



Marketing Imaging and Diagnostic Services

Measuring Your Impact

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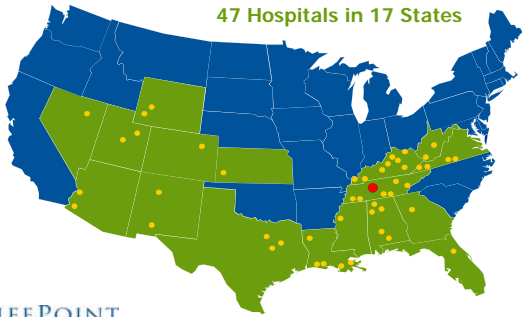


Goals of Session

- Discuss how to develop an effective fully integrated consumer marketing campaign for imaging services
- Validate the importance of defining metrics for success, collaboratively and in advance of marketing campaign
- Review several methods for measuring success, including determining ROI

Who is LifePoint Hospitals?

47 Hospitals in 17 States




LIFEPOINT HOSPITALS®

● Corporate Office in Brentwood, Tennessee

What is Marketing?


- Marketing is ...a set of processes for creating, communicating, and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders.
(American Marketing Association definition)
- Marketing = Differentiating the value of your product
(Joe Flowers, CEO, Imagine What If, Inc.)
- Good Marketing = Spending the least to get the most

Marketing Campaign Components



Creating a Consumer-Focused Campaign

1. Define your objective.
2. Determine your budget.
3. Target the right audience.
4. Select the right tools/media.
5. Create a compelling message.
6. Capture the right data.
7. Measure the results.



First Things First

- 1. Be Passionate about Customer Service**
 - "You no longer control the fate of your company. The customer does." Peter Shankman
- 2. Know Who Your Customers Are.** Marketing efforts must primarily focus on physician relationship-building as most Imaging Center business is derived from referrals.
 - Referral sources vary. PCPs are the primary referral source for CT Scans while MRI and Nuclear Medicine rely heavily on the referrals of Specialists.
 - Providing physician-focused customer service is usually a key strategy in Imaging Center marketing. Hiring a physician liaison can be highly effective.

First Things First

- 3. Know your data and where to get more.**
 - Use the data. Evaluate trends - daily, weekly, monthly, yearly.
- 4. Partner with your Marketing Director.**
 - Take advantage of existing opportunities (newsletters, websites, special events, national observations).
 - Assist in measuring results.



First Things First

- 5. Know how (or if) you will leverage the health system or hospital brand name.**
 - A brand identity is the "visual, emotional, rational and cultural image that a consumer associates with a company or product." Theoretically, if consumers are more familiar with a brand, they are more likely to use the service.*
 - Monolithic branding
 - Endorsed branding
 - Independent branding

Mangini M., "Branding 101." Marketing Health Services (October 1, 2002)

CASE STUDY 1: Colonoscopy Marketing Campaign

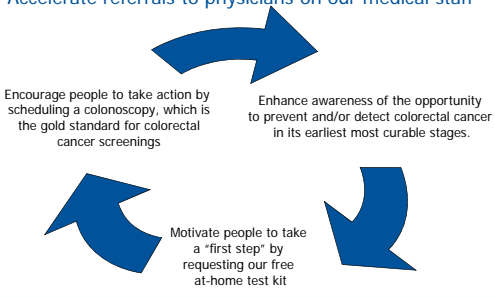
Why this service?

- Research shows that fewer than 50% of people are having the recommended colon cancer screening tests, so there is tremendous potential for growth of colonoscopy services in each of our markets.
- It is a profitable service line for our hospitals, according to research from our "deep dives."

Twenty-four of LifePoint's affiliated hospitals chose to participate in our first Colorectal Cancer Campaign in March 2008.


Campaign Objectives

- Increase colonoscopies and general surgery
- Accelerate referrals to physicians on our medical staff



Internal Stakeholder Education

First we educated and involved our key stakeholders, including PCPs, physicians who performed colonoscopies, and employees.



Compelling Message: Direct Mail - Post Card #1

STATISTICS SHOW:
3,584 of you who receive this postcard will call for a free ColocARE Kit™
9,349 of you who receive this postcard will be diagnosed with colorectal cancer™

The campaign featured a powerful life-saving message and a compelling call to action, making it measurable.

Direct mail allowed us to target people who were ages 50+.

Colorectal cancer is the 2ND leading cancer killer in the U.S.

KNOW THE FACTS!
• It's the 2nd leading cancer killer in the U.S.
• It's most often found in adults aged 50 or older.
• It's more often found in adults aged 65 or older.
• Colorectal cancer screening saves lives.

THEN CALL! 1-800-512-2388
Receive a FREE ColocARE Kit™ containing the call to action card and information about the kit, trademarks, and more importantly the prevention of colorectal cancer.

Post Card #2

EXPERIENCE HAS SHOWN:
You may have colorectal cancer and be experiencing these symptoms:

- 1)
- 2)
- 3)

Colorectal cancer first develops with few, if any, symptoms

KNOW THE FACTS!
• It's the 2nd leading cancer killer in the U.S.
• It's most often found in adults aged 50 or older.
• It's more often found in adults aged 65 or older.
• Colorectal cancer screening saves lives.

THEN CALL! 1-800-512-2388
Receive a FREE ColocARE Kit™ containing the call to action card and information about the kit, trademarks, and more importantly the prevention of colorectal cancer.

The second post card reminded people to request their free at-home test kit OR to use the one they already received.

Newspaper Ads

Colorectal cancer first develops with few, if any, symptoms

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Newspaper ads allowed hospitals to feature the physicians who perform colonoscopies and/or the free kit offer.

A different toll-free number was used in the print ads so that responses could be better tracked.

Public Relations

Doctors' Hospital: "Colonoscopies can save lives"
Tony Smith's death focuses nation's attention on colon cancer

Hospitals used PR to support their campaigns, including sending news releases when they kicked off their campaigns. Many also took advantage of other PR opportunities, including educational seminars or hosting a visit from the Colossal Colon.

Hospital CEO recommends medical procedures

Special Events

These photos are from Skyline Medical Center's hosting of the Colossal Colon's first visit to Tennessee.

The Funniest Article You've Ever Read

Dave Barry: A journey into my colon -- and yours

OK. You turned 50. You know you're supposed to get a colonoscopy. But you haven't. Here are your reasons:


1. You've been busy.
2. You don't have a history of cancer in your family.
3. You haven't noticed any problems.
4. You don't want a doctor to stick a tube 17,000 feet up your butt.

Let's examine these reasons one at a time. No, wait, let's not. Because you and I both know that the only real reason is No. 4. This is natural. The idea of having another human, even a medical human, becoming deeply involved in what is technically known as your "behindular zone" gives you the creeping willies.

I know this because I am like you, except worse. I yield to nobody in the field of being a pathetic weenie medical coward. I become faint and nauseous during even very minor medical procedures, such as making an appointment by phone...

This Dave Barry column was originally published Feb. 22, 2008 in The Miami Herald. He gave us permission to distribute copies of our educational seminars in order to educate people about the importance of colonoscopies. To read the entire article, go to this link: http://www.miamiherald.com/2008/02/22/11427623/dave_barry_40_years_of_colonoscopy.html

Consumer Follow-up



Continuous follow-up with consumers is key to the success of colonoscopy awareness programs.

Challenges

- **The campaign was impacted significantly by the fact that healthcare is a complex and highly regulated industry with numerous challenges that impact marketing**, including these:
 - ✓ Physicians must order tests, not patients.
 - ✓ Hospitals are limited in how they can encourage physicians to send patients to them and should avoid even the possible appearance of impropriety.
 - ✓ If our hospitals promote physicians in a hospital-sponsored marketing campaign, they must include all physicians on the medical staff in that category, even if the physician owns a separate facility to which they choose to take specific business, such as colonoscopies, and even if the physician has privileges at (or is employed by) a competitor hospital.
 - ✓ Primary care physicians may choose to do an in-office procedure, such as a flexible sigmoidoscopy, rather than refer a patient to the hospital for a colonoscopy. The hospital cannot track these procedures.

Measurable Results

- 14,000+ people called to request a ColoCare at-home test kit (9.2% response rate compared to AMA predicted rate of 2.3%)
- 2,300+ returned the Response Card to us, indicating their test result (16.5%)
- 200+ had a positive result for occult blood and were instructed to immediately follow up with a physician
- 650+ needed a PCP
- 6,000+ had never had a colonoscopy or had not had one within the past 10 years
- Number of lives saved: PRICELESS

Return on Investment

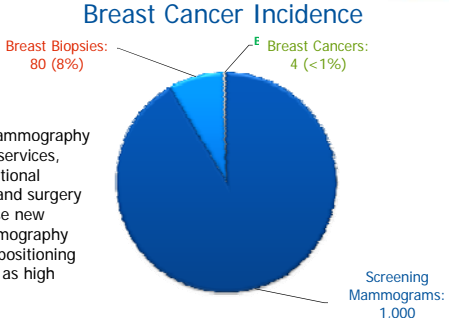
We compared 12 months of patient data to the campaign caller and mailing lists and found that:

- 3,371 patients could be tied to the campaign, including 150 inpatients
- These patients accounted for \$6.1 million in net revenue and \$1.5 million EBITDA
- The campaign resulted in an ROI of \$1.3 million

*Data from 24 hospitals and affiliated surgery centers for only the specific GI procedures targeted for the campaign (inpatient and outpatient) was used.

CASE STUDY 2: Mammography Marketing


Breast Cancer Incidence



Objectives:

- To grow mammography and related services, such as additional diagnostics and surgery
- To showcase new digital mammography equipment, positioning our facilities as high tech

TV Ad and Web Video



Measuring Campaign ROI: STEP 1

- **Clearly define the program or service being marketed and which procedures you are targeting for growth.**

EXAMPLE: Consumer Colorectal Cancer Campaign

- **Procedures to be measured:** the number of colonoscopies, polypectomies and colectomies that are performed at the hospital and the surgery center

Some of this information is from the book "A Marketer's Guide to Measuring ROI" by David Marlowe, published by Health Leaders Media.

Measuring Campaign ROI: STEP 2

- **Get consensus from key internal stakeholders on direct, indirect and non-credited returns**

EXAMPLE: Consumer Colorectal Cancer Campaign

- The overall **percentage increase** from PY in colonoscopies, polypectomies and colectomies;
OR
- The overall **percentage increase** from PY in colonoscopies, polypectomies and colectomies **MINUS the historical growth** (i.e. if the hospital had seen increasing volumes of 2% each of the last five years, you would factor that 2% out of your results)

Additionally, consider determining other factors for other new business, such as: Will you count the individual who went to see her doctor to schedule a colonoscopy because of the campaign, but in the process was discovered to have potential heart disease and was scheduled instead for a stress test then cardiac catheterization?

Measuring Campaign ROI: STEP 3

- **Determine the overall cost of the campaign including:**

- ✓ Development and production of advertising
- ✓ Printing and postage
- ✓ Placement of advertising
- ✓ Call Center expenses
- ✓ Promotional items, such as ColoCare® kits
- ✓ Special events
- ✓ Staff time?

Measuring Campaign ROI: STEP 4

- **Track Returns. Make it measurable by:**

- Distributing promotional items and literature, such as coupons that patients may use
- Requiring pre-registration for screenings, health fairs and seminars (capture key data on front end of process)
- Requesting specific info during event registration and/or at the event
- Follow-up, Follow-up, Follow-up

Measuring Campaign ROI: STEP 5

- **Determine how long to measure.**

✓ **Short Term:** Measure consumer response and encourage anecdotal feedback.

- Number of calls/requests for kits
- Number of physician referrals
- Number who return Reply Cards

✓ **Intermediate:** Compare volumes / procedures

- Compare volumes to prior month and prior year.
- Compare volumes at the 24 participating hospitals to the 24 non-participating hospitals.

✓ **Long Term:** Revenue Reconciliation Reports

- Run "revenue reconciliation reports" comparing names on direct mail lists as well as "all callers" to patient lists at 3 months and 12 months.

Measuring Campaign ROI: STEP 6

- **Analyze the Financial Side:** Determine net revenues (i.e. money collected) as well as cost of the service provided so that you can measure EBIDTA.

- Work with your facility's CFO or controller
- Work with Decision Support Services or Strategic Planning

Questions?



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