



**SECRETS TO MEASURING
HEALTHCARE DATA THAT
WILL CHANGE YOUR LIFE.**

A black and white photograph of a person sitting outdoors, reading a book. The person's hands are visible, holding the book open. They are wearing a watch on their left wrist. The background is a blurred outdoor setting, possibly a beach or a park. A blue rectangular box is overlaid on the top half of the image, containing the title.

A REALLY GREAT STORY

True story. Once upon a time, there was a marketing director of a 200-bed tertiary hospital. The hospital was part of the largest system in a major metropolitan area. **Budgets were tight, marketing staff was low, and demands were high.** Her team organized wildly-popular public seminars on joint replacement. Every time one of the orthopaedic surgeons spoke at one, the room filled to capacity and people were turned away at the door.

But she faced more budget cuts, and the seminars weren't cheap. It cost about \$10,000 to put on each one. Plus, surgeons from another service line were clamoring to have their own seminars. Were the presentations on joint replacement worth it? Sure, some attendees seemed interested in appointments, but who the heck knew what the value was?

The director decided she needed to try to figure it out. She gathered lists of attendees. She gathered the mailing lists. She met with a finance director (who initially didn't want to give her the time of day) to explain what she needed: someone to cross reference the lists of potential patients with hospital databases, and then **track the financial impact** from those who actually became patients.

Lo and behold, they were able to determine that each of the seminars generated more than \$100,000 in hospital billing. Some of those attendees became patients who actually needed surgery. **It was something she had always hoped and suspected, but here was verifiable proof.**

She met with the C-suite, and shared the data. And her requests for budget increases were met. Because she demonstrated good stewardship of the budget she managed and was able to point to a strategy that brought in more revenue than it spent.

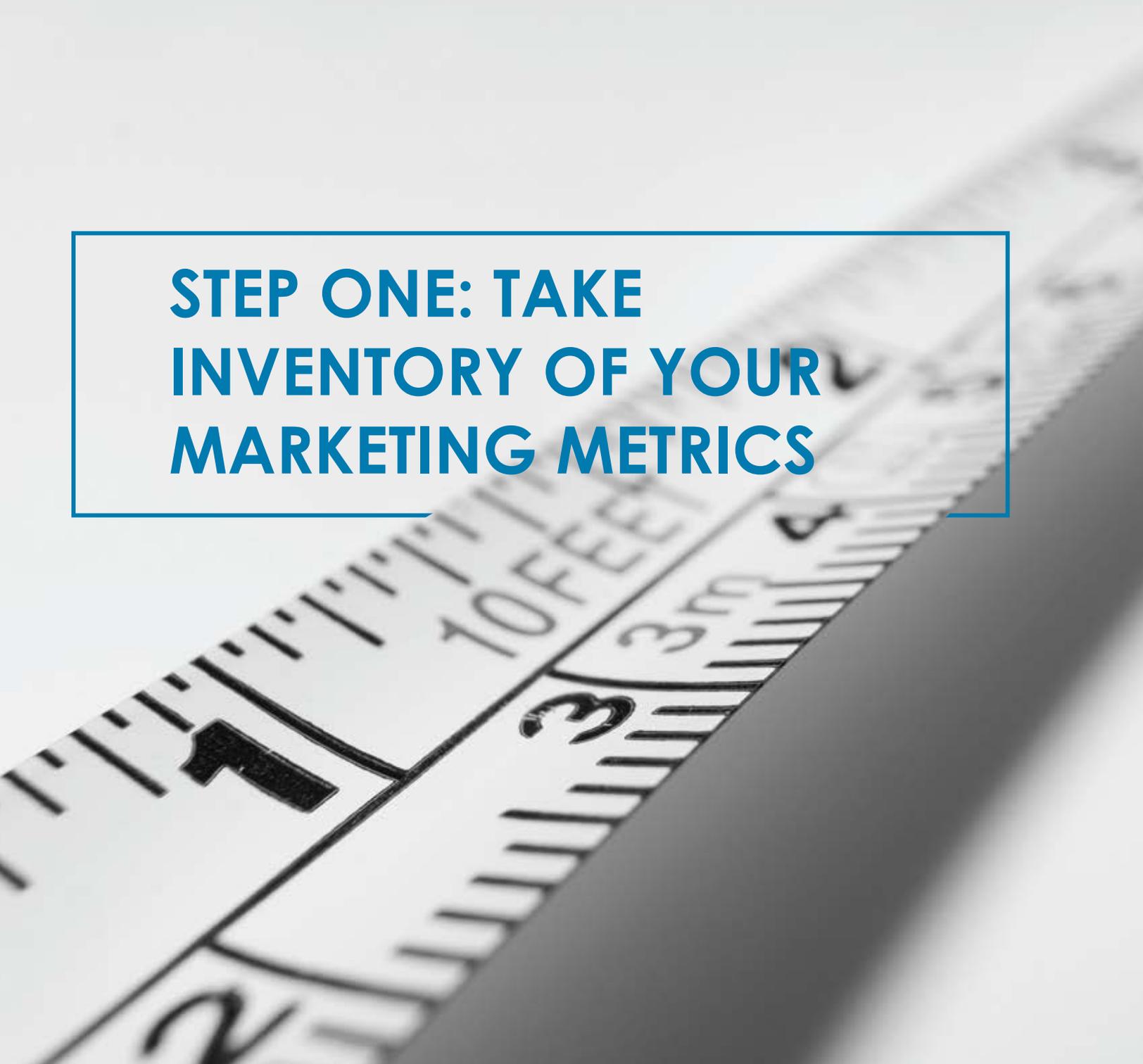


**AND THEY ALL
LIVED HAPPILY
EVER AFTER.**

A blackboard with a lightbulb and chalk drawings. The lightbulb is on the left, and there are several chalk circles and lines on the board. A blue box highlights the text.

HERE'S WHERE YOU NEED TO START

What does a coach do before he even puts his team out on the field? He studies the data of his incoming players. He studies the data of the competition. And he writes plays based on those strengths and weaknesses. **It's time to develop your data playbook. Here's how.**



STEP ONE: TAKE INVENTORY OF YOUR MARKETING METRICS

- How **much are you spending** in the market across hospitals and service lines?
- What **messages** are you putting out in the market through what channels?
- What **calls-to-action** are you using and how are you tracking them?
- What **bottom line** are you trying to influence, specifically through marketing? (financial, volume, service lines, etc.)
- What other variables that you can monitor are influencing your success? (new service to the market, low awareness, strong competitor)



STEP TWO: IDENTIFY DEPARTMENTS THAT HOUSE OPERATIONAL METRICS

- Play well in the sandbox. Get **senior leadership's buy-in** on encouraging collaboration between marketing and operations. Your goal is to gather new and existing metrics into an integrated report. It starts here.
- Get **champions from each department** together for a kick-off meeting.
- Determine **priorities at the system level**.
- There are four metrics that stand out to CFOs as being most valuable in evaluating marketing efforts: volume change, increased revenue, new patient acquisition and market share growth. Each hospital should define its own priorities.



STEP THREE: BEGIN DATA COLLECTION

- Looking for more information to help you prioritize? Try the Society for Healthcare Strategy and Market Development white paper "Life Beyond Promotion: Core Metrics for Measuring Marketing's Financial Performance."
- Gather a retrospective **year of data**; determine monthly dates for data submission going forward.
- Create a **concise dashboard report format**.



STEP FOUR: ANALYZE, ADJUST, REPEAT

- Once you have three consecutive quarters of data, **look for trends** (how are you faring against competitors; how are you measuring against your own results).
- Look for **how your spend correlates to market response** in consumer awareness, preferences and market share.
- Analyze how your spend correlates to bottom line results across hospitals and service lines; do certain types of spend (TV vs. digital, etc.) have a bigger influence on results?
- Are you missing any metrics? Adjust your dashboard accordingly.



THE WRAP-UP

You need a strategy for your marketing metrics. It's time to take "I guess/I hope/I think/I don't know" out of your conversations with the C-suite (and out of the conversations you have with yourself). It's time to replace it with, "Here's what I know. Here's what I can prove. Here's why we should stop doing that and start doing this."

This is a roadmap. But we get that it can seem like a lot of work to do it well. It doesn't have to be. We have the answer.

LET'S TALK. IT'S TIME.

Learn more with a free webinar, or just
get in touch to explore your options.

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