Info Sheets · Clinical Guidelines · AFib Provider Resources

Department	Overall CTR	CTR with Google Ratings	Increase in CTR
Brand	6.3%	7.1%	13%
Gastroenterology	2.9%	3.4%	17%
Rehab PT	1.9%	2.2%	16%
Neurosurgery	2.7%	3.0%	11%
Surgery	3.4%	3.9%	15%
Urology	3.4%	3.8%	12%
Dermatology	2.4%	4.5%	88%
Pediatrics	2.7%	3.1%	15%
Primary Care	2.4%	3.1%	29%
CT Surgery	2.9%	3.2%	10%
OBGYN	2.9%	3.4%	17%
ENT	3.9%	4.2%	8%
Oncology	1.5%	2.9%	93%
Cardiology	2.0%	2.6%	30%
AVERAGE INCREASE IN CTR			27%

Boost in rankings when star ratings are utilized



All Maps News Images Shopping More Search tools

About 35,000 results (0.47 seconds)

Leading Cardiologists - nyp.org

Ad www.nyp.org/cardiology

Call Top-Ranked Cardiologists at NYPresbyterian and Book an Appt.

Ranked #1 Hospital in New York – U.S. News & World Report

Find a Physician

Request an Appointment

Contact Us

Ways to Give

Our Physicians | Cardiology | Weill Cornell Medicine

<https://cardiology.weillcornell.org/about/our-physicians>

★★★★★ Rating: 4.8 - 5,210 reviews

Associate Professor of Medicine, Director Cardiac Electrophysiology Fellowship Program, Division of Cardiology, Cardiac Electrophysiology Laboratory ...

Home | Cardiology | Weill Cornell Medicine

<https://cardiology.weillcornell.org/>

Meet Our Cardiologists ... 3D View of Heart Tissue ... With a legacy of putting patients first, Weill Cornell Medicine is committed to providing exemplary and ...

Cardiology | Weill Cornell Medicine

<https://weillcornell.org/services/cardiology>

At Weill Cornell Medicine, physicians provide expert cardiac care with an ... Ranked as one of the top three cardiac programs in the country, we use the latest ...

Cardiologist | Cardiothoracic Surgery | Heart Care Services - NewYork ...

www.nyp.org/heart/services NewYork-Presbyterian Hospital

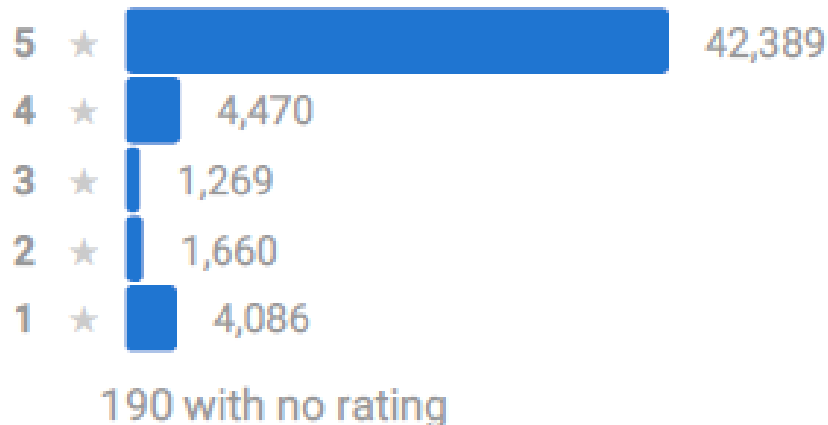


Online Reputation Overview

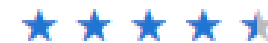
Weill Cornell Medicine - 2837 Provider

Review summary

You've received **54,064 reviews**, up **33.50%**.








4.5



54,064
reviews

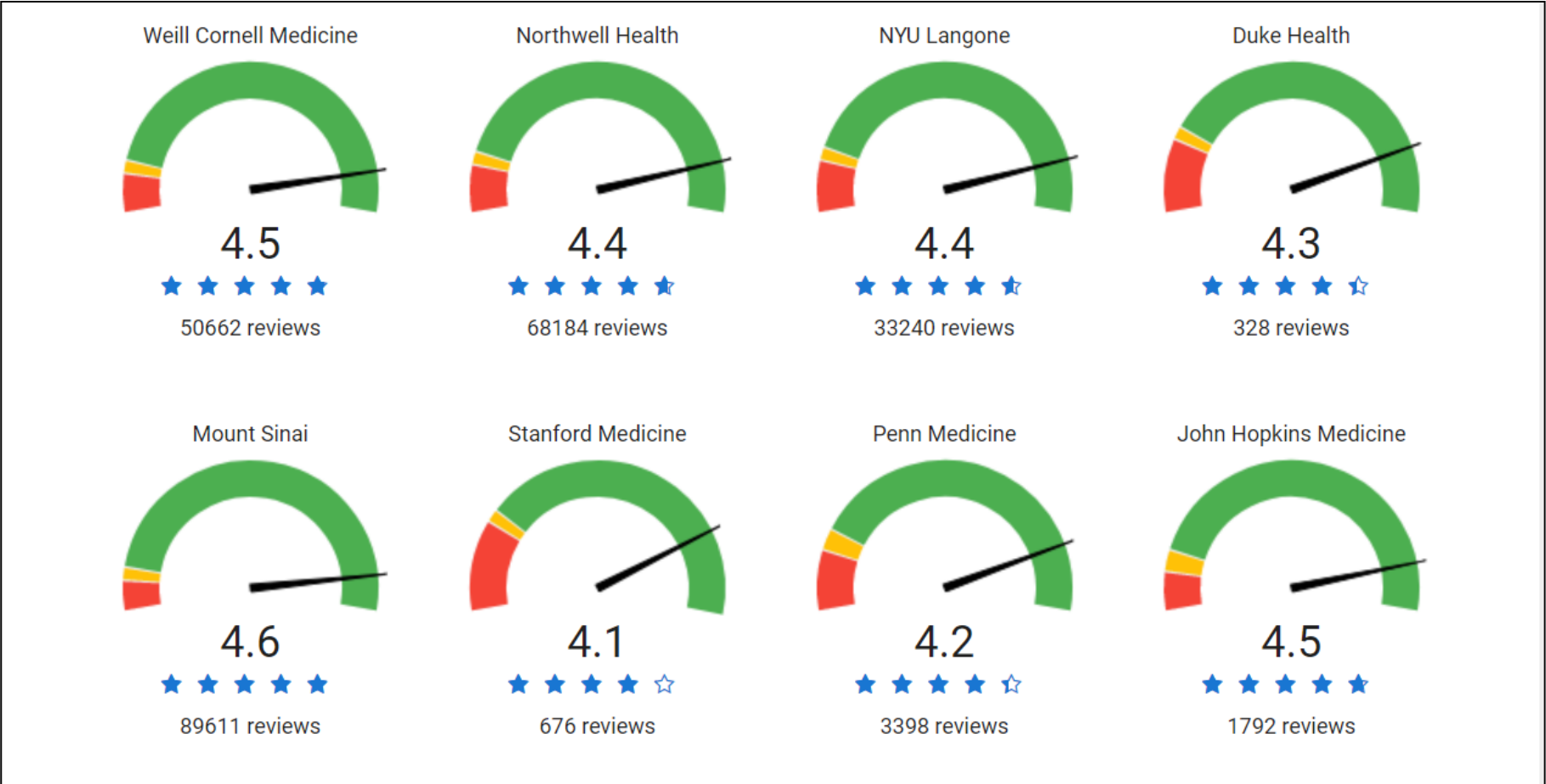
- *First Review posted 7/2004*
- *Includes Full-Time and Voluntary Faculty*

Top Review Sources:

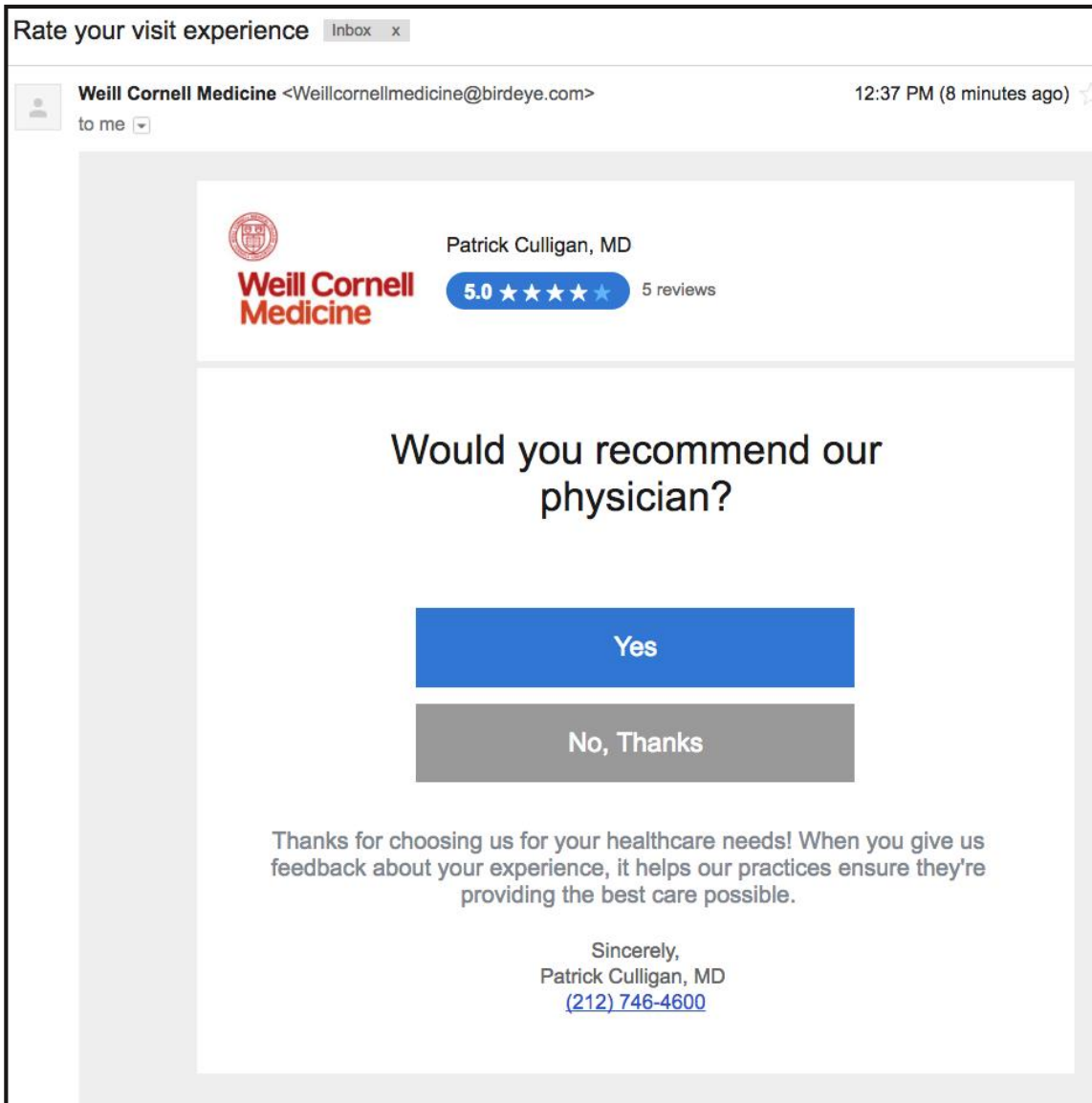
	ZocDoc (32,979)	4.7 ★
	Vitals (7,716)	4.1 ★
	Yelp (4,249)	3.7 ★
	Healthgrades (2,338)	4.2 ★
	Google (2,320)	4.4 ★

Competitive ranking has us on par with the competition:

All Time



Text Pilot



Digital Opportunities and Next Steps



Patient Journey High Funnel- Discover



Discover Phase

Creative- Facebook Ads and Videos

Targeting

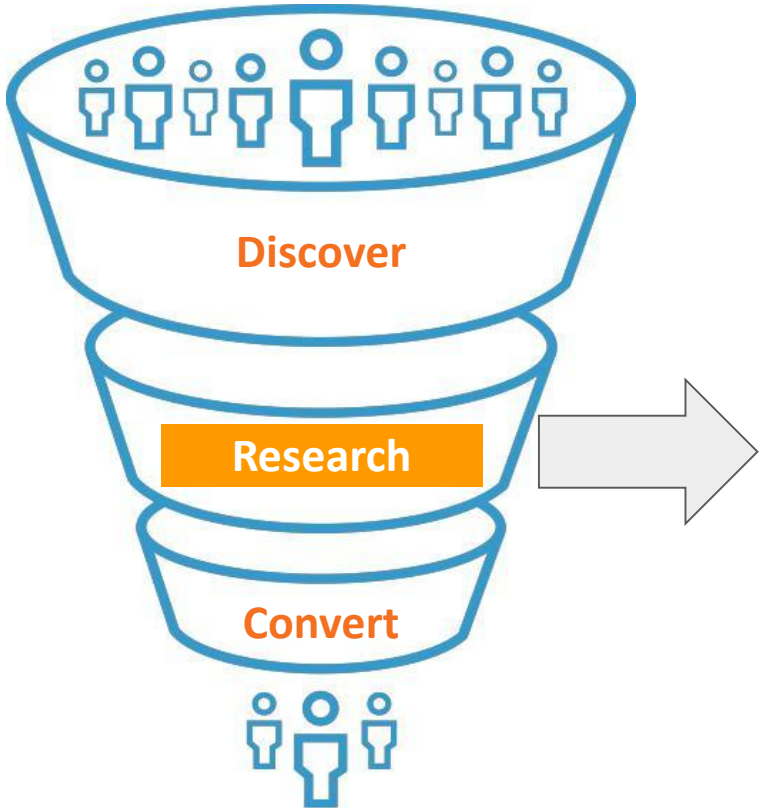
Demographics, Interests, Behaviors

Increase Procedure Awareness

Build Brand Loyalty / Awareness



Patient Journey Mid Funnel- Research



Research Phase

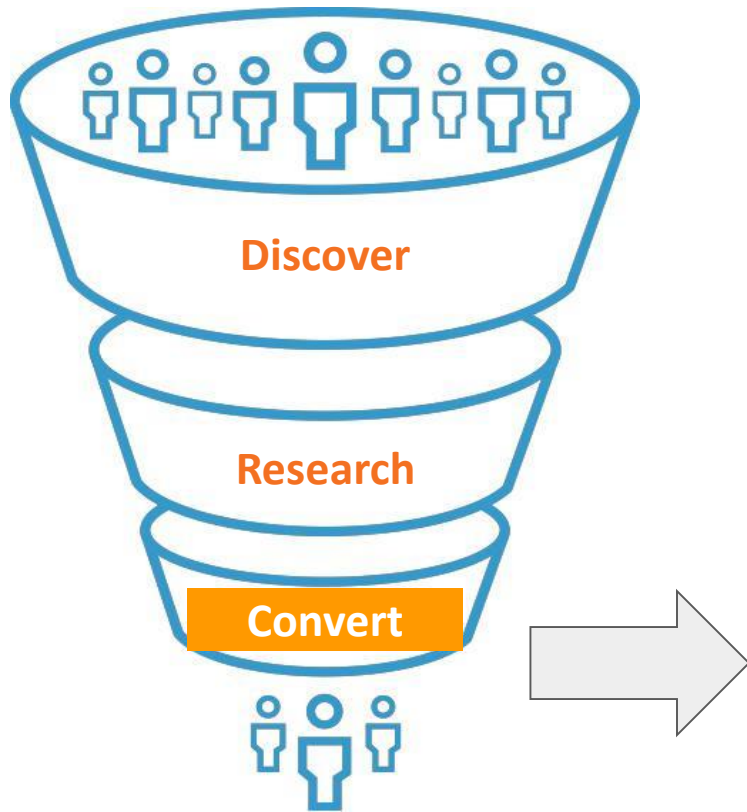
Creative- Facebook Ads and Videos

Range of treatment options

Cost?

Does the treatment work?

Patient Journey Low Funnel- Convert



Convert Phase

Creative- Facebook Ads and Videos

Best physicians in geographic area

Physician reviews NYC

Physicians near me



Conclusions

- Digital will continue to grow as a means of assisting patients with their healthcare decisions so invest in the right external partners to help develop your strategy
- Understanding the patient journey will help to develop relevant messaging and improve targeting.
- Both paid and organic search can work together to increase the visibility of a website. Learning what patient targeting demographics are available on each platform can make the difference in results.
- Video can be an effective tool to both educate and inspire patients
- Recognizing how patients search online is critical. Brand becomes increasingly important as patients near a final decision.

Marketing Opportunities:

- Better align your digital marketing efforts with key patient access metrics and build-out effective reporting mechanisms to quantify marketing ROI
- Engage senior leadership in digital marketing utilizing the data available from campaigns
- Improve alignment of digital efforts across clinical service lines. Collaboration is necessary when building support for a new digital strategy
- Address marketing conflicts stemming from competing clinical services within your institution. These conflicts can impact digital results due to the patient confusion they create.



**Weill
Cornell
Medicine**