

FY20 Service Line Marketing

Executive Summary

In FY20, Strategic Relations and Marketing (SRM) will continue to implement a comprehensive strategy that meets the business objectives of service lines and aligns with the organizational goals that include:

- Growing tertiary volumes
- Increasing access for complex patients by encouraging the utilization of specialty care off-campus
- Elevating the Health System brand as it will help maintain the position as the provider of choice in our own community, impact tertiary volumes and clinical partnership development

This approach identifies programs that are clinically differentiating at the statewide level that can be targeted for growth and leveraged in brand elevating storytelling. There are also specific messages and programs that can be used locally to maintain UVA Health System's standing in the market as the provider of choice.

In FY20, there will be a heavy emphasis on digital tactics over traditional media to target consumers as they are cost-effective, measurable and allow us to target geographically and demographically. In addition, SRM has built a robust portfolio of communication channels including Vim and Vigor Magazine, standing media opportunities, the Healthy Balance blog and brand elevating video production to name a few. With budget constraints, our challenge is to look at these tools in new ways to ensure that we are using them creatively and strategically.

We will continue to rely on referring provider outreach to secure referrals for key programs and test new ways to reach this audience through innovative print and digital tactics.

Statewide

Strategic Relations and Marketing has shifted from a broad service line volume growth strategy to one that accounts for the Medical Center's continued capacity issues and recognizes the need to be top of mind for patients across the state in need of the high quality complex care that UVA provides.

Statewide Goals:

1. Statewide Goal: Increase Tertiary Market share for Select Clinical Programs

Measure: Market Share for selected programs

SRM looks to service line leadership for insight on the programs that have capacity for volume growth. Before proceeding with the development of a marketing plan, the programs are assessed for market readiness with data readily available that includes:

Confirmation of tertiary designation
Quality
Access
Patient Satisfaction

Messaging:

Factors in Clinical Differentiation
 Quality (especially for referring providers)
 Multidisciplinary care
 Compassionate, team-based care

The programs that have been identified for FY20 statewide growth by service line leadership:

Program	Service Line	SEM currently running?	Referring Provider Outreach
Heart Valve	Heart and Vascular	Yes	Yes
Cardiac Genetics	Heart and Vascular	Yes	Yes
Aortic	Heart and Vascular	Yes	Yes
Cardiac Surgery	Heart and Vascular	Yes	Yes
Heart Failure/ Transplant	Heart and Vascular/ Transplant	Yes	Yes
Peds Liver Transplant	Women's and Children's/ Transplant	Yes	Yes
Lung Transplant	Cancer	Yes	Yes
Stem Cell Transplant	Cancer	Yes	Yes
General Cancer	Cancer	Yes	Yes
Breast	Cancer	Yes	Yes
Spine	Orthopedics/ Neurosciences	Yes	Yes
Spine Haymarket	Orthopedics/ Neurosciences	Yes	Yes
Stroke	Neurosciences	No (pending funding)	Yes
Neuro-Oncology	Neurosciences	Yes	Yes
Pediatric Cardiology/ Heart Transplant	Women's and Children's/Transplant	Yes	Yes

The primary tactics deployed for building programmatic volume statewide are:

Search Engine Marketing/ Digital Display: Digital marketing provides the opportunity to target prospective patients geographically, demographically and provides measurable results. Messaging can target patients within different stages of the decision-making: second opinion, newly diagnosed, comparative research. Research shows that over 85% of American adults access the Internet and 59% utilize the Internet to search for information on health-related topics. ¹

¹ <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5300076/>

Integration into SRM Owned and Earned Media Channels: We leverage these clinically differentiating services to elevate the brand by featuring related stories in Vim and Vigor magazine, regional pitching and media sponsorships where strategically relevant.

Physician Outreach and Communication: Those seeking tertiary services are often under the care of a provider. Data shows that a referral is still the most powerful factor in the decision-making process. A recent survey by Advisory board showed that 18% of those aged 30-49 are willing to break a referral, while only 7-8% of those over 50 are likely to break a referral².

- Liaisons will continue to be deployed geographically
- Outreach priorities will be aligned with the health system goals to include Cancer, Neurosciences, Cardiovascular and Orthopedics with Transplant as needed.
- Key objectives/top priorities per service line will also be included in outreach planning
- Liaisons will each complete 12-15 meaningful, MD/other clinician visits per week
- UVA School of Medicine Alumni are identified and targeted in each region
- UVA Athletics events are planned as referring provider networking events
- Liaisons in the field 3 days per week with Monday's for planning and Friday's for reporting out on week's progress
- Evariant will be the tracking tool to capture outreach activity and future strategy
- Referring physician issues will be handled on a real-time basis with resolution within 24-48 hours
- Promotion of MD App and MD Resource as well as Epic Care Link will be ongoing.

In FY20, we will test various methods to more effectively communicate with referring providers. In 2019, SRM conducted a survey that provided insights into the type of content that providers are seeking along with communication preferences.

Currently we utilize:

Direct Mail
Physician Resource
Bio Rack Cards
Program fact sheets

In FY20 we will:

Redesign Physician Resource to align with primary research findings and use contracted email marketing tool to drive subscriptions

2. Statewide Goal: Increase brand preference and awareness statewide

Measure: Brand Preference and Awareness Study conducted by PRC Question 4: When I mention the words "hospital or health system," what is the first hospital or health system that comes to mind?

² <https://www.advisory.com/research/market-innovation-center/resources/posters/how-consumers-health-care-preferences-vary-by-age>

It's important to ensure that prospective patients across the state are aware of UVA Health System and think positively of the quality of care that we provide so we are considered if the need for tertiary services arise. In FY20, SRM will approach statewide reputation with:

Approach	Funding
Made for This Moment Launch follow-up to Tomorrow Can't Wait with television, print, radio and digital tactics in PSA and SSA.	SRM FY20 Budget
Athletics Contract Both Health System and Orthopedics have a sponsorship agreement that provides statewide exposure to branded assets within the stadium and on television. There are also radio interviews that will be utilized by Orthopedics and :30 segments that can supplement the Cancer and Transplant Center campaigns.	Contracts executed for FY20
Brand Elevating Story Telling In FY20 SRM will increase its efforts to leverage earned media to share patient stories and other brand-elevating stories locally and in large Virginia Metro markets. There will also continue to be an investment in video production and digital promotion to gain statewide exposure to our messaging.	SRM FY20 Budget
Media Sponsorships Virginia Foundation for the Humanities, among others, provides us with four, in-depth expert interviews that run on NPR affiliates statewide. We prioritize strategic hires and providers offering clinically differentiating tertiary services.	SRM FY20 Budget

SSA-North/ JOC Territory

There is a distinct strategy for Primary and Specialty Care practices in the JOC territory that aligns with the organization's agreement with Novant Health.

1. SSA-N Goal: Grow Volumes for Primary Care Practices in JOC

Measure: Clinic Capacity Provided by UPG leadership

Primary Care Practices: SRM is responsible for marketing these practices in Culpeper. Responsibilities include strategic volume-driving tactics as needed, supporting patient communications, leveraging owned media and maintaining web presence on uvahealth.com.

Brand: UVA Health

Messaging: UVA expertise in your community

2. SSA-N Goal: Raise Awareness of UVA Providers in Specialty Care Practices in JOC:

Measure: Look at JOC zipcodes in relation to brand preference and awareness survey question #19: Giving Patient Who Have Complex Medical Conditions Access to Specialists)

Novant Health | UVA Health System is responsible for marketing the clinical services, but SRM is responsible for raising awareness of the providers in the market. Tactics for promoting physicians include a rotating banner ad in the Culpeper Times, ensuring their presence on uvahealth.com is up to date with

physician profile videos and incorporating them into owned media channels including the blog, billboard and select owned media.

Brand: Clinic marketing is Novant Health | UVA Health System; Physician marketing is UVA Health

Messaging: UVA expertise in your community

PSA

1. PSA Goal: Maintain UVA as local provider of choice

Measure: Look at PSA zip codes in brand preference and awareness study question #7: Which hospital or health system do you feel provides the best overall quality of care?

UVA Health is currently the local provider of choice. The goal is to maintain this position as this preference drives volumes to our primary care clinics and positions UVA top of mind when tertiary care is required. SRM has developed a robust infrastructure to connect with our community. Tactics include:

- Earned Media (pitched, NBC29 House Call, WINA, Daily Progress Vital Signs, etc)
- Healthy Balance Blog (insert goal)
- Social Media
- Vim and Vigor (reach beyond PSA into SSA)
- Internal Communications
- Public Health Campaigns- Wear Red Day, Dress in Blue, Stroke Month, Donate Life Month
- Community Health Initiatives / partnerships in alignment with MAPP2Health
- Community Sponsorships (Heart Walk, Quadruplicity, etc)

Messaging:

UVA is a resource for wellness information
 Convenient primary and specialty care in off-site locations
 High quality tertiary care

2. PSA Goal: Volume Growth for specific programs with local reach:

Programs that are Identified by service line leadership as approved for growth. Factors include:

Has local competition / Not a clinical differentiator at a statewide level
 Meets organizational standard for Quality, Access and Patient Satisfaction

In addition to search engine marketing, these programs would be prioritized for our owned and earned media channels.

Program	Service Line	SEM currently running?	Referring Provider Outreach
Stroke	Neurosciences	Yes	Yes
Bariatric Surgery	Surgical Subs	Yes	Yes
Pharmacy* (non-tertiary)	Ancillary	Yes	No
Vein and Vascular Gainesville	Radiology	Yes	Yes

Spine Haymarket	Neuro	Yes	Yes
UVA Cancer Center Augusta	Cancer	Yes	Yes

3. Goal: Support Clinic/ Building Openings and Moves and Raise Awareness of off-site clinics

Clinic moves are an opportunity to remind the community that UVA expertise is available in comfortable, convenient clinic locations outside of the Medical Center campus. A few planned projects include:

Program	Service Line	Proposed Timing
ED and Bed Tower	HS	Fall 2019
Breast Center Planning	Cancer	Fall 2020
Ivy Mountain Planning	Orthopedics	2022
Harrisonburg Peds Acquisition	UPG	Fall 2019
Transplant Haymarket	Transplant	Summer 2019
Dermatology Augusta	UPG	Spring 2020
By Your Side to Riverside	Children's	Fall 2019

4. PSA Goal: Exposure to statewide messaging for Tertiary Services

It's important to note that residents of the primary service area are exposed to the messaging and tactics that are used at the statewide level. The brand-elevating stories and search engine marketing are part of the strategy for maintaining UVA as a local provider of choice and ensuring that we are capturing tertiary market share within our own backyard. The physician liaison team is also deployed in the primary service area with an emphasis on tertiary referrals.

Foundational Work to Impact Consumer Choice

We know that patients use the internet when making important healthcare decisions. There is a book of work that is done to ensure that we are providing the information that will help patient and families make informed decisions.

Physician Profile Videos and Bios: We initiated an onboarding process that invites every new provider the opportunity to film a profile video and submit a biography for uvahealth.com. We continually audit profiles and have a goal to have 50 % of profiles populated with these assets.

Web Audits/ Updates/ Search Engine Optimization: The account planning team will do a quarterly audit

of their respective service line's content to ensure that the content is up to date and highlights the content that aligns with program priorities.

Clinic Profile Videos: Showcasing our convenient off-site primary and specialty care clinics is a way to challenge the assumption that you need to come to the Medical Center for UVA expertise.